

VA



U.S. Department
of Veterans Affairs

2017

Functional Organization Manual - v4.0

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

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Introduction

The Functional Organization Manual (FOM) is the authoritative source that documents the current organization structure, missions, functions and tasks of the Department of Veterans Affairs (VA) and its organizations. 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.

BACKGROUND

- VA was established as an independent agency under the President by Executive Order (EO) 5398 on July 21, 1930, and was elevated to Cabinet level on March 15, 1989, (Public Law 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 service line organizations: Veterans Health Administration, Veterans Benefits Administration, and National Cemetery Administration.
- Services and benefits are provided through a nationwide network of 144 hospitals, 1,232 outpatient clinics, 300 Vet Centers, 56 Regional Offices, and 240 National, State or Tribal Cemeteries. (*Statistics current as of September 30, 2016*).
- 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.

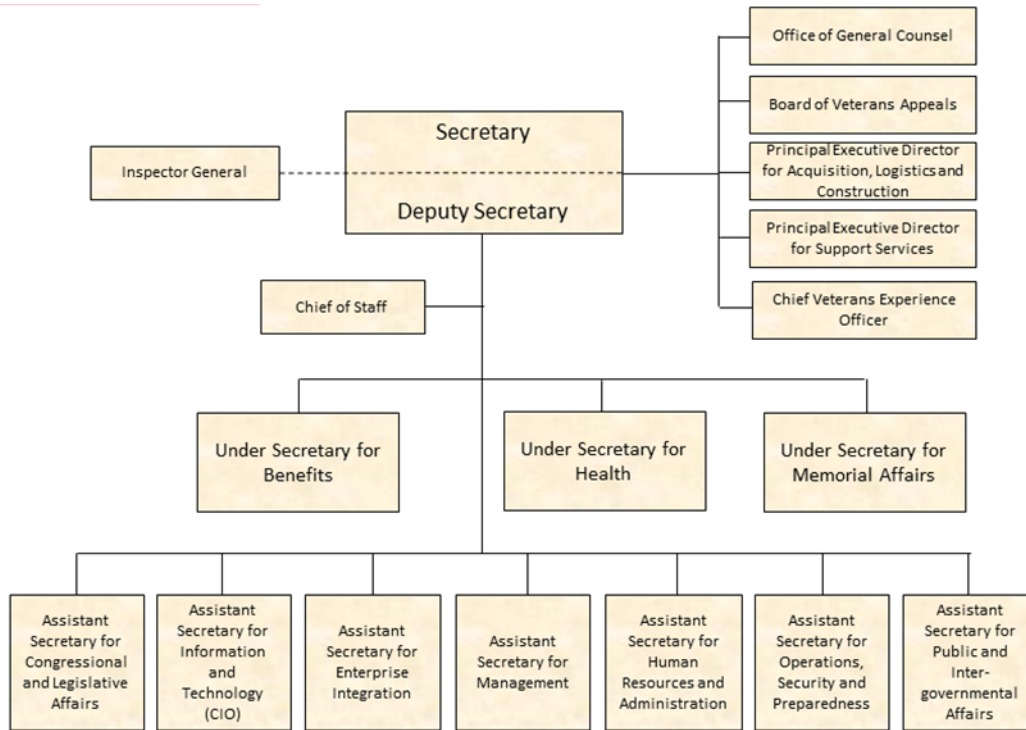


Figure 1 - VA Organization Chart.

[Click here for an alternate representation of the chart.](#)

ORGANIZATION OF THE DEPARTMENT

Secretary of Veterans Affairs (SECVA)

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

Deputy Secretary of Veterans Affairs (DEPSECVA)

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

Chief of Staff of Veterans Affairs (COSVA)

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

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

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

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

Assistant Secretary for Management

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

Assistant Secretary for Information and Technology

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

Assistant Secretary for Enterprise Integration

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

Assistant Secretary for Operations, Security and Preparedness

The **Assistant Secretary for Operations, Security and Preparedness** is the principal advisor to the SECVA and DEPSECVA on VA's capability and readiness to continue services to Veterans and their families, respond to contingency support missions to the DoD and other Federal agencies engaged in emergency-response activities and respond effectively during national emergencies. The Assistant Secretary is responsible for coordinating VA's emergency management, preparedness, identity management, physical security, personnel security and suitability, police services and law enforcement activities, and for

ensuring compliance and resource management in the OSP so the Department can continue to perform mission-essential functions under all circumstances across the spectrum of threats.

Assistant Secretary for Human Resources and Administration

The Assistant Secretary for Human Resources and Administration is responsible for providing VA-wide responsibilities to such programs as human resources management, diversity and inclusion, discrimination complaint resolution, labor-management relations, VA'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.

Assistant Secretary for Public and Intergovernmental Affairs

The **Assistant Secretary for Public and Intergovernmental Affairs** develops, maintains, and communicates the Department's message through media relations and public, intergovernmental, and Veteran engagement to empower Veterans and their families. The Assistant Secretary is responsible for overseeing the Department's communications with Veterans, the 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.

Assistant Secretary for Congressional and Legislative Affairs

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

Authorities

38 U.S.C. Chapter 3

Office of the Secretary of Veterans Affairs

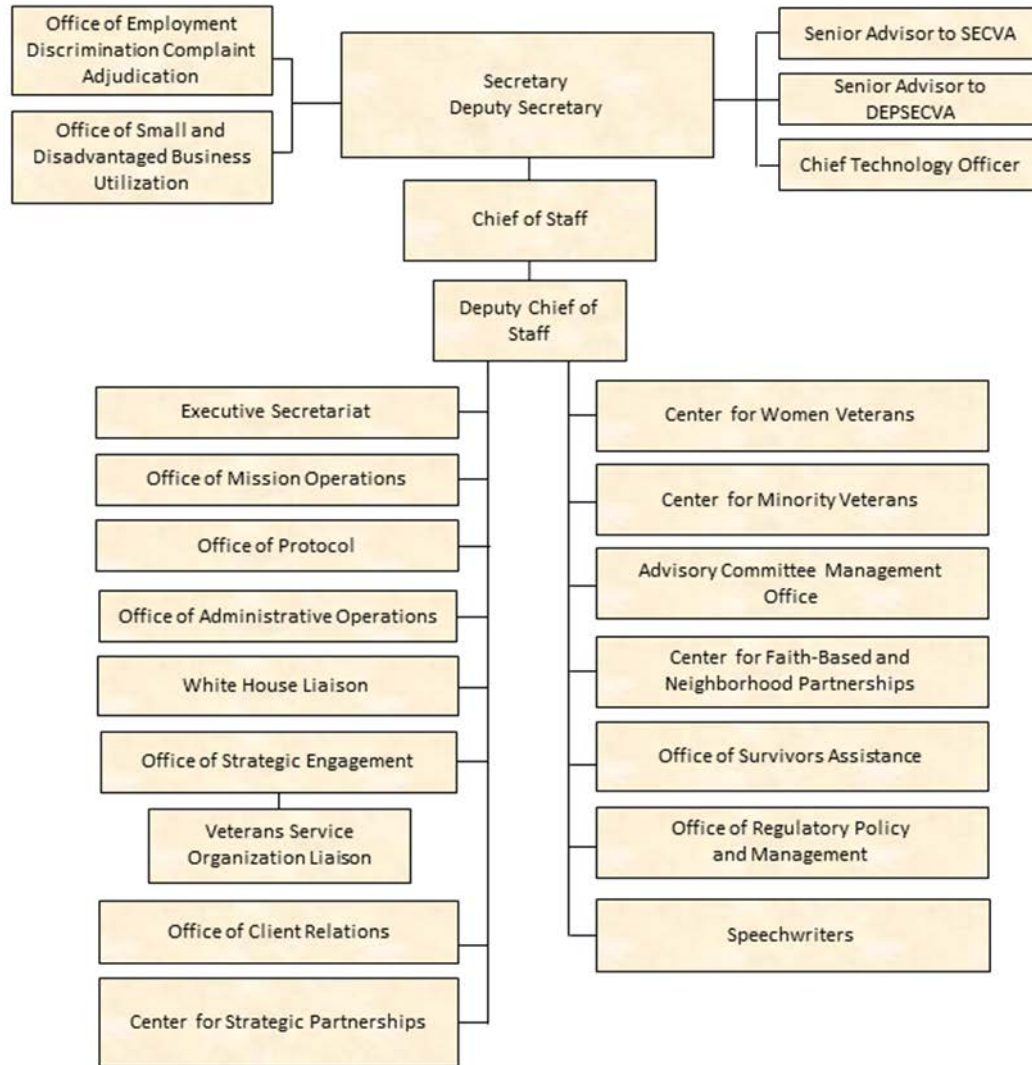


Figure 2 - Office of the Secretary

[Click here for an alternate representation](#)

Office of the Secretary

Overview

The Office of the Secretary (OSVA) is headed by the Secretary (SECVA) and includes the Deputy Secretary for Veterans Affairs (DEPSECVA), Chief of Staff (COSVA), the Executive Secretariat, senior advisors and several special focus centers and offices. Legal authority is vested, by 38 U.S.C., in the SECVA, who generally may delegate it to other VA officials in order to carry out the Department’s

missions. The DEPSECVA serves as the second in command and Chief Operating Officer for the Department. The COSVA synchronizes and coordinates SECVA policy guidance and direction with VA's Administrations, Staff Offices, and key officials.

Functions and Activities

- DEPSECVA directs the policy and operations of the Department and provides broad direction to the Department's Staff Offices, ensuring coordinated action and conformance with the Secretary's directives.
- DEPSECVA oversees the activities of the Executive Director of the Office of Acquisition, Logistics, and Construction (OALC).
- DEPSECVA manages the implementation of VA's Veteran Access, Choice, and Accountability Act of 2014.
- 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.

Executive Secretariat

Overview

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

Functions and Activities

- Serves as the principal staff-action control point for the Department on internal and external items and directs/assigns all administrative tasks on behalf of the SECVA. Coordinates with other Federal agencies and departments on joint letters and memoranda.
- Prepares 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 the same.
- Is solely authorized to authenticate documents transmitting policy, procedure, or information to the Department "by order of the Secretary." Provides correspondence policy for the Department.
- Serves as the Department's point of contact for the U.S. Office of Special Counsel's disclosure cases and coordinates VA's response.
- Provides records management as the Office of Record for all documents signed by the SECVA, DEPSECVA, and COSVA.

- Receives and processes all Freedom of Information Act (FOIA) and Privacy Act requests for the Office of the Secretary.
- Serves as the Department's point of contact for the Plain Writing Act.

Office of Mission Operations

Overview

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

Functions and Activities

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

Office of 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, emergency preparedness, and space and property management.

Functions and Activities

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

Office of Protocol

Overview

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

Functions and Activities

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

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 Veterans Service Organizations (VSO) Liaison.

Functions and Activities

The Senior Advisor to the Secretary for Strategic Engagement serves as primary advisor on 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.

Veterans Service Organizations 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. The VSO also articulates the Department's positions on issues affecting America's Veterans.

Functions and Activities

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

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

Center for Strategic Partnerships

Overview

The Center for Strategic Partnerships leverages resources external to the VA on an effective and consistent basis, at all levels of the Department, to improve the Veteran experience while enhancing productivity and efficiency across the Department. The Center promotes and advances strategic partnerships between VA and external stakeholders through consultation, networking, resource sharing, and collaborative opportunities that benefit VA, Veterans, their families, Caregivers, Survivors, and other beneficiaries.

Functions and Activities

The Center for Strategic Partnerships advises the Secretary and other senior leadership on matters related to responsible and productive partnerships and related programs, issues, and initiatives. It provides external stakeholders with an access point to VA leadership, resources, and VA needs, while also conducting strategic engagement and education.

- Leads strategic partnerships across the Department by maximizing external proposals, empowering employees with effective resources and tools, undertaking proactive engagement with external stakeholders, developing high impact projects, and sustaining, improving, and replicating best practice models.
- Represents OSVA in meetings with key leaders of business, government, philanthropic, nonprofit, and other key stakeholder organizations.
- Encourages and facilitates public-private partnership opportunities through VA initiatives, programs, and services that complement VA's mission, priorities, goals, objectives, and strategies.
- Cultivates and stewards relationships between VA and external stakeholders. Provides consultation to better understand the Department, services provided, the Veteran community

and effective strategies to work with VA. Encourages feedback from stakeholders on key Veteran issues.

Authorities

38 U.S.C. §523

Office of Client Relations

Overview

The Office of Client Relations (OCR) 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 SECVA, DEPSECVA, and COSVA 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.
- Responsible to handle and process Client inquiries through 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.

Office of Regulatory Policy and Management

Overview

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

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

Functions and Activities

- Trains VA program offices on the rulemaking process, including whether to engage in rulemaking, how to resolve policy questions, how to draft a rulemaking, and the concurrence process.
- Assists in developing rulemaking strategies to respond to new legislation and inquiries from Congress or the public concerning regulatory matters.
- Works with VA program offices to ensure they have planned for implementing each rulemaking (including adequate resources—financial, staffing, and information technology (IT)).
- Tracks and facilitates the movement of each rulemaking through concurrence within VA and at the Office of Management and Budget (OMB).
- Manages the publication of rulemakings in the Federal Register and receives and responds to public comments.

Speechwriters

Overview

Speechwriters 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

- Advises senior leaders on subject and content of written communications, in addition to creating original written products and editing others' written products.
- Tracks all speaking engagements and ensure products are provided to senior leaders well in advance of events.
- Conducts in-depth research on topics related to all written products. Ensure data and facts are updated, correct, and synchronized/coordinated in products provided to senior leaders.

Center for Women Veterans

Overview

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

Functions and Activities

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

Authorities

38 U.S.C., §318

P.L. 103-446, §509

Federal Advisory Committee Act (1972), 5 U.S.C. Appendix 2

Center for Minority Veterans

Overview

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

Functions and Activities

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

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

- Consults with the key representatives from major Veterans Service Organizations, local agencies, and other Federal agencies to increase outreach activities to designated minority Veteran groups.
- Conducts joint outreach with other VA Program Offices/Administrations.
- Provides training to MVPC representatives from each VA Administration based on an analysis of best practices and areas for possible improvement. Coordinates outreach activities of MVPCs with local affiliates of national-level minority stakeholders.
- Collaborates with the Center for Faith Based and Community Partnerships to conduct outreach programs to faith based organizations.
- Publicize the results of medical research that is of particular significance to minority Veterans.

Authorities

38 U.S.C.

P.L. 103-446 §510

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

Advisory Committee Management Office

Overview

The Advisory Committee Management Office (ACMO) provides administrative and management support to the Department's 25 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

ACMO 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 U.S.C. Appendix 2

Center for Faith-Based and Neighborhood Partnerships

Overview

The mission of the Center for Faith-Based and Neighborhood Partnerships (CFBNP) is 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 establishes and cultivates relationships with diverse faith-based, nonprofit and community/neighborhood organizations working as collaborative partners to meet the needs of and to support 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 outreach events.
- Hosts quarterly conference calls to provide information that will assist faith-based, nonprofit, community/neighborhood organizations 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 in coordination with local and regional VA staff.
- 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

Overview

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

Functions and Activities

- Serves as primary advisor to the SECVA for all matters related to VA programs, legislative issues, and other initiatives affecting survivors and dependents of Veterans and members of the Armed Forces.
- Ensures that surviving spouses, children, and parents have information on, and access to, all applicable benefits and services under the law. Develops and provides communications materials and products for distribution to internal and external partners and organizations, and advocates for the needs of survivors in the policy and programmatic decisions of VA.
- Builds and maintains collaborative partnerships with local, state, and Federal agencies as well as VSOs, faith-based and community organizations, and other stakeholder groups 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.
- Tracks and recommends survivor legislative issues.
- Refers survivors to VA Administrations and Staff Offices to ensure they receive all benefits and services for which they are eligible.

Authorities

P.L. 110-389, Title II, § 222

Office of Employment Discrimination Complaint Adjudication

Overview

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

Functions and Activities

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

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

Authorities

38 U.S.C. 319

Office of Small and Disadvantaged Business Utilization

Overview

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

Functions and Activities

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

- Ensures businesses meet 38 CFR part 74 requirements and are eligible for designation as Service-Disabled Veteran-Owned Small Businesses (SDVOSB) and Veteran-Owned Small Businesses (VOSB). Businesses meeting the eligibility requirements are maintained in the Vendor Information Pages database of verified SDVOSBs and VOSBs.
- Negotiates small business goals with the SBA and with VA component organizations, and recommends final goals to the SECVA and Senior Procurement Council.
- Reviews subcontracting. Makes recommendations to contracting officers to facilitate compliance with VA goals and monitors performance.
- Provides acquisition support. Reviews proposed acquisition strategies and makes recommendations to contracting officers on use of set asides to meet VA small business goals and comply with small business program requirements. Supports small business access to acquisition opportunities by providing access to VA's Forecast of Contracting Opportunities prepared by the Department's acquisition and program offices.
- Assists small businesses in resolving payment or other contracting issues with VA.
- Plans and implements the Direct Access Program, to include the National Veterans Small Business Engagement, to enable small businesses to gain access to VA procurement decision makers.
- Coordinates and participates in outreach events to small businesses that enable them to better understand how to do business with VA.
- Manages the Veteran Entrepreneur Portal to provide resource information to assist VOSBs. Provides VA contracting information and assistance to SDVOSBs, VOSBs, and other small businesses.

Authorities

P.L. 95-507

P.L. 106-50

P.L. 108-183

P.L. 109-461

P.L. 110-389
P.L. 111-275
EO 13360
38 CFR part 74

Office of Inspector General

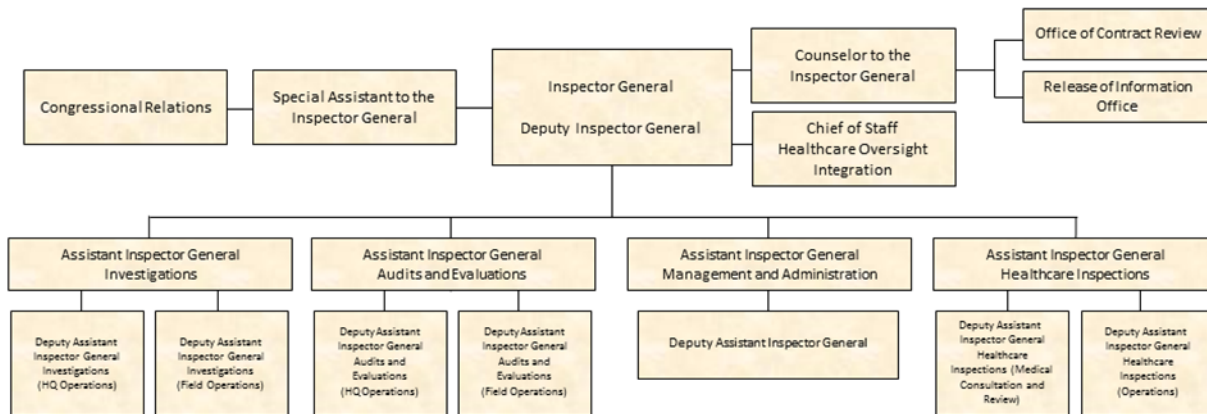


Figure 3 - Office of the Inspector General

[Click here to go to the alternate representation](#)

Office of Inspector General

Overview

The Office of Inspector General (OIG) was administratively established on January 1, 1978, to consolidate audits and investigations into a cohesive, independent organization. In October 1978, the Inspector General Act, P.L. 95-452, was enacted, establishing a statutory Inspector General (IG) in VA. It states that the IG is responsible for: (1) conducting and supervising audits and investigations; (2) recommending policies designed to promote economy and efficiency in the administration of, and to prevent and detect criminal activity, waste, abuse, and mismanagement in VA programs and operations; and (3) keeping the Secretary and Congress fully informed about problems and deficiencies in VA programs and operations and the need for corrective action. The IG has authority to inquire into all VA programs and activities as well as the related activities of persons or parties performing under grants, contracts, or other agreements. In addition, P.L. 100-322, passed on May 20, 1988, charged OIG with the oversight of the quality of VA health care. Inherent in every OIG effort are the principles of quality management and a desire to improve the way VA operates by helping it become more customer-driven and results-oriented.

OIG, with 690 employees from appropriations, is organized into three line elements: the Offices of Investigations, Audits and Evaluations, and Healthcare Inspections, plus a contract review office and a support element. FY 2016 funding for OIG operations provides \$136.8 million from ongoing appropriations. The Office of Contract Review, with 31 employees, received \$5.7 million through a reimbursable agreement with VA for contract review services including pre-award and post-award contract reviews and other pricing reviews of Federal Supply Schedule (FSS), construction, and health care provider contracts. In addition to the Washington, DC headquarters, OIG has field offices located throughout the country. OIG keeps the Secretary and Congress fully and currently informed about issues affecting VA programs and the opportunities for improvement. In doing so, OIG staff strive to be

leaders and innovators, and to perform their duties fairly, honestly, and with the highest professional integrity.

Functions and Activities

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

Authorities

P.L. 95-452

P.L. 100-322

P.L. 100-504

P.L. 110-409

Board of Veterans' Appeals

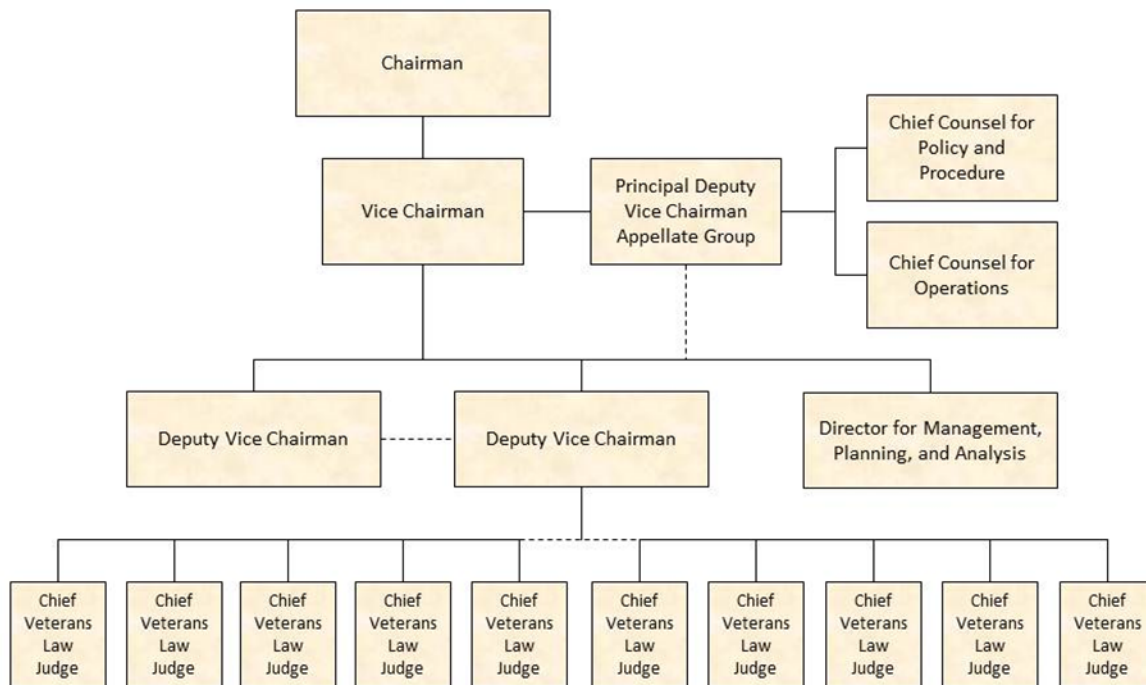


Figure 4 - Board of Veterans' Appeals Organization Chart

[Click here for the alternate representation of the chart](#)

Board of Veterans' Appeals (Board)

Mission

The mission of the Board is to conduct hearings and dispose of appeals properly before the Board in a timely manner.

Overview

The Board was established in 1933 and operates by authority of, and functions pursuant to, Chapter 71 of Title 38, U.S.C. The Board consists of a Chairman, Vice Chairman, Principal Deputy Vice Chairman, and sufficient Veterans Law Judges (VLJ), 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 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

OVLJ produces timely and accurate appellate decisions for Veterans and other appellants, on appeals from regional offices and other parts of the Department responsible for the initial adjudication of benefit claims.

- 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 General Counsel

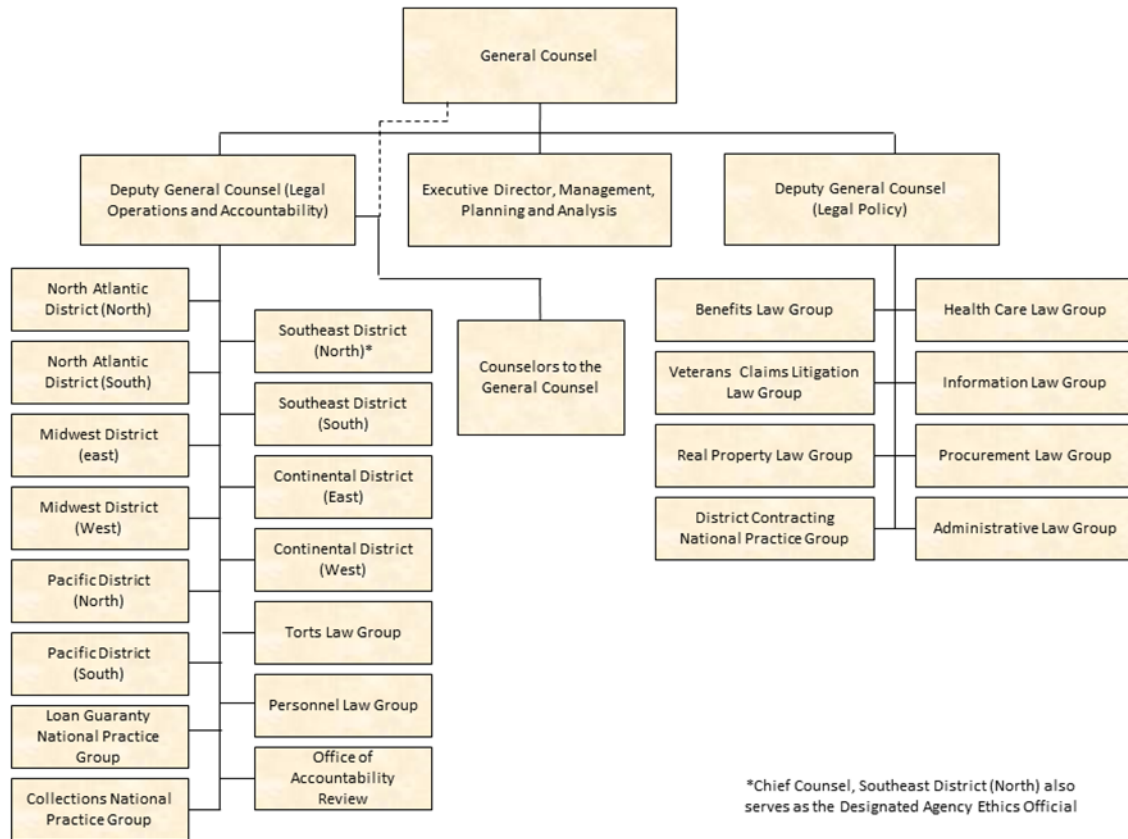


Figure 5 - Office of General Counsel

[Click here for the alternate representation of the chart](#)

Mission

The Office of 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.

General Counsel

Overview

The Office of General Counsel (OGC) serves as VA’s in-house counsel and is committed to ensuring that every member of OGC is focused on how OGC’s work impacts Veterans, and also has an understanding and commitment to the business priorities of our VA clients many of whom directly serve Veterans.

OGC’s attorneys act as business partners, providing sound legal expertise, and as needed, critical problem-solving skills and risk-management advice.

Functions and Activities

- OGC strives to provide real-time legal advice. Our goal is to be involved with Department decision-makers (our clients) during the initial phases of decisions and actions, rather than focusing only on defending actions after decisions have been made. This proactive, preventive-law approach promotes better outcomes and reduces risk.
- The General Counsel, Deputy General Counsel for Legal Operations & Accountability, and Deputy General Counsel for Legal Policy advise the Secretary (SECVA), Deputy Secretary (DEPSECVA), VA Chief of Staff (COSVA), and other senior Department officials regarding all laws, regulations, Executive Orders, and judicial precedent pertaining to the Department and its operations.
- OGC provides a full range of legal and litigation services, as well as support for legislative and regulatory activities through our Chief Counsels who lead eight VA Central Office (VACO)-based Law Groups, three National Practice Groups (NPGs), ten Offices of Chief Counsel in the Districts, the Ethics Specialty Team (EST), and the Office of Accountability Review (OAR). Two Counselors to the General Counsel focus on implementing Agency priorities regarding Veteran Experience and Employee Experience within OGC. OGC's internal administrative functions are led by the Executive Director, Management, Planning & Analysis.

Authorities

38 U.S.C. § 311

38 CFR § 14.500 et seq.

Deputy General Counsel (Legal Operations and Accountability)

Overview

The Deputy General Counsel (Legal Operations and Accountability) supervises a team of Senior Executive Chief Counsels responsible for leading two Law Groups at VA Central Office (Personnel Law, and Torts & Administrative Law), ten Offices of Chief Counsel, two for each VA District, two National Practice Groups, virtual nationwide teams focused on Collections, and Loan Guaranty, the Ethics Specialty Team (EST), and the Office of Accountability Review (OAR).

Deputy General Counsel (Legal Policy)

Overview

The Deputy General Counsel (Legal Policy) supervises a team of Senior Executive Chief Counsels responsible for leading seven of OGC's Law Groups (Administrative Law, Benefits Law, Health Care Law, Information Law, Procurement Law, Real Property Law, and Veterans Claims Litigation Group), and the District Contracting National Practice Group, a virtual nationwide team. Law Group attorneys typically possess expertise in specific subject-matter areas and provide legal advice to program officials, review proposed regulations and directives, and handle litigation involving VA programs.

Benefits Law Group

Overview

The Benefits Law Group provides legal advice to the Veterans Benefit Administration (VBA), National Cemetery Administration (NCA) (except Real Property), and with the assistance of the Department of Justice, represents the SECVA in litigation at the U.S. Court of Appeals for the Federal Circuit.

Functions and Activities

- Ensures compliance with laws, regulations, and policies affecting VA benefits and NCA operations, and that VA programs carry out the intended purpose of serving Veterans, and protecting VA from litigation outcomes that are costly or inhibit efficient provision of service to Veterans.
- Ensures timely review, approval, and oversight of the accreditation process which improves Veterans' access to qualified representatives.
- Supports the Department of Justice defense of benefits litigation.

US Court of Appeals for Veterans Claims Litigation Group

Overview

Ensures that there is a legally sound claims process for Veterans to appeal decisions issued by the Board of Veterans Appeals (BVA); defends the SECVA's adjudication of Veterans' claims for compensation and other benefits; ensures court filing deadlines are met, thereby avoiding delays affecting resolution of Veterans' claims.

Functions and Activities

- Provides legal representation for the SECVA regarding appeals from BVA decisions to the U.S. Court of Appeals for Veterans' Claims (CAVC).
- Representation includes legal research, drafting and filing pleadings, and oral argument before the CAVC.

Health Care Law Group

Overview

The Health Care Law Group provides advice to the Veterans Health Administration regarding health care administration and operations, including eligibility for care, homeless programs, Veterans Canteen Service, patents, medical research, and non-profit research corporations.

Functions and Activities

- Ensure compliance with laws and that VA programs fulfill the intended purpose of serving Veterans, while protecting VA from costly litigation or efficient service to the Veteran.

- It assists in clarifying eligibility requirements for community care. Clear guidelines to meet VA's community care needs will improve the Veterans' experience and access to health care.

Information Law Group

Overview

Information Law Group attorneys provide advice regarding Information Disclosure [Freedom of Information Act (FOIA) , Privacy Act, Health Insurance Portability and Accountability Act (HIPAA), Privacy, Information Security, and Breach Notification Rules, Title 38 confidentiality statutes], Electronically Stored Information (ESI) Disclosure, Touhy, Information Security & Technology, Records and Information Management, Data Governance, Federal Advisory Committee Act (closed meeting issues), Copyright & Trademarks, and Legislative Counsel affairs.

Functions and Activities

- Provides subject-matter experts on Information Law, including privacy, disclosure, records and information management, information security and technology.
- Assists with the disclosure of electronically stored information (as ordered by courts or requested by parties as discovery in litigation, ordered by administrative bodies in administrative complaints, requested by congressional committees, directed by the Office of Accountability and Review for internal investigations, requested by law enforcement agencies, directed by the Office of Special Counsel in investigation of retaliation and whistleblower complaints, and requested by the public under FOIA).
- Provides advice on accommodation of Congressional oversight investigations.
- Serves as final arbiters of fact in administrative appeals under the FOIA and Privacy Act.
- Advises agency officials on information security matters, including responding to data breaches involving VA sensitive information.
- Negotiates terms of business associate agreements, data use agreements, and other agreements to safeguard VA data disclosed to other entities pursuant to HIPAA and other release statutes.
- Reviews terms of service and memoranda of understanding with social networking and other service providers to promote and protect VA's online presence.

Personnel Law Group

Overview

The Personnel Law Group provides advice to VA management regarding human resources (Title 5 & 38), labor relations, Equal Employment Opportunity (EEO), Merit Systems Protection Board, Office of Special Counsel (whistleblower retaliation), and immigration matters.

Functions and Activities

- Defends VA, promotes just results, and protects Agency resources. Protects employees by ensuring Agency actions do not violate laws, regulations, and policies which protect whistleblowers; ensuring disciplinary actions are sound, and defending them on appeal, to promote better service to Veterans.
- Develops and coordinates the Department's response to, and provides legal advice regarding Congressional oversight requests and hearings, increases transparency and improves trust in VA, which benefits Veterans.
- Serves as Counsel for the Secretary and VA staff on cases before the Merit Systems Protection Board.
- Provides legal counsel for labor relations matters including representing VA during labor union negotiations.
- Provides litigation assistance to the US Department of Justice on major class action litigation before the U.S. Court of Federal Claims and in other cases filed in federal court.
- Provides agency head reviews of all master collective bargaining agreements and local supplemental agreements.
- Provides technical legal review of all 38 U.S.C. § 7422 decision memos.
- Provides subject-matter expertise in all matters involving labor relations, EEO, personnel, and immigration law.
- Drafts precedential, advisory, and informal OGC opinions related to personnel, labor, EEO, and immigration law matters.

Procurement Law Group

Overview

The Procurement Law Group provides guidance regarding Government Supply and Service Contracts, including information technology, Sharing Agreements (38 U.S.C. § 8153), Bid Protest Litigation, post-award contract administration issues and litigation, and Debarment and Suspension.

Functions and Activities

- Partners with VA offices to secure legally compliant contracts which strike the best bargain for Veterans.
- Serves as Counsel for the Secretary and VA staff on cases before the Civilian Contract Appeals Board, Government Accountability Office, and U.S. Court of Federal Claims.
- Defends VA and prepares VA responses in all litigation related to agency contracts.

Real Property Law Group

Overview

Serves as full-service in-house and litigation counsel for Real Property matters (e.g., land acquisitions & disposals, medical facility leases, enhanced-use leases, easements, permits, and licenses); Personal Property matters (e.g., modular buildings, wheelchairs), Environmental Law; Energy & Utility Matters; Construction Matters; and Architect-Engineer Matters.

Functions and Activities

- Provides pre-award and post-award legal support for solicitations and contracts including participants on Integrated Product Teams and Contract Review Boards.
- Provides Transaction and Litigation support & assistance.
- Provides “first chair” legal services for matters filed at the Civilian Board of Contract Appeals, and the Government Accountability Office.
- Provides “second chair” legal services in support of the U.S. Department of Justice, for matters filed at the Court of Federal Claims, and in Federal District Court.
- Reviews Legislative, testimony, VA budget questions, and regulations.

Torts and Administrative Law Group

Overview

The Torts and Administrative Law Group provides advice and legal services regarding Torts, Bankruptcy, Federal Advisory Committee Act (FACA), Administrative Procedures Act (APA), Appropriations, Personal Immunity & Department of Justice (DOJ) Representation, Law Enforcement, and Gifts to VA. The Torts functions fall within the oversight of the Deputy General Counsel (Legal Operations & Accountability), while the Administrative Law functions fall under the Deputy General Counsel (Legal Policy).

Functions and Activities

- Reconsiders denied tort claims from OGC District Chief Counsel (DCC) Offices, and negotiates claims transferred for settlement above DCC authority; monitors tort claim litigation in United States District Courts. Requests representation for Department officials who are sued in their individual capacity.
- Reviews appropriation requests to Congress and advises VA senior leaders concerning the use of congressionally-appropriated funds.
- Renders advice on law enforcement matters, such as offenses on VA property, officer jurisdiction and authority, and cooperative agreements with local, state, and Federal law enforcement authorities.

Management, Planning and Analysis

Overview

OGC's internal administrative functions are led by the Executive Director, Management, Planning & Analysis (MPA).

Functions and Activities

- Manages Client Communications, Budget Division, Knowledge Management (KM), OGC National Training Office, OGC Human Resource Services, FOIA Officer, the Records Management Officer, the Privacy Officer, and the Law Library.
- Maintains the OGC SharePoint site and client website; assists the National Training Office in presenting, recording, and maintaining recordings of national training offerings; and otherwise supports various KM activities throughout OGC.
- Plans, prepares, and presents training offerings of interest to OGC employees. The NTO also catalogues listings of core competencies required for OGC personnel to perform their assigned duties; surveys employees and their supervisors to determine current core competency levels and core competency gaps, if any, that may need to be addressed through training or professional development.
- Adjudicates initial requests for OGC records under FOIA, Title 5 U.S.C., Section 552. All agencies of the Executive Branch of the United States Government are required to disclose records upon receiving a written request for them, except for those records (or portions of them) that are protected from disclosure by the nine exemptions and three exclusions of the FOIA. OGC has one FOIA Officer at VACO to whom all FOIAs that are submitted to OGC Offices throughout the United States are sent for processing.
- Maintains a Law Library that contains legal reference material, including managing OGC's automated legal research contracts and an archival collection of OGC letters and opinions from the 1920s to present.
- Provides planning and analysis services, including Strategic Planning, Client & Legal Priorities, Client Satisfaction, OGC Performance, and Reports Analysis Planning & Statistics.

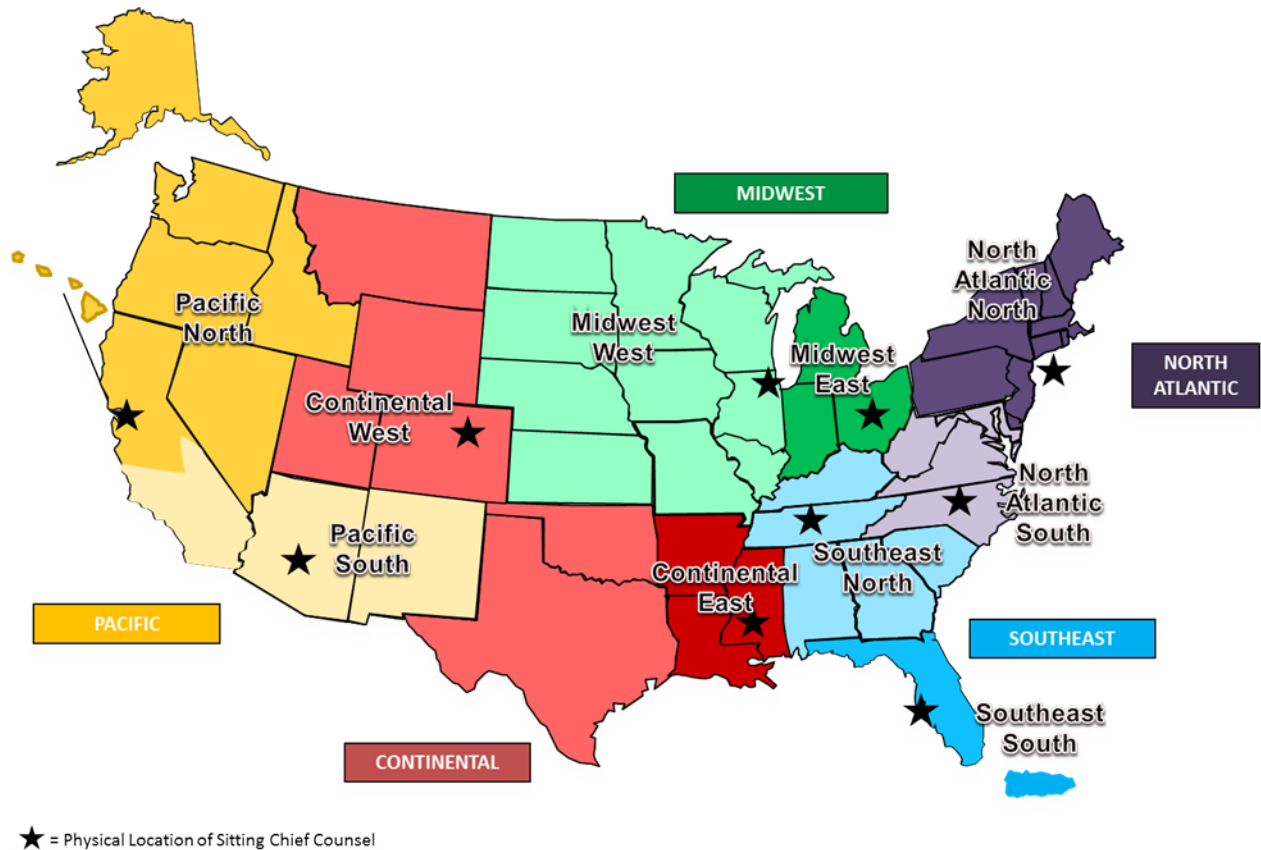


Figure 6 - Map of States Within VA Districts

[Click here for the alternate representation of the chart](#)

Offices of Chief Counsel in the Districts

Overview

There are two Chief Counsel Offices in each VA District; each office is led by a senior executive Chief Counsel. Each Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within their jurisdiction.

Functions and Activities

- Advises and represents management of VA facilities on issues relating to personnel and labor law.
- Performs legal review of administrative tort claims and provide legal support to the local U.S. Attorneys’ Offices in tort litigation.
- Provides other legal services and consultation as needed.

NATIONAL PRACTICE GROUPS

Overview

OGC's National Practice Groups (NPG) provide consolidated legal services to clients in a specific practice area. Clients with needs in these areas contact the applicable NPG directly for legal services.

Functions and Activities

- [District Contracting National Practice Group](#) – Provides legal advice, reviews, litigation representation, and support on matters pertaining to VA contracts, sharing agreements, and leases conducted by District contracting activities outside of the Office of Acquisition Operations.
- [Collections National Practice Group](#) - Recovers funds owed to the United States by various legal-collection remedies, to include litigation in Federal and State courts.
- [Loan Guaranty National Practice Group](#) - Provides necessary legal services in connection with the activities of VBA's Loan Guaranty Program.

Ethics Specialty Team

Overview

OGC's Ethics Specialty Team (EST) manages the Department's Ethics Program, assisting VA employees in complying with the Standards of Ethical Conduct for Employees of the Executive Branch, criminal statutes related to conflicts of interest, and other laws governing employee conduct. The Chief Counsel, Southeast District North, also serves as VA's Designated Agency Ethics Official (DAEO) and leads the EST. Clients contact the EST directly for advice on ethics issues.

Functions and Activities

- Oversees VA's [Financial Disclosure](#) Program: Information on the types of financial disclosure reports ([Public](#) (OGE Form 278 and OGE Form 278-T) and [Confidential](#) (OGE Form 450)), who must file, when, and with which forms. Also includes information about the [STOCK Act](#) and [VA's list of positions required to file a confidential report.](#)
- [Conflicts of Interest and Impartiality](#): Provides Information regarding avoiding criminal conflict of interest violations and the appearance of partiality.
- [Fundraising](#): Rules regarding Federal employee fundraising.
- [Gifts](#): Information regarding [Gifts From Outside Sources](#), [Gifts Between Employees](#), [Gifts to VA](#), [Awards from Outside Organizations](#), [free attendance at widely attended gatherings](#), and [Gifts from Foreign Entities](#).
- [Donated Travel](#): When an employee travels on official duty and a non-Federal entity pays for all or part of the travel, this is a gift to VA which must be approved by the appropriate officials through VA Form 0893.

- [Misuse of Government Resources](#): Information on misuse of Government resources such as property, time, non-public information, and position. This also includes information regarding endorsement and governmental sanction.
- [Outside Activities](#): Information on personal activities outside of VA position.
- [Political Activities](#): Information regarding the Hatch Act, which governs the political activities of Federal employees.
- [Seeking Employment and Post-Government Employment Restrictions](#): Information for employees who are seeking, or who have an arrangement for, non-Federal employment.
- [Representation of Others before Federal Agencies or Courts](#): Information regarding the circumstances under which Federal employees are prohibited from representing others before a Federal agency or court.

Office of Accountability Review

Overview

The Office of Accountability Review 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.

Functions and Activities

- Ensures timely and thorough investigation of complaints regarding VA senior managers to promote better service to Veterans.

Counselors to the General Counsel

Overview

OGC's Counselors to the General Counsel (CGC) serve as senior legal advisors to the General Counsel on any and all matters directed to them for consideration and/or action. In light of OGC's recent re-organization in accordance with the Secretary's MyVA initiative, the CGCs have an important role in facilitating the smooth and seamless transition to OGC's new organization model. In addition, the CGCs have been tasked to address and focus their expertise and years of experience on one or more of the five major tenets of MyVA (improving the veteran experience, improving the employee experience, achieving support services excellence, establishing a culture of continuous performance improvement, and enhancing strategic partnerships).

Functions and Activities

- Provides leadership to address some of OGC's longstanding strategic challenges that simply do not get "fixed" because of business each day.

- Implements recommendations made by OGC advisory committees and approved by the General Counsel.
- Serves as leaders within OGC dedicated to increasing awareness about, and implementing changes to programs, policies, and operations to enhance organizational focus on, keeping Veterans in mind when conducting OGC business, and incorporating employee-centric matters such as engagement, leadership development, client satisfaction, diversity, and employee fact finding, into daily supervisory activity.

Office of Acquisition, Logistics, and Construction

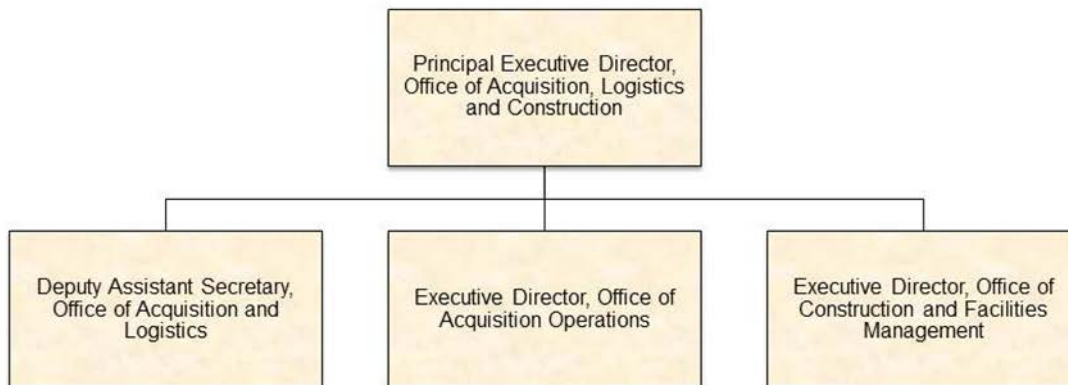


Figure 7 - Office of Acquisition, Logistics and Construction Organization Chart

[Click here for the alternate representation of the chart](#)

Office of the Principal Executive Director

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.

- Serves as the primary advisor to the DEPSECVA 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 polices and standards.
- Reviews, presents and defends the requested budget for VA's major construction and leasing program.
- Oversees the formulation of plans and acquisition strategies for the procurement of land, and construction and leasing services.
- Provides management and oversight of facility engineering operations for strategic capital investment and project prioritization.
- Establishes and implements enterprise wide processes and tools to support and standardize the construction and leasing process.

Authorities

Acquisition Reform Act of 2003 (SARA)

P.L. 93-400, as amended by P.L. 96-83

38 U.S.C. Part VI Chapter 81 Subchapter 1 §§ 8101-8119

Office of the Deputy Assistant Secretary for Acquisition and Logistics

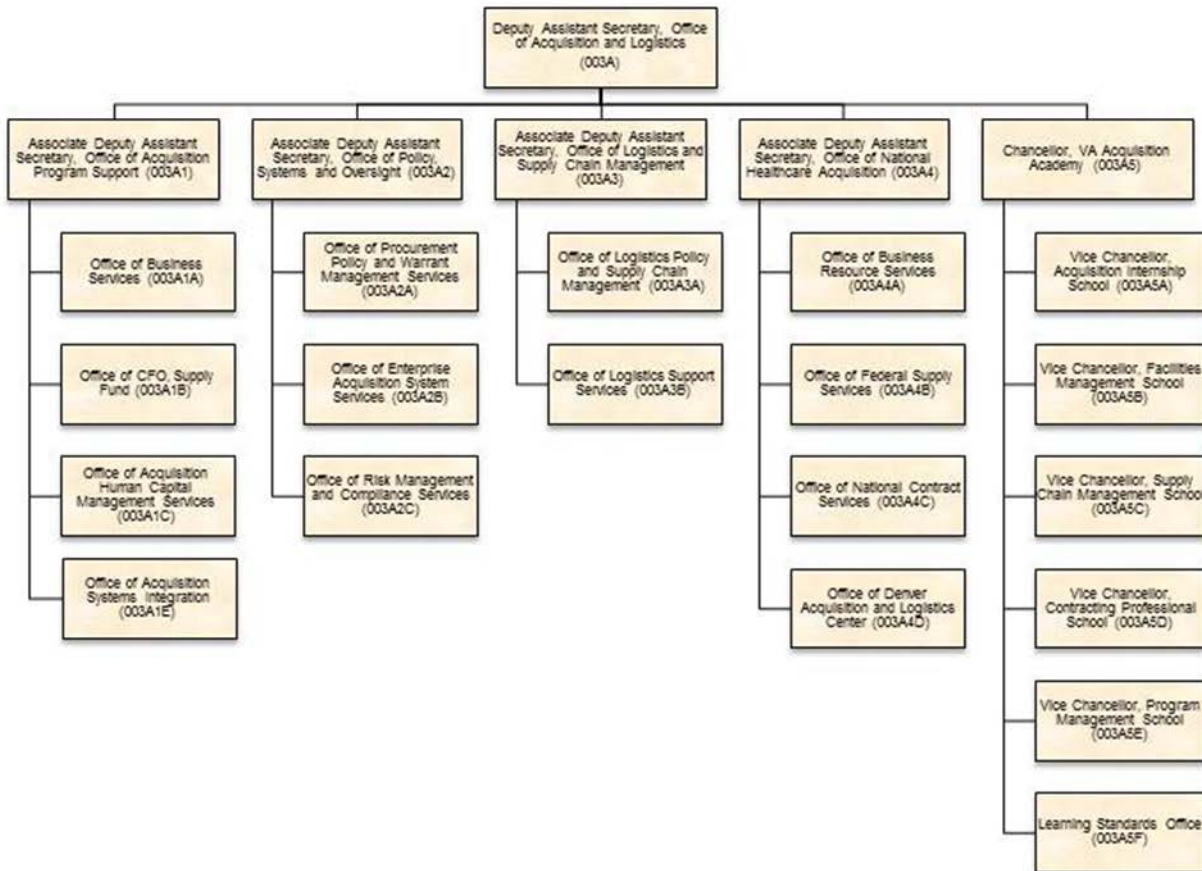


Figure 8 - Office of Acquisition and Logistics

[Click here for the alternate representation of the chart](#)

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 ensure compatibility with overall VA objectives and Federal mandates.
- Directs the strategic planning, operational improvement and integrated performance management functions.
- Formulates, manages, and executes the VA Supply Fund, which supports spending across the Department in the excess of 19B annually,
- Directs the development of metrics and performance standards for all acquisition activities identifying potential systemic problems and/or continuous improvement opportunities.

- Identifies and applies new approaches and/or solutions to improve acquisition planning, execution, and workforce development.

Oversees supply chain management activities.

- Formulates VA-wide logistics and supply chain management doctrine, policy, and strategies for supplier relationship transformation, supply chain process improvement, strategic sourcing and product standardization.
- Ensures VA's logistics and supply chain management program complies with Federal law and regulation, presidential directives, and OMB mandates.
- Oversees a comprehensive review process to ensure VA's logistics programs are organized to achieve cost-effective solutions consistent with laws and regulations, sound business practices, and customer service expectations.

Establishes educational and training requirements and programs for the Department's acquisition workforce:

- Provides training and professional development curriculums based on acquisition workforce competency and certifications requirements established by OMB.
- Oversees the design, development, and management of the Federal Acquisition Certification in Contracting (FAC-C), Program and Project Management (FAC-P/PM), and Contracting Officer's Representatives (FAC-COR) training curriculum practices, procedures and protocols.
- Oversees curriculum development and training delivery of the Schools for Logistics Management and Construction and Facilities Management.
- Develops automated systems to collect and store acquisition workforce data to support VA's acquisition workforce certification program.

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

Overview

The Office of Acquisition Program Support provides the full range of mission support services and operations for efforts focused on Acquisition Workforce Professional Development and Credentialing, VA 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 Office of Management and Budget (OMB) and Office of Federal Procurement Policy (OFPP) Federal Acquisition Certification directives in the areas of Contracting (FAC-C), Contracting Officer Representatives, (FAC-COR), and Program and Project Management (FAC-P/PM).
- Develops 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 (CAP)" and "Key Management Position (KMP)" lists 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

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 benefit management system; property management and equipment inventory; several components of EEO; emergency preparedness and Continuity of Operations (COOP) programs; organizational-wide employee training, education, and professional development; and intra-organizational procurement support. Coordinates with a number of offices, including VA Office of Management, General Services Administration, VA Operations and Security Preparedness, VA Office of Resolution Management, VA Construction and Facility Management, VA General Counsel, and the VA Office of Information and Technology.
- Administers, staffs, and manages OALC's Emergency Preparedness program which includes program officials and Watch Officers that provide coverage in the Integrated Operations Center (IOC), with 24/7 capability for monitoring all VA operations at VA Central Office, Washington, D.C. and nationwide. Manages the Emergency Relocation Group (ERG), Devolution ERG (DERG), and Reconstitution ERG (RERG) that serve as the organization's first responders for emergency support and disaster planning, and response and recovery operations.
- Publishes and maintains an Emergency Management Master plan outlining OALC emergency planning and support operations including COOP, disaster recovery, devolution operations, and related media that outlines the actions to be taken to ensure the continuation of OALC's Mission Essential Functions (MEFs), should the VA Central Office ever become unavailable or unsafe to conduct normal operations.
- Provides advice and assistance to ad hoc groups of VA emergency preparedness planners and analysts, and conducts and serves on special committees that address emergency preparedness subjects, logistical resources, emergency and contingency planning and related disciplines. OS supports all VA fourth mission functions required under the National Response Framework (NRF) Emergency Support Functions (ESF) in support of federal, state, local, tribal government, and non-governmental entities. OS monitors (jointly with Watch Officers) domestic and world situations, status of the VA IOC, COOP sites, and all VA components and subcomponents on the national, regional, and local levels.
- Provides around-the-clock acquisition and logistics policy support to the Department via the VA Integrated Operations Center.

Office of CFO, VA Supply Fund

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 (OGA). 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 (AHCMS)

Overview

Operates under the direction of VA's Departmental Acquisition Career Manager (ACM), who also serves as the Director, Acquisition Human Capital Management Services, advises and assists VA's Chief Acquisition Officer (CAO) and senior leadership in fulfilling and managing VA's acquisition workforce's professional development.

Functions and Activities

- Provides policy development and management of VA's Federal Acquisition Certification (FAC) – Contracting (FAC-C), Program and Project Manager (FAC-P/PM), and Contracting Officer's Representative (FAC-COR) certification programs.
- Assesses and analyzes VA's acquisition workforce competency and certifications requirements and provides acquisition leaders, including Chief Acquisition Officer, Senior Procurement Executive, and Heads of Contracting Activity assessment metrics to support the workforce's professional development and future initiatives.

- Through strategic communications, outreach initiatives, collaborative forums, and engagement, keeps the acquisition workforce updated on changing VA and the Office of Federal Procurement Policy's (OFPP) policies, certification requirements, and other acquisition workforce initiatives.
- Develops and maintains reporting mechanisms for critical operational and transformational metrics, and analyzes performance outcomes to identify potential systemic problems and continuous improvement opportunities.
- Provides complete and accurate data for the Department's FAC certification workforce to VA leadership for information, awareness and reporting to Congressional inquiries such as the VA-wide Acquisition Human Capital Workforce Plan which is provided annually to OMB.
- Oversees the implementation, management, and use of the Federal Acquisition Institute (FAI) Training Application System (FAITAS), to support the processing of all VA FAC requests.
- Develops partnerships and engages with external stakeholders, such as OMB, the Office of Federal Procurement Policy (OFPP), the Federal Acquisition Institute (FAI), other civilian agencies and professional organizations to ensure acquisition workforce preparedness, career and professional development, recognition, and exchange best practices.

Authorities

Acquisition Reform Act of 2003 (SARA)

Federal Property and Administrative Services Act of 1949 (as amended)

31 U.S.C. Economy Act (as amended)

GSA FSS Delegation for Selected Federal Supply Classification Groups of 1961 (as amended).

Office of Acquisition Systems Integration

Overview

Manages Acquisition Strategic Planning and Acquisition Systems Integration functions comprising of two divisions: Systems Integration Division (SID) and Business Transformation Division (BTD).

Functions and Activities

- Develops and deploys departmental procurement performance measures to determine operational effectiveness, efficiency, and achievement of objectives. Develops and manages executive dashboards to support timely decision-making on critical OAL work functions.
- Sponsors acquisition strategic studies to identify and implement industry best practices and business processes related to Program Management and the Acquisition Program Management Framework (APMF). Develops policies and procedures to integrate the APMF across the Enterprise by establishing the appropriate links with the other elements of VA's Strategic Management Process (Planning, Programming, Budgeting and Execution (PPBE) & End - to - End Requirements). Establishing program management doctrine and develops program management policies and procedures to standardize proper activities throughout the Department. This includes the multi-phased and multi-team implementation of the APMF.

- Manages an internal acquisition customer satisfaction/outreach program to identify and resolve systemic problems to include necessary changes in customer's Service Level Agreements.
- Manages operation of VA's Acquisition Executive Council (AEC) to act as the governance structure for life-cycle acquisition management. Also plans and coordinates resource reviews with senior management on the operation of the AEC. Oversees the preparation of milestone status reports, briefings, and presentations for internal and external stakeholders.
- Oversees and develops Acquisition Corps training and certification program for the Department to develop a professional acquisition workforce. Collaborates with VA's ACM for successful management and execution of the program.
- Directs, develops, and manages the Department's "Critical Acquisition Position (CAP)" and "Key Management Position (KMP)" lists to support the development of highly qualified and certified acquisition professionals for assignment to critical leadership programs and contract support positions.
- Coordinates with the VA Acquisition Academy (VAAA) to ensure academy program management course offerings are synchronized with the Department's program management doctrine.
- Develops policies and procedures to integrate the Department's overarching acquisition framework and related business management systems.
- Establishes program management doctrine and develops program management policies and procedures to standardize proper activities throughout the Department.
- Assists with resolving acquisition life-cycle management challenges.
- Supports the Department's Chief Acquisition Officer and senior leadership in fulfilling the acquisition program management oversight function of the Department.

Authorities

Acquisition Reform Act of 2003 (SARA), P.L. 108 - 136

Federal Property and Administrative Services Act of 1949 (as amended)

31 U.S.C. Economy Act (as amended)

GSA FSS Delegation for Selected Federal Supply Classification Groups of 1961 (as amended).

Office of Policy, Systems, and Oversight

Overview

The Office of 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

Overview

The Office of Procurement Policy and Warrant Management Service formulates VA-wide procurement doctrine and policy. For more information, please visit <http://www.va.gov/oal/about/pps.asp>

Functions and Activities

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

Manages the Contracting Officer Warranting Program:

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

Office of Enterprise Acquisition System Services

Overview

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

Functions and Activities

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

Office of Risk Management and Compliance Service

Overview

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

Functions and Activities

- Monitors operational performance to ensure goals and priorities are met and program activities are controlled.
- Collects data to support internal measurement and assessment programs, and prepares reports for the OMB and Congress.
- Manages the OMB Circular A-123 program to assess, monitor, and improve the effectiveness of internal controls associated with VA acquisition activities. As part of A-123 Assessment, conducts contract/order file reviews to assure compliance with Federal and Departmental regulations and policy.
- Manages VA's Suspension and Debarment program.
- Manages VA's Protest, Mistake-in-Bid, and Task/Delivery Order Ombudsman programs.
- Manages VA's Subcontract Compliance Review program.
- Manages the VA Labor Advisor program.
- Manages the VA Contract Performance Assessment Reporting System program.

Authorities

Acquisition Reform Act of 2003 (SARA)
Federal and Departmental Acquisition Regulations OMB Circular A-123
38 U.S.C. 8127(g)

Office of Logistics and Supply Chain Management

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. Reviews sourcing strategies to ensure they leverage industry capabilities consistent with Veteran service delivery models and Department resources.
- Analyzes Department buying practices to optimize the Department's purchasing power across diverse product and service commodity groups. Develops and monitors key supply chain performance measures to evaluate supply chain effectiveness, minimize risk to VA's critical supply chains operations, and identify supply chain business process improvement opportunities.
- Develops solutions to mitigate both operational (short-term) and strategic (long-term) gaps in VA supply chain capabilities. Ensures that Department policies comply with all Federal statutes,

regulations and mandates while providing maximum operational flexibility to achieve mission outcomes.

- Represents the Department at various Federal strategic leadership forums such as the Office of Federal Procurement Policy sponsored Government-wide Category Management Leadership Council. Serves as a principal advisor to various internal Department management councils such as the Acquisition Executive Council and the Senior Procurement Council.
- Executes specified operational enterprise logistics support activities including but not limited to: freight management; employee household goods 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)

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.
- 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

VA Directives and Handbooks 7002/1 and 7348

U.S.C. Title 44

49 U.S.C. § 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

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 health care services; reference labs; just-in-time distribution programs; drug repackaging; patient centered community care; dialysis services; batteries; and hearing aid repairs.

NAC works collaboratively with its customers and stakeholders to design quality, cost-effective acquisition programs and contract vehicles, which meet or exceed the customers' needs. NAC is comprised of 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, or www.va.gov/oal/about/nac.asp, or send email to nac@va.gov.

Functions and Activities

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

- 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.
- Represents VA at various external Federal and Public panels and workgroups such as GSA's Governance Board, GSA Multiple Award Schedule Policy Workgroup, HHS's Committee for Bioterrorism, Federation of American Hospitals, National Equipment Manufacturers Association (NEMA), etc.
- Markets existing acquisition programs to other Federal and non-Federal agencies.
- Builds partnerships and establishes agreements to provide acquisition services to non-VA partners.
- Works with other Federal agencies to dissolve or consolidate competing programs and leverages combined requirements for the benefit of all.
- Provides transparency and effective communications concerning its programs and processes.

Office of Business Resources Service

Overview

The Office of Business Resource Service is responsible for the day-to-day operations of the facility. Also provides facility management contracting for the building and contingency contracting support and assistance to VA, other Federal and state customers responding to natural and man-made disasters. For more information, please visit <http://www.va.gov/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

Overview

Manages and administers GSA-delegated Federal Supply Schedule program encompassing health care-related products and services, which are used by VA, other Government agencies, State Veterans Homes, state/city/local government, and other entities approved by Congress. For more information, please visit: <http://www.fss.va.gov>.

Functions and Activities

- Establishes and administers VA's Federal Supply Schedule Program.
- Responsible for nine Federal Supply Schedules.
- Reviews, negotiates, and awards new contracts daily.
- Administers daily over 1,750 active contracts.
- Issues over 6,000 modification actions annually.
- Trains and educates customers, stakeholders, contractors, and potential suppliers on the FSS programs, requirements, and processes.
- Develops and issues Federal Supply Schedule newsletter.
- Active participants with GSA on policy, procedure and process development and implementation.

Office of National Contract Service

Overview

Responsible for the establishment, award, and administration of national standardization contract vehicles for pharmaceuticals, high tech medical equipment, and other health care-related commodities and services. For more information, please visit <http://www.va.gov/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 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

Overview

This office 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 U.S.C.

P.L. 93-400, as amended by P.L. 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

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.
- Leads VAAA enterprise organizational change and strategic communications efforts.
- Oversees all VAAA public affairs and communication activities.
- Coordinates correspondence management for VAAA enterprise.

Acquisition Internship School (AIS)

Overview

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

Functions and Activities

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
 - Warriors to Workforce (W2W) intern program to train and educate wounded Veterans as either a contract specialist or program manager.
 - Targeted learning interventions.
 - Holistic, cohort-based, internship satisfying Federal Acquisition Certification in Contracting (FAC-C) training requirements.
 - Applied acquisition management and leadership skills training.
 - Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
 - Builds and maintains collaborative stakeholder partnerships with VHA, NCA, VBA, CFM, OHRA, OPM, educational partners, and VA Acquisition Internship Program / W2W Sponsors, and others.

Facilities Management School

Overview

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

Functions and Activities

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

Supply Chain Management School

Overview

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

Functions and Activities

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

- Delivers learning solutions in accordance with instruction, design and VAAA quality standards, including:
 - Competency-based Supply Chain Management training.
 - Elective opportunities for continuous learning with approved continuous learning points (CLPs) relevant to acquisition certifications and professions.
 - Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
 - Builds and maintains collaborative stakeholder partnerships with OLSCM and others.

Contracting Professional School

Overview

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

Functions and Activities

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

- Builds and maintains collaborative stakeholder partnerships with OFPP, FAI, and others.

Program Management School

Overview

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

Functions and Activities

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices, and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Represents VAAA at meetings of Acquisition Executive Council, Senior Procurement Council, and other key acquisition and workforce development governing bodies.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
 - Competency-based, core curriculum courses satisfying Federal Acquisition Certifications for Program/Project Management (FAC-P/PM), Contracting Officer's Representative (FAC-COR) training requirements, and FAC-P/PM Core Plus IT training requirements.
 - Facilitated applied workshops for acquisition teams to address programmatic-specific needs throughout the program life cycle.
 - Performance excellence/interdisciplinary skill development training.
 - Holistic, cohort-based, fellows training satisfying Federal Acquisition Certification in Project/Program Management (FAC-P/PM) training requirements.
 - Assistance in development of student post-training action plans to ensure immediate mission impact, and progress toward establishing a program/project management culture in VA.
 - Applied acquisition management and leadership skills training.

- Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions.
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintain collaborative stakeholder partnerships with VALU, OIT, VHA, CFM, OFPP, FAI, and others.

Enterprise Shared Services

Overview

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

Functions and Activities

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

Authorities

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

P.L. 111-308, The Federal Buildings Personnel Training Act of 2010

Office of the Executive Director of Acquisition Operations

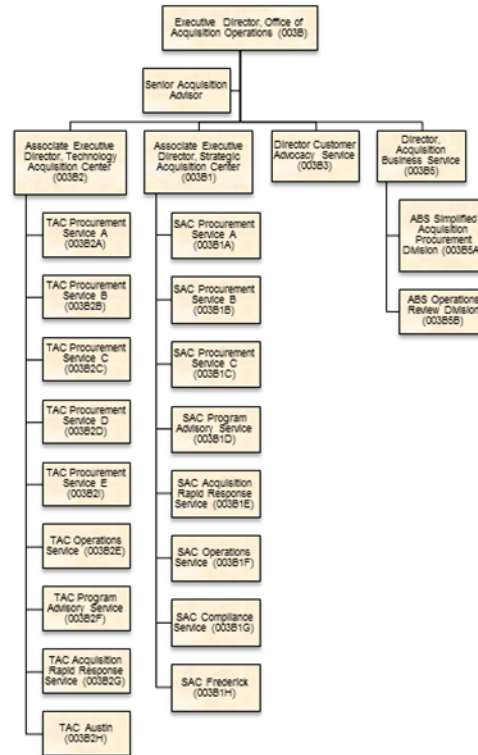


Figure 9 - Office of Acquisition Operations

[Click here for the alternate representation of the chart](#)

Overview

The Office of Acquisition Operations enables our customers to provide best value solutions to Veterans and their families. OAO has support offices in the following locations: Washington, D.C.; Eatontown, New Jersey; Austin, Texas; Fredericksburg, Virginia; and Frederick, Maryland. For more information, please visit <http://www.va.gov/officeofacquisitionoperations>.

Functions and Activities

- Serves as the primary advisor and high-level resource to the Principal Executive Director, OALC on acquisition-related items, and represents the Principal Executive Director in a wide variety of situations with VA, other Federal agencies, and the private sector.
- The OAO Executive Director is one of VA's Heads of Contracting Activity (HCA) that directs acquisition, contracting, and contract administration for the Office of the Secretary, VA Administrations and VACO staff organizations, including OM, H&RA, and OI&T. The HCA

exercises direct-line authority for acquisition actions performed at the Strategic Acquisition Center (SAC), Technology Acquisition Center (TAC), and Acquisition Business Service (ABS).

- Provides execution support of the Department's strategic sourcing programs and initiatives pertaining to information technology (IT) supplies, equipment, and services and non-IT medical supplies, equipment and services, in a manner that increases standardization, reduces cost, and increases transparency in support of the customers' requirements.
- Analyzes procurement data and ensures awarded procurement actions meet and exceed performance measures in accordance with the Department's acquisition program goals and objectives; and directs quality control programs to ensure OAO procurement programs are carried out in accordance with Federal and Department acquisition regulations, authorities, policies, and practices.

Formulates and recommends enterprise wide acquisition operations' guidance, plans, and strategies to leverage VA's buying power in support of the Department's mission, goals, and objectives, and provides advice and guidance to senior leadership in customer organizations.

- Establishes agreements between VA and other Federal and private organizations in an effort to promote economy and effectiveness in the supply process; and is responsible for the procurement management and oversight of VA's interagency agreements and national advisory and assistance contracts for customer organizations.
- Guides and directs development of comprehensive outreach, education, and training programs with OAO customers to ensure quality and timely acquisitions.
- Fosters and maintains positive VA relationships with vendors and supplier community through participation in the administrative, education, community and social events of Federal, state, local, and other affiliated organizations involved with VA programs, VSO, and appropriate civic organizations, and represents VA on intergovernmental groups and councils, and coordinates VA acquisition programs with that of other Government agencies.

Authorities

Federal Acquisition Regulation (FAR)

Veterans Affairs Acquisition Regulation (VAAR)

Services Acquisition Reform Act of 2003 (SARA)

P.L. 93-400, as amended by P.L. 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

Overview

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

Functions and Activities

- Develops and oversees enterprise-wide, non-IT acquisition operations and provides direct contracting support to SAC's customer organizations, including VBA, VHA, NCA and HR&A.
- Executes the SAC's Strategic Sourcing Program by overseeing the formulation of plans and acquisition strategies, and accomplishing high-dollar, highly-complex procurements of medical technologies, supplies, equipment, and services identified for strategic sourcing throughout VA.
- Provides advice and assistance to SAC's customer organizations to develop market condition analyses and forecasts, product sources, Government cost estimates, and requirements documents in order to achieve the effective and efficient acquisition of goods and services.
- Provides acquisition support to other Government agencies, and is responsible for executing all non-field, non-IT Interagency Acquisitions/Agreements and Advisory and Assistance contract vehicles.
- Evaluates effectiveness and economy of SAC procurement activities; develops and implements improvement to SAC's business practices, and formulates and recommends acquisition operations guidance, plans, and strategies in support of SAC, OAO and Agency mission, goals and objective.
- Conducts analyses of procurement data to develop acquisition strategies that will leverage the SAC's and VA's buying power, and collaborates with customers to develop appropriate strategies and timelines for all SAC acquisitions.
- Maintains positive relations with industry and supplier community, with the goal of achieving partnerships in support of the SAC's Strategic Sourcing Program.
- Provides comprehensive outreach, education and training to SAC customers and vendors to ensure quality and timely acquisitions, and ensures the SAC's awarded procurement actions meet and exceed performance measures in accordance with the Agency's program goals and objectives, and contract requirements.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
P.L. 93-400, as amended by P.L. 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 Service Directorates in Fredericksburg, VA and Frederick, MD are responsible for performing cradle to grave support for VA's non-IT acquisitions.

Functions and Activities

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

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
P.L. 93-400, as amended by P.L. 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 the SAC's 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)
P.L. 93-400, as amended by P.L. 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.
- Works with SAC's customers to develop acquisition strategies and timelines for all acquisitions as appropriate.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
P.L. 93-400, as amended by P.L. 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.
- Ensures all SAC acquisitions that meet the threshold undergo a Contract Review Board process and utilize Integrated Product Teams.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
P.L. 93-400, as amended by P.L. 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

Overview

The TAC provides dedicated acquisition and program management expertise and support for life cycle management of enterprise wide solutions in information and technology (IT), primarily for the Office of Information and Technology (O&IT). The TAC 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 for TAC's customer organizations, primarily O&IT.
- Executes the TAC's Strategic Sourcing Program by overseeing the formulation of plans and acquisition strategies, and accomplishing high-dollar, highly-complex procurements of IT supplies, equipment and services throughout VA.

- Provides acquisition support to other Government agencies, and is responsible for executing all IT Interagency Acquisitions/Agreements, Advisory and Assistance contracts, and Federally Funded Research and Development Center contract vehicles.
- Provides advice and assistance to TAC's customer organizations to develop market condition analyses and forecasts, product sources, Government cost estimates, and requirements documents in order to achieve the effective and efficient acquisition of goods and services.
- Evaluates effectiveness and economy of TAC procurement activities; develops and implements improvement to TAC's business practices, and formulates and recommends acquisition operations guidance, plans, and strategies in support of TAC, OAO and Agency mission, goals and objectives.
- Conducts analyses of procurement data to develop acquisition strategies that will leverage TAC and VA buying power, and collaborates with TAC customers to develop appropriate strategies and timelines for all IT acquisitions exceeding \$100,000.
- Maintains positive relations with Industry and supplier community, with the goal of achieving partnerships in support of VA's IT acquisition programs.
- Provides comprehensive outreach, education and training to TAC customers and vendors to ensure quality and timely acquisitions, and ensures the TAC's awarded procurement actions meet and exceed performance measures in accordance with the Agency's program goals and objectives, and contract requirements.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
P.L. 93-400, as amended by P.L. 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, E and TAC-Austin

Overview

The TAC's Procurement Service Directorates in Eatontown, NJ and Austin, TX are responsible for performing cradle to grave support for VA's IT acquisitions.

Functions and Activities

- Executes high-dollar, highly-complex procurement of supplies, equipment and services throughout VA.
- Develops and facilitates all pre-award, administration, and post-award procurement actions.

- Prepares appropriate packages and documents for all acquisitions that meet the threshold of the Contract Review Board process.
- Executes non-field Interagency Agreements and Advisory and Assistance Contracts.
- Conducts market research analysis, identifies product sources, establishes partnerships, and maintains positive relationships with customers and vendors in support of VA's mission requirements.
- Provides comprehensive training to customer organizations.
- Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.
- Prepares acquisition packages and correspondence for HCA review and approval.

Authorities

Federal Acquisition Regulation (FAR)

Veterans Affairs Acquisition Regulation (VAAR)

Services Acquisition Reform Act of 2003 (SARA)

P.L. 93-400, as amended by P.L. 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 the TAC's awarded procurement actions meet and exceed performance measures in accordance with Agency's acquisition program goals and objectives, and contract requirements.

Authorities

Federal Acquisition Regulation (FAR)

Veterans Affairs Acquisition Regulation (VAAR)

Services Acquisition Reform Act of 2003 (SARA)

P.L. 93-400, as amended by P.L. 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.
- Works with TAC's customers to develop acquisition strategies and timelines for all acquisitions as appropriate.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
P.L. 93-400, as amended by P.L. 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

Overview

With its staff of senior acquisition professionals, the OAO 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

- Serves as expert advisor to customers and acquisition personnel seeking to resolve high visibility or critical impact acquisition-related problems, which have not been resolved through normal or routine corrective actions.

- Provides acquisition support services to customers and becomes involved with pre-acquisition planning for complex, leading edge, challenging procurements to ensure packages correctly reflect the requirements and use innovative approaches.
- Develops and implements comprehensive outreach, education, and training program for OAO customers and vendors to ensure quality and timely acquisitions.
- Advises the OAO Executive Director regarding acquisition strategies and issues, develops and recommends improved business practices for OAO's procurement activities, and coordinates VA's acquisition program in alignment with that of other Government agencies.
- Represents the Executive Director in a wide variety of acquisition situations with VA, other federal agencies, and the private sector.
- Evaluates effectiveness and economy of OAO's procurement activities, and conducts analyses of procurement data to develop acquisition strategies that will leverage VA's buying power, as appropriate.
- Facilitates a program of quality control to assure the OAO acquisition and its associated small business programs meet and exceed performance measures, in accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.
- Maintains and improves VA relationships through participation in the administrative, education, community, and social events of Federal, State, local and other affiliated organizations involved with VA programs, Veterans Service Organizations, and appropriate civic organizations.

Authorities

Federal Acquisition Regulation (FAR)
Veterans Affairs Acquisition Regulation (VAAR)
Services Acquisition Reform Act of 2003 (SARA)
P.L. 93-400, as amended by P.L. 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

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 OAO Executive Director/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 VACO staff organizations in alignment with OALC, OAO and Agency mission, goals, and objectives.

- Provides direct contracting support for acquisition actions in support of VACO organizations, including Office of the Secretary, HRA, VBA, NCA, and VHA.
- Serves as primary advisor to the OAO Executive Director regarding acquisition-related items that require the HCA's authority and signature.
- Conducts review and analysis of all unauthorized commitments, unsolicited proposals, and other acquisition-related documents that fall within the authority of the OAO HCA, and facilitates the HCA's approval of the associated procurement actions executed by the TAC, SAC, and ABS.
- 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.
- 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.

Authorities

Federal Acquisition Regulation (FAR)

Veterans Affairs Acquisition Regulation (VAAR)

Services Acquisition Reform Act of 2003 (SARA)

P.L. 93-400, as amended by P.L. 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 the Executive Director of Construction and Facilities Management

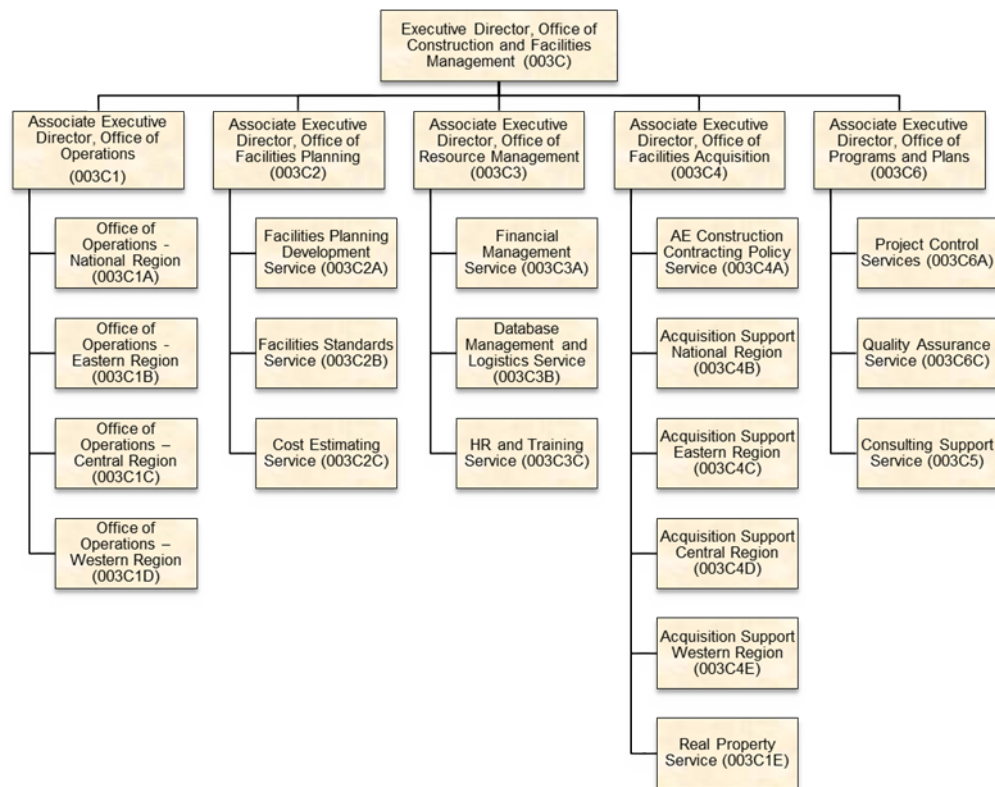


Figure 10 - Office of Construction and Facilities Management Organization Chart

[Click here for the alternate representation of the chart](#)

Overview

The Office of Construction & Facilities Management (CFM) advances VA's mission in support of our Nation's Veterans by planning, designing, constructing, and acquiring major facilities. CFM is responsible for major construction project management ; real property acquisitions, disposals and management; major lease and build-to-suit project management; and design and construction standards for health care facilities. Through its construction and real property programs, CFM delivers to Veterans, high quality buildings, additions, large-scale renovations, and structural enhancements. Additionally, CFM manages facility sustainability, seismic corrections, physical security, and historic preservation of VA facilities, and provides policy and support to departmental officials in these areas.

Functions and Activities

Serves as the primary advisor to the Principal Executive Director, OALC, the DEPSECVA, and the SECVA on all areas pertaining to VA's major construction and real property programs:

- Plans and executes VA major construction, leasing, real property management and other capital asset services in support of VA's mission.

- Supports VA's Administrations and Staff Offices in matters pertaining to policy and quality assurance of VA's capital facilities and real property programs.
- Takes a major role in VA's Strategic Capital Investment Planning process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.

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

Overview

The Office of Operations is responsible for the execution of major construction for VA. It develops and facilitates effective, standard construction management and implementation strategies.

Functions and Activities

- Serves as the primary advisor to the Executive Director of CFM on all matters associated with service delivery to clients and is responsible for facilitating effective and standard construction management and implementation strategies.
- Manages the execution of major construction projects.
- Serves as the Primary Action Officer for emergent high-level issues related to major construction.
- Oversees the design of systems and processes to support CFM's growing construction responsibilities and manages CFM's expansion efforts.
- Fosters collaboration among VA organizations and synthesizes information from various sources to identify best practices to facilitate overall CFM operations.

- Forms relationships with VA facilities leadership, construction, and the Architect/Engineer (A/E) industry to ensure effective execution throughout the country.
- Oversees CFM's regional operations, which implements VHA major construction projects. VACO staff provides support to VBA and NCA in their respective regions.

CFM Regional Offices (Construction)

Overview

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

Functions and Activities

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

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

Office of Facilities Planning

Overview

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

Functions and Activities

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

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

Functions and Activities

- Develops and oversees planning, design, and construction standards and master specifications; building information modeling (BIM); sustainability including energy and water conservation; functional design guides; technical discipline manuals; design alerts; signage and interior design; architectural barrier compliance; post-occupancy evaluations; and multi-hazard physical security assessments of VA facilities and standards for physical security, seismic, hurricane and other natural and man-made disasters in accordance with established Departmental policy.
- Forms relationships with VA Administrations, program and facilities leadership, Government agencies involved in project planning and design, and the health care, construction and A/E industries.
- Promotes the development of innovative and best practices for project design, planning, and construction throughout VA. Takes a major role in VA's strategic planning and design process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.
- Develops guidelines and provides oversight and technical support training to CFM's regional offices and other VA organizations. Ensures that design and construction standards support the Administrations' concept of operations. Provides policy guidance and support for enterprise wide planning, design, and construction.

Cost Estimating Service

Overview

Cost Estimating Service provides oversight of the programs for construction cost budgeting, estimating overall construction, 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

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.

Functions and Activities

- Develops overall CFM financial strategy and provides fiscal fiduciary oversight for the management of major construction programs and CFM's operating funds, appropriations for design and construction funds for major capital projects.
- Develops and coordinates major construction and General Administration budget submissions.
- Monitors CFM's operating plan.
- Maintains and updates CFM's continuity of operations plan.

Database Management and Logistics Service

Overview

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

Functions and Activities

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

HR and Training Service

Overview

HR and Training Service coordinates human resources actions of all CFM employees with the 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.

Authorities

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

Office of Facilities Acquisition

Overview

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

Functions and Activities

- 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; and Acquisition Support Western Region oversee construction contract awards and administration of design and professional services contracts. Contracting activities involve a wide array of process administration for formal fixed contracts with A/E firms for services such as schematic design, design development, construction documents, and construction period services.
- Manages construction-related strategic contracting activities.
- Manages the acquisition aspects of complex projects.
- Develops the overall acquisition strategy, timetable, financial aspects, and milestones to meet the targeted award and completion dates.

Acquisition Support 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

Real Property Service supports VA 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. It also provides guidance to regional and local VA offices regarding real property.

Functions and Activities

- Oversees administration of lease acquisition for medical facilities and reviews General Services Administration's (GSA) occupancy agreements on behalf of VBA.
- Provides support for independent negotiations, as well as negotiations with GSA, on issues pertaining to leasehold interests, land and building acquisitions, disposal 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

Overview

The Office of Programs and Plans is responsible for providing subject matter expertise and advice in all matters pertaining to VA's facilities and construction acquisition, real property acquisition and disposal, and quality assurance of acquisition projects.

Functions and Activities

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

- Serves as the principal advisor to the Executive Director of CFM for issues associated with construction acquisition, real property acquisition and disposal, and program quality assurance.

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

Consulting Support Service

Overview

Consulting Support Service is responsible for providing subject matter expertise and advice in all matters pertaining to VA's design and construction programs, and ensures a 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 for 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 Service

Overview

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

Functions and Activities

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

- Other tasks include directives management, development of organizational performance measures, lessons learned, and benchmarking best practices in cost and pricing data for the major construction program.

Quality Assurance Service

Overview

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

Functions and Activities

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

Veterans Benefits Administration

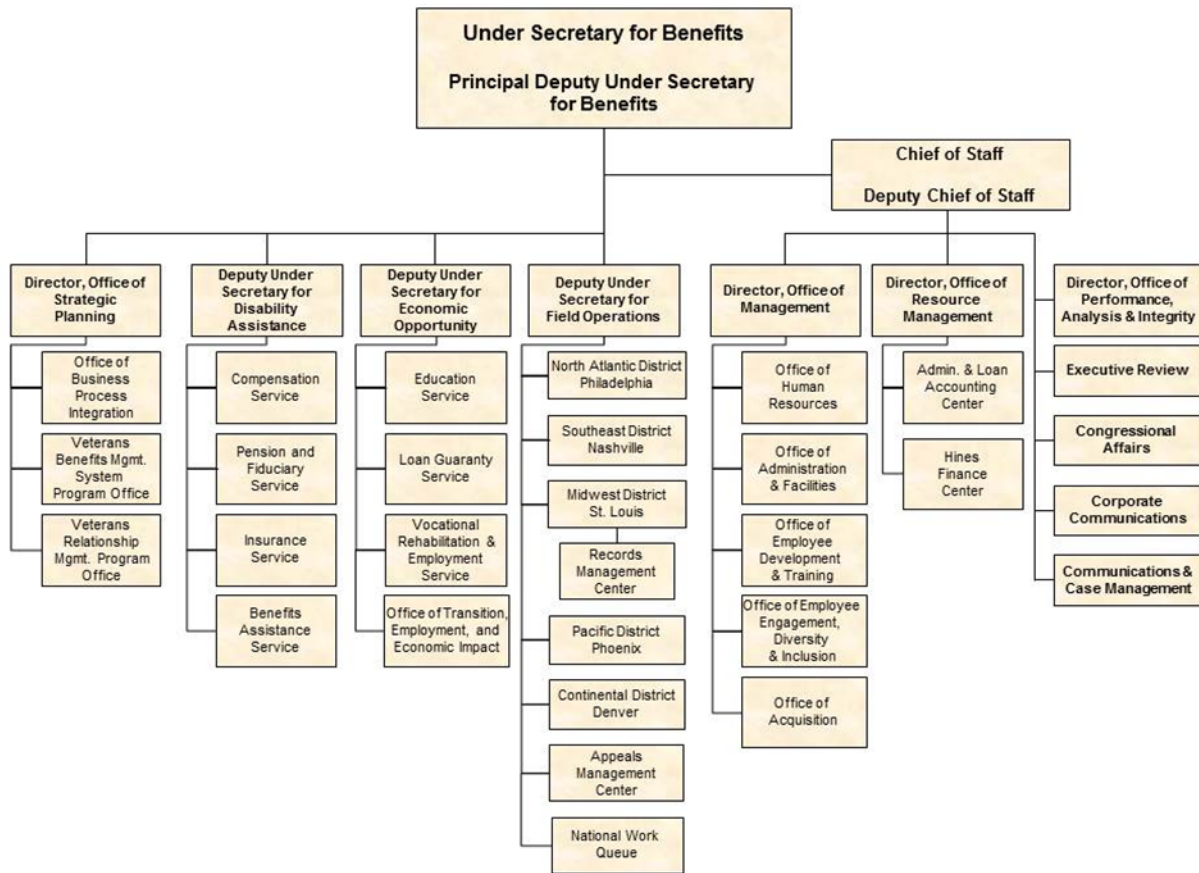


Figure 11 - Veterans Benefits Administration Organization Chart

[Click here for the alternate representation of the chart](#)

Office of the Under Secretary for Benefits

Mission

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

Overview

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

Functions and Activities

The USB leads and directs the delivery of Compensation, Pension, Education, Vocational Rehabilitation and Employment, Loan Guaranty, and Insurance benefits.

- Communicates VBA's vision, principles, policies, goals, expectations, and outcomes to the Office of the Secretary, other VA departmental officials, Office of Management and Budget (OMB), Congress, the Government Accountability Office (GAO), Veterans, Veterans Service Organizations (VSOs), other Federal agencies, and external stakeholders.
- Coordinates critical policy and program issues throughout the organization and externally. Establishes and implements clear policies, practices, and management controls for all VBA programs. Establishes standards and policies on national workforce issues.
- Develops long-range plans and policies that impact VBA's long-term direction and strategy.
- Provides briefings, speeches, congressional testimony and high-level presentations regarding Veterans benefits programs, to include both program oversight information and recommendations for new program initiatives.
- Manages and controls communications and fosters greater cooperation and communication both to and from internal and external stakeholders.
- Collaborates with the Department of Defense (DoD) to expand information sharing and identify improvements in benefits delivery and claims processing. Serves as Co-Chairperson of the Benefits Executive Council (BEC) and a member of the Joint Executive Council. Works with the Wounded Warrior Care and Transition Office and other DoD entities. Coordinates, develops, and recommends milestones for the BEC working groups that are reported in the Joint Executive Council (JEC) Strategic Plan and Annual Report.
- Establishes committees, advisory groups, and review bodies as necessary to provide information and advice to the USB.

Office of the 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 and provides communications support to all VBA programs
- Prepares communications plans, public affairs guidance, news releases, formal speeches, key messages, infographics, videos, HeyVBA articles, and other information material as needed for release both within and outside VA.
- Leads VBA's media relations effort and assists the department and the field with media queries and public affairs training to VBA senior leaders and regional office public affairs officers.

- Develops and executes integrated communications plans on transformation, VBA benefits and services, and special initiatives. Promotes VBA's transformation and greater public awareness of VBA's mission.
- Provides full communications support for VBA senior executive speaking engagements, including the creation of formal speeches, official briefings and informal presentations
- Embeds VBA communications planning and processes in future VBA transformation efforts.
- 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

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

Office of Communications and Case Management (20A3)

Overview

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

Functions and Activities

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

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

- 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 program and staff offices.
- Co-chairs the BTWG, a committee established by the VBA Planning and Programming Review Board (PPRB) to ensure that business technology priorities support VBA long-range goals, objectives and priorities.
- Develops, recommends and coordinates transformational initiatives designed to improve 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.
- 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 U.S.C. § 306 Chapter 77

38 CFR § 2.6(b)

Office of Business Process Integration (20C)

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 Claims Intake Program (VCIP).

- Develops, manages, and controls the claims intake Concept of Operations, Roadmap, and Transition Plan. Provides deployment planning and coordinates claims intake releases.
- 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.
- OBPI oversees Centralized Mail (CM), a business transformation initiative that allows for the transition from a paper-based system to a process where all claims data is received digitally or is digitally scanned into the claim system.
- CM has been deployed to all 56 ROs and will be complemented by improved business processes and workflows employing rules-based claims development and decision recommendations.
- OBPI is working to incorporate other VA offices into CM to include VR&E, PMC, BVA, and the RMC.

Authorities

38 U.S.C.

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 U.S.C. § 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. The VRM PMO is currently detailed to the Veterans Experience Office (VEO) pending permanent transfer to VEO in FY 2017.

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 U.S.C. § 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 U.S.C. § 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 (DBQ).
- Advises on operational and policy requirements to implement the law and effect leadership decisions regarding compensation.
- Conducts advisory reviews, participates in special case reviews and prepares decision assessment documents to analyze the effects of decisions by the U.S. Court of Appeals for Veterans Claims and the U.S. Court of Appeals for the Federal Circuit.
- Represents Compensation Service on legislative and policy matters and special projects.

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

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

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 U.S.C. Chapters 1, 11, 18, 51, 53, 61, 77

38 CFR Parts 34

Federal Advisory Committee Act (1972),

5 U.S.C. 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 U.S.C. § 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 U.S.C. 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 (NCC) for the VBA toll-free number, the National Pension Call Center (NPCC), the National Inquiry Routing and Information System Response Center (NIRC), and the Regional Office Public Contact Teams (PCT).

- Develops and updates the National Training Curriculum, as well as refresher training materials for public contact representatives (PCR).
- Manages the administration of the Inquiry Routing and Information System (IRIS). Delivers training using various modalities, such as instructor-led and web-based.
- Develops and facilitates training for new, intermediate-level, and journey-level employees.
- Develops procedures, scripts, and job aids to provide employees with the information and guidance to appropriately respond to inquiries with accuracy and consistency at all access and touch points; to include telephone inquiries, inquires through IRIS, chat inquiries, face-to-face interactions, and correspondence inquiries.
- Maintains the Knowledge Management System, which houses all source documents for the call centers/PCTs, 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 U.S.C. §§ 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 U.S.C. § 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 State Approving Agency (SAA) contracts and Yellow Ribbon Program agreements and serves as approval authority for education programs.

- Revises, issues, and processes SAA contracts annually to ensure maximum value to VA.
- Provides relevant training to and oversight of SAAs.
- Issues guidance and monitors performance of education compliance survey specialists.
- Supports the administration of the Yellow Ribbon component of the Post-9/11 GI Bill, which allows VA to enter into voluntary agreements with schools to cover beneficiaries' unmet educational expenses.

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

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

Authorities

38 U.S.C. Chapters 30, 32-36

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

P.L. 112-56

10 U.S.C. § 510

10 U.S.C. 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, 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 U.S.C. Chapters 30, 32-36
38 CFR Part 21, Subparts B, C, D, G, H, K, P
P.L. 112-56
10 U.S.C. § 510
10 U.S.C. 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 U.S.C. 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 U.S.C. 77 § 306

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), the National Work Queue (NWQ), 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 oversees NWQ.

- The NWQ office oversees the nationwide implementation of the new NWQ functionality for claims processing at all 56 Regional Offices.
- The NWQ staff, under the direction of the Deputy Under Secretary for Field Operations, is responsible for distributing workload from a centralized location based on the expertise of available resources at each location.

- NWQ provides VBA management with improved oversight and visibility of the claims processing on a national level and in real-time.

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

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

OFO provides the district offices, regional offices, 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 U.S.C. § 306, Chapter 77

38 CFR § 2.6(b)

North Atlantic, Southeast, Midwest, Pacific, and Continental Districts

Overview

Each District Office (20F1 thru 20F5) 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.

Functions and Activities

- 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.

Functions and Activities

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 and guidance to employees, managers, and supervisors and serves as VBA's internal subject matter expert on issues involving EEO, diversity and inclusion.
- 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 and 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. Integrates training requirements from VBA field offices and business lines.
- Provides VBA employees with leadership and professional development programs and opportunities and manages the VBA Professional Development Academy in Baltimore, MD.
- Manages VBA's portion of the Talent Management System (TMS) to analyze and prioritize VBA's requirements for training for each fiscal year.

- Manages recurring training reports and develops appropriate ad hoc reports to meet emergent needs as identified by leadership.
- Creates and distributes standardized templates and job aids to promote the application of training best practices throughout VBA.
- Provides tailored leadership development services and programs to VBA field and HQ offices and lines of business.

Authorities

38 U.S.C. § 306, Chapter 77

38 CFR § 2.6(b)

5 U.S.C.

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

P.L. 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 U.S.C. § 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 and coordinates internal ALAC training classes.
- 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.
- 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 and 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 U.S.C. § 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 VBA FC manages benefit accounting and payment certification for VBA:

- Ensures that all control and subsidiary accounts are reconciled and in balance allowing for the timely certification of all Veterans benefits program payments worldwide.
- Monitors and coordinates the processing of various accounting/fiscal transactions with various internal VA and external Federal agencies, including the Hines ITC, VA Central Office, VBA Office of 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 U.S.C. § 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 U.S.C. § 306 Chapter 77

CFR § 2.6(b)

Veterans Health Administration

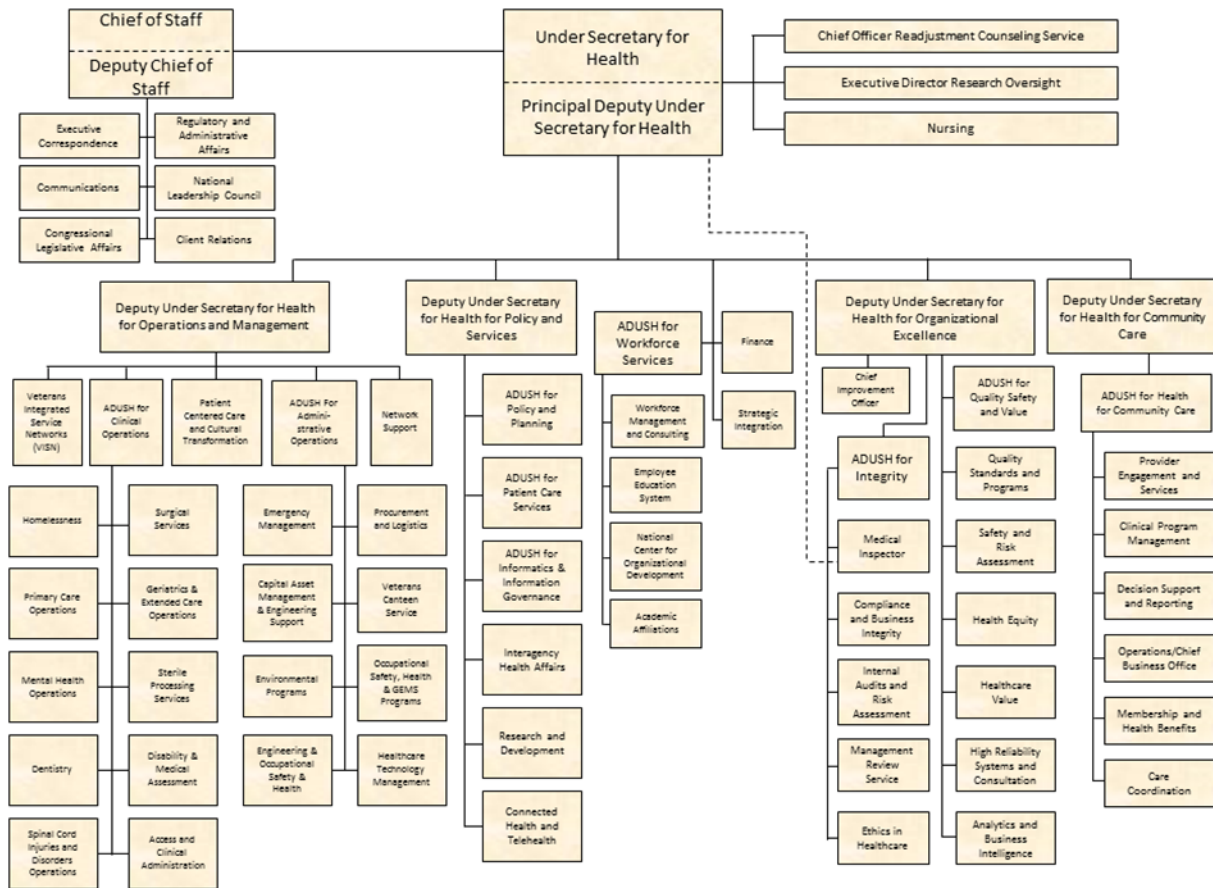


Figure 12 - Veterans Health Administration Organization Chart

[Click here for the alternate representation of the chart](#)

Office of the Under Secretary for Health

Mission

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

Overview

The Office of the Under Secretary for Health (USH) is responsible for the leadership and direction of 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

- Leads VHA in defining corporate code of ethics, vision, principles, policies, goals, expectations, and the lines of authority through which these will be actualized.
- Communicates VHA's vision, principles, policies, goals, expectations, and outcomes to the Office of the Secretary, other VA departmental officials, Members of Congress, Veterans, Veterans Service Organizations (VSOs), other Federal agencies, and external stakeholders.
- Establishes committees, advisory groups, and review bodies as necessary to provide information and advice to the USH.
- Oversees formulation and execution strategies of VHA policies and budgets, and serves as chair of various boards, committees, and working groups.
- Establishes standards, policies, and positions regarding national workforce issues.
- Develops VHA policies that provide equal treatment of Veterans through the most cost-effective means. Fosters innovation, creativity, and informed risk-taking.
- Establishes policies that monitor the quality of health care with a goal of being a leader in the field of health care delivery.
- Promulgates and communicates policies that articulate VHA's role in national health care reform initiatives.
- Establishes and/or approves standards for VHA research programs, capital asset planning and management, and information management.
- Recruits, trains, and employs personnel for occupations that are specific to the needs of the Veteran population.
- Establishes affiliation agreements with academic institutions across the country to support the educational needs of health care professionals.
- Establishes and/or approves standards for VHA's research program in biomedical research, mental health research, prosthetics, and other rehabilitative research and health care services research.
- Establishes research oversight policies to monitor, review, and investigate matters of medical research compliance and assurance of safety.
- Provides contingency support for Department of Defense (DoD) and The Department of Health and Human Services (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 U.S.C. Chapter 73

P.L.97-174

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

Title 38 U.S.C. § 8011A

Veterans Access, Choice, and Accountability Act of 2014 (VACAA)

Office of the Chief of Staff

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. The COS manages VHA's executive correspondence, communications, congressional and legislative affairs, regulations, client service relations and the National Leadership Council (NLC), which is VHA's governing body.

Functions and Activities

- Coordinates and responds to all requests for information from the Department and the White House.
- Coordinates and responds to all requests for information from external stakeholders, such as Congress, Veterans Service Organizations (VSOs), other Governmental agencies, and the 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 Government Relations (OGR), Office of Public Affairs (OPA), Office of General Counsel (OGC), and Office of Policy and Planning (OPP).

Authorities

38 U.S.C. 73

P.L. 97-174

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

38 U.S.C. § 8011A

Veterans Access, Choice, and Accountability Act of 2014 (VACAA)

Office of Executive Correspondence

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

Overview

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

OC provides internal and external communication capabilities enabling VHA leadership to communicate messaging supportive of the patient-centered VHA mission of delivering superior health care to America's Veterans. Key components of the OC program include voluntary service, national concert series, communication product development, media prep and interviews, advertising, VHA history, web management, social media, graphic design and speechwriting. OC leverages these skills to deliver messaging that 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

- Creates and maintains a consistent VHA communications strategy and message throughout all 10B2 products.
- Regularly assesses the communications structure/process to determine which methods work best, how employees and stakeholders perceive important messages, and reliability of communications systems.
- Ensures development and promulgation of policies, standards, guidelines and procedures to facilitate coordination of VHA Communications and public affairs.

Office of Voluntary Service

Overview

Office of Voluntary Services (10B2A) builds and leverages the advocacy of Veterans Service Organizations (VSO), and provides supplemental services to Veterans through the utilization of

volunteer and in-kind resources from Veteran, civic and other community organizations in support of the VA mission.

Functions and Activities

- Manages the largest volunteer program in the federal government.
- Builds and leverages volunteers for the support and execution of VA programs.
- Through the use of volunteer and in-kind resources from Veteran, civic and other community organizations, provides supplemental services to Veterans in support of VA's mission.

Office of Media Operations and Plans

Overview

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

Functions and Activities

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

Office of Digital Media

Overview

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

Functions and Activities

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

Authorities

38 U.S.C. §301

Office of Congressional and Legislative Affairs

Overview

The VHA Office of Congressional and Legislative Affairs (OCLA) serves as the principal advisor to the Under Secretary for Health on congressional and legislative matters affecting VHA. VHA OCLA is responsible for preparing VHA leadership and subject matter experts for congressional hearings and briefings, responding to congressional inquiries, tracking legislation, reviewing congressional correspondence, monitoring and clearing congressional report submissions, 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, and 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 that 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 and Legislative Affairs.
- 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

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. The office also provides services related to collections of information

from the public covered by the Paperwork Reduction Act; maintains or supports national databases of VHA policy documents and forms that are used by internal and external stakeholders; and publishes VHA official forms and informational documents (e.g., posters, brochures).

Functions and Activities

- Drafting all VHA regulations in close coordination with VHA program offices and VA Office of General Counsel (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 for collections of information covered by the Paperwork Reduction Act, which includes hundreds of regulations, official forms, customer service questionnaires, oral or written surveys or research tools, and other devices.
- Designing certain VHA publications and forms and assisting in the publication of same.
- Maintaining 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.

Authorities

38 U.S.C. 301

National Leadership Council Office

Overview

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

The NLC consists of senior VHA leaders including those with the Office of the Under Secretary for Health, each Veterans Integrated Service Network (VISN) Director, and select VHA Chief Officers. The NLC comprises seven Council Committees (Strategic Directions, Workforce, Healthcare Delivery, Healthcare Quality & Value, and Veteran Experience, Resources, and Information Technology) and 13 NLC subcommittees.

Functions and Activities

- Reviews and assesses all current and revised VHA policy and procedures specifically as they relate to VHA governance.
- Administers and analyzes assessments for the NLC, which are presented to the Executive Leadership Team for further action.
- Coordinates policies and procedures related to operations and management of the NLC, and assists in the development of national guidance to use in implementing these policies, as well as conducting evaluations of these policies to identify needed modifications.
- Reviews, processes, and tracks all Executive Decision Memorandums (EDMs) for VHA, which receive final approval by the Under Secretary for Health, and maintains an online database to record and track all EDMs for the organization.
- Provides guidance to over 30 NLC points-of contact on fulfilling their responsibilities.
- Develops strategic plans and short and long-range goals for the NLC and seven NLC committees.

Authorities

38 U.S.C. 73 and applicable Subchapters I-IV.

Office of Client Services Response Team

Overview

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

Functions and Activities

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

Office of Readjustment Counseling Services

Overview

The Office of Readjustment Counseling Services (RCS) Vet Centers is a service within the Veterans Health Administration that consists of 300 Vet Centers, 80 Mobile Vet Centers, and the Vet Center Call Center (877-WAR-VETS). The primary mission of RCS is to welcome home war Veterans, active Duty Service members, and their families with honor, and provide three major service functions: outreach, readjustment counseling, and referral for those individuals and their families. Vet Centers are VHA community facilities that treat each individual as a whole person in or near his or her home community.

Readjustment Counseling Services are authorized by legislation (38 U.S.C. 1712A) to be separate from VHA health care and they employ different eligibility criteria. The eligibility criteria for Vet Centers include Veterans and active duty Service members, to include members of the National Guard and Reserve components, who have served on active military duty in any combat theater or area of hostility; experienced a military sexual trauma; provided direct emergent medical care or mortuary services, while serving on active military duty, to the casualties of war; or served as a member of an unmanned aerial vehicle crew that provided direct support to operations in a combat zone or area of hostility. Eligibility also extends to Vietnam Era Veterans who have accessed care at a Vet Center prior to January 1, 2004.

Vet Center services are also provided to family members of Veterans and Service members for military related issues when it is found aid in the readjustment of those that have served. This includes bereavement counseling for families who experience an active duty death. Services do not require enrollment for VHA medical care and are provided regardless of character of discharge, to include service provision to individuals with problematic discharges. 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 is available at http://www.va.gov/directory/guide/vetcenter_fsh.asp.

Functions and Activities

- Vet Centers provide individual and group readjustment counseling to assist combat Veterans and Service members in resolving war-related trauma and readjusting to civilian life.
- All Vet Centers maintain regularly scheduled non-traditional hours, to include evening and weekends and provide professional individual and group counseling services by VHA-qualified mental health professionals, many of whom are also Veterans, as well as family counseling for problems related to the Veteran or Service member's combat experience.
- Vet Centers provide community outreach and education to help combat Veterans and Service members overcome barriers to include 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 Service members in a personal way that minimizes bureaucratic formality and helps the individual overcome stigma and barriers to care. The Vet Centers' Veteran-to-Veteran peer model is critical in helping Veterans overcome stigma and combat-related avoidance tendencies.

- Vet Centers provide assessment and referral for other needed services to include substance abuse, mental health, and medical problems; employment services; explanation of and referral for VA benefits; assessment, counseling and referral for Military Sexual Trauma; and bereavement counseling for surviving family members of Service members who died on active duty.
- RCS maintains a fleet of 80 Mobile Vet Centers (MVC) that are designed to extend the reach of Vet Center services through focused outreach, direct service provision, and referral to communities that do not meet the requirements for a “brick and mortar” Vet Center, but where there are Veterans, Service members, and their families in need of services. In many instances these communities are distant from existing services and are considered rural or highly rural. The placement of these vehicles is designed to cover a national network of designated Veterans Service Areas (VSA) that collectively covers every county in the continental United States, Hawaii, and Puerto Rico.
- Each MVC includes confidential counseling space for direct service provision as well as a state of the art satellite communications package that includes fully encrypted tele-conferencing equipment, access to all VA systems, and connectivity to emergency response systems. Vet Center staff regularly collaborates with VA partners to create a single VA Footprint at events to ensure access to all available VA services and benefits.

Authorities

38 U.S.C. 1712A

P.L. 96-22 § 103

P.L. 111-163 § 401-402

P.L. 112-239 § 727-728

P.L. 113-146 § 402

38 CFR Part 17 RIN 2900 AN92 and 2900 AP21

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Office of Research Oversight

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 Government-wide debarment for research impropriety. P.L. 108-170, enacted December 2003 and codified at Title 38 U.S.C. 7307, established ORO in statute to report directly to the USH and stipulated ORO’s oversight authority as independent of the Office of Research and Development (ORD) and any other VA components that administer or fund VA research.

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

Functions and Activities

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

ORO Review Management and Integrity Workgroup

Overview

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

Functions and Activities

- Prioritizes ORO onsite reviews based on risk and vulnerability assessments, facility needs and availability, and ORO staffing resources.
- Advises facilities regarding research misconduct allegations, inquiries, investigation, and reporting.
- Assesses quality of ORO onsite reviews to ensure consistency, accuracy, thoroughness, and appropriate documentation.

ORO Comprehensive Research Oversight Workgroup

Overview

The Comprehensive Research Oversight Workgroup (CROW) within the Office of Research Oversight is responsible for conducting Comprehensive Program Reviews (CPR) at all VA research facilities. The

CROW also has oversight for General Research Administration issues (including Research and Development Committee (R&DC) issues) and serves as Facility Liaisons to all VA facilities with research programs.

Functions and Activities

- Obtains a comprehensive **Overview** of a facility's research compliance program in order to assess any areas of vulnerability.
- Provides on-site focused review, for cause review, or technical assistance for issues related to General Research Administration and the R&DC.
- Provides review and follow up of any noncompliance findings related to General Research Administration and the R&DC.
- Serves as "permanent" "primary or back-up" facility liaisons to facilities to facilitate communication among subject matter workgroups assuring assistance and resolution to inquiries and issues.

ORO Research Information Security Program

Overview

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

Functions and Activities

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

ORO Research Safety and Animal Welfare Program

Overview

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

Functions and Activities

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

ORO Policy and Education Program

Overview

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

Functions and Activities

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

ORO Informatics and Data Analytics

Overview

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

Functions and Activities

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

ORO Human Research Protection Program

Overview

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

Functions and Activities

- Conducts onsite Focused Reviews of facility Human Research Protection Programs (HRPP).
- Monitors the remediation of non-compliance in human research.
- Provides Technical Assistance to VA research programs as needed.

- Oversees facility Federal wide Assurances and IRB Registrations and Memoranda of Understanding.

Authorities

P.L. 108-170 § 401

38 U.S.C. 7307

Office of Nursing Services

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 VA Nursing and the delivery of patient care services. The CNO also acts as consultant to Program Office, Veterans Integrated Service Network (VISN), and facility leadership in planning strategic activities. ONS collaborates inter-professionally to enhance and support evidence-based professional practice, workforce research and education, and the VA nursing workforce to strengthen leadership and teamwork in order to provide quality, patient-driven care for the Nation's Veterans.

Functions and Activities

- Develops and executes the VA Nursing Strategic Plan through four work streams focusing on clinical practice, research and evidence-based practice, workforce and leadership, and policy, education and legislation.
- Consults with Program Office Veterans Integrated Service Network (VISN) and facility leadership in planning strategic activities necessary to support quality patient care, access, cost effectiveness, staff and patient safety, nursing recruitment, retention, professional development, and customer satisfaction.
- Provides oversight for the VA Central Office Nursing Professional Standards Board.
- Collaborates with and advises VHA program offices VISN staff, facility leadership teams, nurse executives, professional organizations, congressional offices, consumer groups and stakeholders to address complex health care delivery and nursing practice issues at a national level.

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.
- Consults and recommends practices to improve Veteran access to care through national inter-professional initiatives and recommends evidence-based practices across specialties for nursing and in collaboration with inter-professional partners.

- Supports national initiatives to improve patient safety and quality as demonstrated through clinical sensitive indicators, including pressure ulcer prevention throughout VHA.
- Fully implements and provides expert recommendations regarding innovative nursing practice through Nursing roles including RN care managers and other nursing representatives in Patient-Aligned Care Teams (PACT), Advanced Practice Registered Nurses (APRN), and Clinical Nurse Leaders as well as nursing models of care such as Shared Medical Appointments, Nurse Practitioner-led teams, and using virtual and telehealth to improve access and efficiency.
- Adopts new technology through mobile applications to streamline nursing practice, documentation, and patient education.
- Addresses the needs of special populations such as the polytrauma needs of returning OEF/OIF/OND Veterans, supporting efforts to care for senior Veterans, creating innovative care coordination for homeless Veterans, and advocating for the use of population health management across all populations of Veterans.
- Advocates for and implements full practice authority for 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

Overview

Nursing Research 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

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 EBP Consultation Service, a facility assessment, recommendations, and follow-up to facilitate infrastructure development that supports a culture of evidence-based practice.
- Updates and expands the EBP Resource Center hosting EBP curricular modules, videos, business case, and an electronic roadmap that guides project teams through a systematic, rigorous process to identify and implement evidence-based interventions.
- Develops TMS genetics and genomic TMS modules to increase Registered Nurse 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 and provides consultation and training to facilities and VISNs to support successful implementation and monitoring of the Staffing Methodology.
- Promotes board certification for specialty nursing.
- Leads and manages the Central Office Nursing Professional Standards Board and provides consultation and training to facilities to support Nurse Professional Standards Boards, Licensed Practical Nurse Professional Standards Boards, and Nursing Assistant Professional Standards Boards.
- Advises and supports the implementation of the Travel Nurse Corps.

- Develops and implements mentoring program for nurse executives.
- Partners with the Office of Academic Affiliations to develop and support nurse transition/residency programs.
- Develops programs and training to provide comprehensive nursing services to Veterans, and address national emergency response plans for local, state, Veterans Integrated Service Network (VISN), and national needs.
- 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.

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.
- Provides national oversight with the Office of Community Engagement for the Intermediate Care Technician Program, including the Corpsman and Medic Vocation Education Training (CAMVET) Program pilot.

Authorities

38 U.S.C. 73 and applicable subchapters I-IV

P.L. 79-293

P.L. 98-160

P.L. 107-135

P.L. 111-163

Office of the Principal Deputy Under Secretary for Health

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), the Deputy Under Secretary for Health for Policy and Services (DUSHPS), the Deputy Under Secretary for Health for Care in the Community and the Deputy Under Secretary for Health for Organizational Excellence to provide leadership, guidance and strategic direction in support of the mission of the USH and VHA.

The Office of the PDUSH comprises three program offices that are critical to the mission of VHA: the Office of the Assistant Deputy Under Secretary (ADUSH) for Health for Workforce Services, The Office of Finance and the Office of Strategic Integration. Additionally, the Office of the PDUSH provides oversight and coordination assistance to the Office of Nursing Services and Readjustment Counseling Services.

Functions and Activities

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

Authorities

38 U.S.C. 73 and applicable Subchapters I-IV

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

Overview

The Office of the Assistant Deputy Under Secretary for Health (ADUSH) for Workforce Services facilitates the Veterans Health Administration's (VHA) ability to develop, recruit, and retain a skilled, highly qualified workforce that keeps VHA out front as a world-class health care system. To achieve VHA's mission, it is essential that VHA is prepared to recruit and retain skilled, dedicated, and high-performing

employees, as well as develop a talented succession pipeline. The ADUSH for Workforce Services recognizes that employees are VHA's most critical asset and is committed to achieving individual and organizational high performance. The goals of the ADUSH for Workforce Services are driven by VA and VHA missions, strategic goals, objectives and strategies.

Effective relationships and synergies among workforce management, employee development, education, academic affiliates, and organizational development are promoted with collaborative efforts through Workforce Management and Consulting (WMC), Employee Education System (EES), National Center for Organization Development (NCOD), Healthcare Leadership Talent Institute (HLTI), and the Office of Academic Affiliations (OAA).

Functions and Activities

- Responsible for all elements of human capital management within VHA.
- Supports the integration of policy, operations and oversight for more than 312,704 VHA employees and more than 120,000 trainees in areas including human resources, training, education and professional development.
- Responsible for advancing VHA's strategic position on personalized, proactive and patient centered health care delivery and clinical workforce management.
- Conducts ancillary work to support the operational performance of VHA through both coordination and direct service delivery to the field in the areas of human resources, education, training, employee and organizational development.
- As change drivers, serves Veterans and the long-term development of people and culture to address future challenges as VA continues its transformation into a 21st century organization.
- Provides consultation to leaders at all levels of VA to improve organizational health, including consultation on change management, resilience, virtual teams, executive team building, engagement, psychological safety, and other factors relevant to developing leaders and engaging employees.
- Oversees VHA succession and workforce planning; identifies and monitors talent needs and trends within the organization, and links succession planning and business strategies, presenting VHA with the opportunity to reach long-term goals and achieve human capital objectives.

Workforce Management and Consulting

Overview

Workforce Management and Consulting (WMC/10A2A) 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.

Workforce Management and Consulting (WMC) provides VHA-wide leadership for workforce operations and administration management through strategic human capital planning, senior executive

recruitment, performance and advisory services, labor management and labor relations, and training and career development. WMC ensures the recruitment and retention of a highly skilled, motivated, and effective workforce and provides advice and assistance to VHA leadership on human resources issues. A key architect in the development of new legislation, policies, and programs, WMC also ensures that VHA maintains its position as a leader in the health care industry.

Functions and Activities

- Provides staffing, recruitment, employee-labor relations, classification, and retirement and benefits support to the VA health system, and designs, develops, and implements training and development programs for VHA's professionals.
- Manages the recruitment and nomination process for VHA executive-level positions; advises senior-level executives, field and program offices about human resource (HR) issues and provides advice and guidance concerning conduct and performance issues involving senior-level executives in VHA.
- Provides advice and assistance to VHA leadership on human resources issues through HR Development Retention and Policy; also responsible for the planning, direction, control, coordination, operation, education and evaluation of the VHA HR program to include the development of new legislation, policies, and programs to ensure that VHA maintains its position as a leader in the health care industry.
- Manages the Executive Career Field Performance (ECF) Management Process for Senior Executives within VHA, and manages the organization's employee awards program; the development of HR competencies in VHA HR field staff, as well as HR competencies for VHA supervisors.
- Provides advice and assistance on employee labor relations issues to include 7,422 decisions; and administers a variety of employee scholarship and clinical education programs for VHA.
- Supports VHA's workforce through HR administration, performance management, recruitment and retention, and employee development; also provides administrative, financial, and logistical oversight for all VHA headquarters Program Offices and staff, and operates the VHA Employee Transit Benefits Program and the National Child Care Center Program.
- Focuses on strategic workforce planning and addresses anticipated gaps in the hiring of physicians, and other clinical staff, through the operation of the National Recruitment Program and professional marketing outreach. Recruits executive level positions in VHA Central Office, and the field, and serves as the VHA's Delegated Examining Unit.
- Through the Equal Employment Opportunity /Affirmative Employment Office (EEO/AEO), provides guidance on EEO/AEO regulations and assists management in creating and maintaining a work environment based on the principles of EEO – trust, dignity, respect, and removal of barriers to enable employees to achieve their highest potential.
- Advances diversity, cultural competency and inclusion within VHA through the VHA Office of Diversity and Inclusion (ODI). The office supports the VA Diversity and Inclusion Strategic Plan through programs that focus on patient-centric health care delivered by engaged teams.

Employee Education System

Overview

The Employee Education System (EES/10A2B) has a headquarters function in Washington, DC, and ten field-based offices located in: Birmingham, Alabama; Cleveland, Ohio; Crystal City, Virginia; Little Rock, Arkansas; Long Beach, California; Minneapolis, Minnesota; Northport, New York; Orlando, Florida; Salt Lake City, Utah; and St. Louis, Missouri. 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.
- Leads successful efforts to establish processes and tools to manage and oversee VHA compliance with new VA requirements for conference approvals, reporting, and oversight.
- 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 15 national and 3 state accreditations/approvals for continuing education in the healthcare professions.
- Evaluates every learning program 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.

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

National Center for Organization Development

Overview

National Center for Organization Development (NCOD/10A2C), headquartered in Cincinnati, OH, supports efforts to improve the overall organizational health of VA, supporting 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 (#1 diagnostic tool for employee engagement).
- Provides consultation to leaders at all levels of VA to improve organizational health, including consultation on change management, resilience, virtual teams, executive team building, engagement, psychological safety, and other factors relevant to developing leaders and engaging employees.
- Provides onsite consultations to various organizational units, including intensive workplace interventions at all levels of the organization.
- Supports the VA Civility, Respect and Engagement in the Workforce (CREW) initiative focused on raising awareness of civility and respect among coworkers, and increasing their understanding of the relationship between civility, patient care, and business outcomes.
- Offers executive coaching expertise to current and developing leaders within the organization.
- Implements the VA Team Model; administers and interprets Executive Team Assessment and Leadership Team Assessment Instrument to increase leadership effectiveness in conjunction with executive coaching and/or executive team consultation.
- Develops and applies multiple Web-based assessment tools: Executive 360-degree, 360-degree, 180-degree, and Servant Leader 360-degree assessments; resilience assessment; and change management assessments.
- Conducts management studies resulting in data-driven, qualitative and quantitative research, and publications.

Office of Academic Affiliations

Overview

The Office of Academic Affiliations (OAA/10A2D) 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.

Healthcare Leadership Talent Institute

Overview

Healthcare Leadership Talent Institute (HLTI/10A2E) is a new office charged with developing an integrated talent management system from the local to the national level that is characterized by informed, structured, ongoing and deliberate processes to identify, develop and leverage the leadership talents inherent in each healthcare professional, resulting in a cadre of ready willing and capable leaders to step into VHA's most demanding roles.

Functions and Activities

- Utilizes an integrated system to identify, develop and manage VHA talent to meet the need for high performing transformational healthcare leaders aligned with the VHA mission and strategic direction.
- Promotes and manages healthcare leadership programs and developmental opportunities that maximize the acquisition of healthcare leadership competencies through growth activities that are 70 percent experiential (e.g. details, assignments, committees), 20 percent exposure (e.g. coaching, mentoring, shadowing) and 10 percent education and training.
- Coordinates responsibilities among VHA and VA organizations for key elements of healthcare leadership development to minimize gaps and overlaps and to support clear processes for

identifying needs and designing, implementing and evaluation healthcare leader development efforts.

- Oversees VHA succession and workforce planning; identifies and monitors talent needs and trends within the organization, and links succession planning and business strategies, presenting VHA with the opportunity to reach long-term goals and achieve human capital objectives.
- Institutes policies, procedures, practices and metrics necessary to support and evaluate talent management across VHA.

Authorities

38 U.S.C. 73 and applicable Subchapters I-IV

5 U.S.C. 5

38 U.S.C.

P.L. 79-293

P.L. 89-785

P.L. 92-541

P.L. 93-82

P.L. 96-151

P.L. 96-330

P.L. 98-160

P.L. 100-322

P.L. 102-40

P.L. 102-405

P.L. 106-117

P.L. 106-419

P.L. 108-170

Office of Finance

Overview

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

Financial Management and Accounting Systems Office

Overview

The Financial Management and Accounting Systems Office (10A3A) (located in Washington, DC and Austin, Texas) 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. This office is subdivided into two sections; Financial Management and Accounting Policy, and Financial Analysis and Oversight.

Functions and Activities

- Develops VHA policies and oversight activities related to payroll, cash/debt management, accounting, and financial policy.
- 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.
- Establishes and maintains operational internal controls consistent with official guidelines.
- Analyzes financial information and activities at the national and facility level in support of financial statement reporting.
- Develops and implements VHA financial internal review programs, reviews internal and external audits and reviews, and develops corrective actions to avoid or remedy material weaknesses.

Resource Management Office

Overview

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

Functions and Activities

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

Financial Assistance Office

Overview

The Financial Assistance Office (10A3C) (located in Washington, DC and Austin, Texas) 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 Agency Financial Report (AFR).
- 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

Overview

The Managerial Cost Accounting Office (MCAO/10A3D), located in Washington, D.C. and Bedford, Massachusetts, 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, Government Accounting Office (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 U.S.C. 73 and applicable Subchapters I-IV

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

Federal Acquisition Regulation (FAR)

44 U.S.C. 3541

P.L. 101-576

P.L. 111-81

P.L. 111-201

EO 13520

Office of Strategic Integration

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 intent, including VA and VHA strategic planning artifacts such as the Strategic Plan, the Blueprint for Excellence, and other approved planning artifacts.
- Ensures that business and clinical practices are designed to support strategy, and aligns efforts to ensure organizational resiliency and readiness for change.
- Fosters benchmarking, innovation, integration, and discovery to advance VHA's strategic intent and identify future opportunities.
- Provides consultation, project management expertise, repeatable processes, and reusable tools designed to facilitate successful execution of strategy.
- 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 efforts through the Principal Deputy Under Secretary for Health.
- Integrates efforts with stakeholders within VA, other Federal partners, and community organizations to advance VHA's strategic plan.
- Functions as the VHA Senior Executive Team's Program Management Office, coordinating and facilitating multiple enterprise initiatives (including, but not limited to: Access, Diffusion of Best Practices, Leaders Developing Leaders, Implementation of the Veterans Access, Choice and Accountability Act (VACAA), VA Pulse, Implementation of Independent Assessments/Commission on Care Recommendations, Care in the Community, Design Thinking/Human Centered Design, Programming and Requirements Gathering in Service of "Managing for Results," and the development of high level acquisitions) under the auspices of VHA senior officials.

Authorities

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

Office of the Deputy Under Secretary for Health for Policy and Services

Overview

The Office of the Deputy Under Secretary for Health for Policy and Services (DUSHPS) 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.

Through the Office of Community Engagement, DUSHPS 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.

Functions and Activities

- Advises the USH, PDUSH, and other principal officials on all matters pertaining to the health policy and programs and develops and presents policies, plans, and programs for appropriate decision making.
- Catalyzes innovation and promotes diffusion of best practices and technologies throughout VHA by using innovative approaches and technologies and collaborating with partners within and outside VHA.
- Ensures effective coordination of policies and programs within VHA and communicates and advocates VA policies, plans, and programs to external audiences on all matters pertaining to VA health care system. Also serves on internal and external committees and represents VHA interests.
- Oversees the office strategic planning process, identification of best practices and evaluation mechanisms, including process and outcomes measures.
- Collaborates with Operations and Quality, Safety and Value (QSV) arms of the organization to serve as a bridge for safe and effective delivery of health care services.
- Guides and oversees the responsible ADUSHs and Chief Officers in developing, implementing, executing, and supervising where appropriate, the execution of VA policy, plans, programs, budgets, and activities.
- Oversees the execution of Policy and Services acquisitions, financial management, travel, human resources management, and space and information management strategic plans and the productivity and management of Policy and Services programs.
- Promotes partnerships between VHA program offices, field offices, and non-VA organizations by providing best practices, tools, and training on how to develop and sustain effective partnerships.
- Serves as a national resource and point of contact within VHA, the Department, and outside organizations seeking guidance on how to create or manage effective collaborations. Develops VHA guidance and tools pertaining to responsible and productive partnerships.

Authorities

38 U.S.C. 73

Office of the Assistant Deputy Under Secretary for Health for Policy and Planning

Overview

The VHA Office of Policy and Planning (OPP/10P1) advances Veteran health care through mission-critical planning, forecasting, information and policy analysis.

Policy Analysis and Forecasting (10P1A)

Overview

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

Functions and Activities

- Participates in the development of health care policy in support of VHA strategic goals.
- Advances development/utilization of the VA Enrollee Health Care Projection Model (EHCPM) to forecast Veteran enrollment, demand and resource requirements for VA health care services, and to support the VA medical care budget process, and strategic and capital planning activities.
- Provides leading edge, geospatial analysis and tools that are used across VA to optimize health care access; enables decision-makers to “visualize choice”.
- Conducts special studies and analyses that support VHA strategic planning, direction, and collaboration.
- Coordinates the acquisition and distribution of Medicare and Medicaid data throughout VHA, and conducts analyses of dual eligible beneficiaries using VHA and Centers for Medicaid Services (CMS) data.

Overview

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

Functions and Activities

- Conducts complex quantitative and/or qualitative analysis to assess planning, policy and health care trends.
- Analyzes and synthesizes information in support of national policies, decision making and organizational improvement.
- Administers the annual national VA Survey of Veteran Enrollees’ Health and Use of Health Care, which gathers essential information on drivers of Veteran utilization of health services in support of the annual VHA projections of enrollment, utilization and expenditures.
- Leads, supports, and coordinates VHA strategic planning initiatives.

- Coordinates VHA alignment to VA strategic plan and reporting requirements.
- Collaborates within and outside of VA, including with other Federal agencies, to improve analysis, planning and cooperation for high quality, effective, integrated delivery of benefits and services for Veterans, Service members, retirees, and their families.

Office of Rural Health

Overview

Rural Health (10P1R) works to increase access to quality health care services for Veterans residing in rural and highly rural areas of the country.

Functions and Activities

- Meets the objectives of P.L. 109-461 and P.L. 112-154 to expand and enhance the delivery of health care to rural Veterans, and ensures integration with overall planning efforts.
- Conducts studies and analyses on rural Veteran health care needs and health outcome disparities, and promulgates best practices in rural health care delivery.
- Works to improve the health care infrastructure where rural Veterans reside.
- Works to improve the health and well-being of rural Veterans.
- Works to inform health care policy that impacts rural Veterans and rural health care delivery.
- Obligates and oversees Office of Rural Health funding used to support VA rural health initiatives.

Authorities

38 U.S.C. 73

P.L. 109-461 § 212 (7307-7308)

P.L. 112-154

Office of the Assistant Deputy Under Secretary for Health for Informatics and Information Governance

Overview

The Office of Informatics and Information Governance/10P2 (OIIG) supports VA's health care system, clinicians, and program office staff by: ensuring that applications and data systems are deployed in a manner that meets the requirements of VHA users; enhancing health data exchanges with federal and private partners; and providing policy and guidance to Informatics, Freedom of Information Act (FOIA), Library, Privacy, Health Information Management and Records Management personnel nationwide. OIIG optimizes VA's world-class electronic health record (EHR) to promote evidence based decision-making and patient-centered care.

Health Informatics (HI)/10P2A

Overview

Health Informatics (HI)/10P2A 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 (VE), and the enterprise Health Management Platform (eHMP).

Functions and Activities

- 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 clinical informatics subject matter expertise, program management, and leadership in the collaborative design, development, and deployment of innovative and technologically robust next-generation clinical and health applications, including VE.
- Manages information exchange with private and federal partners, including VLER Health Exchange (VA and non-VA providers request and share Veterans' health information) and VLER Health Direct (allows VA providers to send and/or receive specific information to and from non-VA providers via secure email).
- Manages and oversees interoperability solutions which establish health information sharing and exchange with DoD and other government partners, including Federal Health Information Exchange (FHIE), Bi-directional Health Information Exchange (BHIE), and Clinical Health Data Repository (CHDR).
- 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.
- Develops training resources available to all VA Central Office and field staff, with over 300 training sessions available on OIIG's virtual learning platform <http://www.myvehucampus.com>.
- Optimizes the use of best practices for improving patient safety and the user experience with VHA health information systems to facilitate care delivery and patient wellness.

Health Information Governance

Overview

The Office of Informatics and Information Governance/10P2 (OIIG) supports VA's health care system, clinicians, and program office staff by: ensuring that applications and data systems are deployed in a manner that meets the requirements of VHA users; enhancing health data exchanges with federal and private partners; and providing policy and guidance to Informatics, Freedom of Information Act (FOIA), Library, Privacy, Health Information Management and Records Management personnel nationwide.

OIGG optimizes VA's world-class electronic health record (EHR) to promote evidence based decision-making and patient-centered care.

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).

Strategic Investment Management

Overview

SIM/10P2E facilitates sound decision-making for the development, acquisition, and maintenance of health-focused information technology investments by providing leadership with a comprehensive understanding of needed VHA business capabilities including business requirements, processes, information needs, IT strategy and priorities, and investment analysis.

Functions and Activities

- Serves as the champion for VHA IT needs within VA's Planning, Programming, Budgeting, and Execution (PPBE) process, including managing VHA's requirements repository.
- 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.
- Supports VHA governance and decision-making on IT investments.

Authorities

38 U.S.C. 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 U.S.C. 5701

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

Overview

Patient Care Services (PCS/10P4) provides leadership for policy and program development to enable VA to provide the best possible healthcare for our Nations' Veterans. PCS is dedicated to ensuring the full continuum of health care, which comprises health promotion, disease prevention, diagnostics, therapeutic and rehabilitative care, recovery and palliative care. Utilizing innovative approaches and technologies through interdisciplinary collaboration both within and outside of VHA, PCS policy and program development supports dignity and respectful care for Veterans. Recently, the Office of Public Health realigned with PCS expanding the mission to include post-deployment health, population health, employee health and wellness, as well as a few clinical public health programs.

Functions and Activities

- PCS provides leadership and policy to enable VA to provide the best possible health care for our Nations' Veterans.
- Provides leadership and advisory services, which are oriented toward providing general management solutions to achieve optimum overall program balance in relation to the VA and VHA mission.
- Provides guidance to VISNs and promulgates incorporation of health care guidelines, policies and strategies, reviews program adequacy, effectiveness, and quality.

Deputy Chief Patient Care Services Office

Overview

The Deputy Chief Patient Care Services Office (DCPCSO/10P4A) supports PCS by providing the leadership and infrastructure to support strategic planning activities and operationalizing performance goals and metrics that support the MyVA transformation and align with the VA/VHA Strategic Plan, Under Secretary for Health top five priorities and the Blueprint for Excellence. The DCPCSO provides and supports clinical subject matter expertise on a range of healthcare issues that influence policy development and care delivery. The DCPCSO oversees functions are policy, advisory, and clinical support services in nature.

Functions and Activities

- Advises on developing a comprehensive PCS strategic vision including organizational objectives and execution approaches, alignment, functional assignments, strategic development of patient care, performance measurement, leadership development succession planning.
- Supports development of clinical guidelines, protocols or "best practices" to be used in the delivery of clinical care services, and participates in Department-wide activities involving VA Quadrennial Strategic Planning Process, Gap Analysis, and Environmental Scan and Execution Team.
- Provides monitoring and oversight on status of PCS Policies (handbooks, directives, manuals), identifies policies that need to be rescinded or recertified, and works with 10B4 to expedite necessary policy actions.
- Identifies conflicts that exist with current policy, prioritizes policies for resolution, and develops action plan to resolve current conflicts.
- Responds to Departmental, administration, congressional, OIG, GAO, VSO, and media inquiries.

Associate Chief Patient Care Services Office

Overview

The Associate Chief Patient Care Services Office (ACPCSO/10P4B) leads an effective administrative activity to support PCS leadership by providing oversight and daily operational management, monitoring, and coordinating and tracking executive correspondence and taskers, communications, human resources, IT, training, and financial management. The ACPCSO oversees and coordinates activities related to data use agreements for all PCS offices, and manages and monitors all critical PCS program office functions.

Functions and Activities

- Assists PCS with oversight and coordination of decentralized staff and other field operations, including development of annual business plans and liaison with management at host VA medical centers.
- Provides oversight of budget development and execution for over \$5.4 billion in Specific Purpose accounts.
- Responds to Departmental, administration, congressional, OIG, GAO, VSO, and media inquiries and provides leadership in executive correspondence development and tracking, Privacy Act, Clinical Restructuring, Data Use Agreements, congressional reports, correspondence and written policy documents.
- Oversees communications to promote and advocate for excellence in healthcare for Veterans with Grand Rounds, Annual Reports, Newsletters, Town Hall meetings, Web and SharePoint sites, Idea House blog, VA Pulse, and increasing use of social media sites.
- Coordinates and oversees the successful development of legislative initiatives, regulations, and policies to accomplish the goals of PCS.

- Provides oversight in human capital management including All Employee Survey, PCS Annual Award Program, position management performance management, incentives, workforce development and succession planning to ensure optimal use of resources and highest quality and level of morale of workforce.

Care Management and Social Work Services

Overview

Care Management and Social Work Services (CM&SWS/10P4C) supports and advances the mission of VHA by providing comprehensive and specialized psychosocial support services to Service members, Veterans, their families, and caregivers. These services include transition assistance, assessment, crisis intervention, high-risk screening, discharge planning, case management, advocacy, education, supportive counseling, psychotherapy, resource referrals, and resource acquisition. Care Management and Social Work Services are delivered by field based staff located in every VA Medical Center. 10P4C develops policy and oversight of the six national programs that are organizationally aligned to the service. In addition, one of the fundamental roles of 10P4C is providing support to field based staff in the delivery of care.

Functions and Activities

- Provides caregiver support services nationwide to ensure Veterans and their family caregivers have access to services and programming to support them in their role as family caregivers. Also provides support services directly to family caregivers ensuring that Veterans who can no longer care for themselves can remain in their homes with adequate support.
- Provides assistance to families of Veterans, Active Duty Service members, and their families through the Family Hospitality Program. Resources include the VA Fisher House Program, which provides temporary accommodations for the families and Caregivers of Veterans and Service members who are receiving medical care at VA medical facilities nationwide.
- Provides temporary lodging for Veterans receiving outpatient VA medical care or Compensation and Pension examinations. Veterans may be accompanied by family members or Caregivers to provide additional support during the course of treatment.
- Provides direct transition assistance at military treatment facilities to post 9/11 era Service members and Veterans, including those who served in support of Operation Enduring Freedom/Operation Iraqi Freedom/Operation New Dawn (OEF/OIF/OND) as they transition from DoD to VA.
- Provides comprehensive and specialized psychosocial support and transition assistance to Veterans during reintegration into their home communities and throughout the continuum of their VA care.
- Serves as Lead Coordinator by providing case management for ill and injured Service members and Veterans returning from service who have a need for complex care coordination.
- Provides policy guidance and has the lead on developing and implementing the Intimate Partner (IPV) Assistance Program for VA health care.

- Provides policy development and guidance on the provision of social work services at VA health care facilities, leadership development, and oversight for the professional practice of social work.
- Maximizes health and well-being through the use of psychosocial interventions for Veterans, families, and caregivers.

Diagnostic Services

Overview

Diagnostic Services (10P4D) provides subject matter experts in the fields of pathology, laboratory medicine, radiology, and nuclear medicine. The services function in the settings of ambulatory care, acute care, mental health, geriatric and rehabilitative care.

Functions and Activities

- P&LMS provides guidance to the senior leadership and field employees in the VA, VHA, and the VA laboratory community to ensure timely, cost-effective, and high quality anatomic and clinical pathology services are provided for VA patients and caregivers.
- Radiology advises on matters of policy and makes recommendations on courses of action to all levels of VHA in order to ensure and facilitate the provision of high quality diagnostic imaging care that is safe, timely, and cost-effective.
- Nuclear medicine provides counsel and expertise to stakeholders, including VACO, VISNs, and VAMCs, by disseminating trends from type of studies performed, monitoring quality benchmarks, and new methods in the delivery of nuclear medicine Veteran care.
- The National Teleradiology Program provides 24/7 diagnostic radiology services to VHA facilities located in all VISNs, rendering final diagnostic interpretations on a wide variety of modalities including computerized tomography scans CTs, X-rays, magnetic resonance imaging (MRI), ultrasound, and nuclear medicine imaging studies.

Specialty Care Services

Overview

Specialty Care Services (SCS/10P4D) is a large service, encompassing 16 distinct medical specialties, chaplaincy, nutrition and food services, as well as neurology centers of excellence and a SCS center for innovation. SCS ensures the best overall clinical, preventive, spiritual, religious, and nutritional care is available to Veterans. Both policy and program development utilize innovative approaches, technologies and interdisciplinary collaboration both within and outside of VHA promoting-dignity and respect for our Veterans.

SCS provides national leadership on programs and initiatives, policy matters and issues relating to care delivery, assessment of services, and outcome analysis for twenty (20) key specialty care areas.

The Chief Consultant, in collaboration with Field-based National Program Directors, serves as the principal advisor to the Assistant Deputy Under Secretary for Health for Patient Care Services, Deputy

Under Secretary for Health for Policy and Services, Principal Deputy Under Secretary for Health and Under Secretary for Health.

Functions and Activities

- Allergy offers state of the art care for Veterans with allergic and immunologic disorders. The VHA-DOD Allergen Extract Program provides state-of-the-art centralized immunotherapy and diagnostic testing material for Veterans with seasonal or perennial inhalant allergies, food allergies and insect venom sensitivities.
- Provides guidance and consultation on matters regarding the practice of Anesthesia, including pain management during surgical, obstetrical, therapeutic and diagnostic procedures; monitoring and restoring homeostasis during the perioperative period; and the management of cardiac and pulmonary resuscitation. Anesthesia collaborates with Surgery and Pain Medicine.
- Provides information, guidance, and oversight to Cardiology initiatives ensuring the delivery of quality cardiac care. The Cardiac Implant Surveillance System remotely monitors implant performance. The National Implantable Device Registry follows Veterans with cardiac implants, and tracks recalls and device-related problems.
- Chaplain Services offers religious, spiritual, and pastoral care to ensure Veterans' right to free exercise of religion and integration of spiritual and pastoral care is fully into the care and treatment program of each health care facility.
- Develops and implements Emergency Medicine national triage protocol system and works in collaboration with all specialties, including Neurology and Cardiology for stroke and heart attack management.
- Endocrinology/Diabetes develops and implements guidelines for prevention, treatment and tracking of care and assessment of medical outcomes. The Diabetes Program collaborates with the National Prevention Center, Food and Nutrition Services, Podiatry, Eye Care and the Office of Research and Development.
- Oversight and management of the VA-Vision Registry, a VA/DoD collaboration on ocular injury and treatment is provided by Eye Care (Ophthalmology & Optometry). The Vision Center of Excellence advocates for programs and initiatives across the VA and DoD for prevention, diagnosis, treatment, rehabilitation and research of eye injuries and diseases, including visual dysfunctions related to Traumatic Brain Injury. The national Tele-Retinal Imaging Screening Program with the VHA Telehealth Services Improves access.
- Guidance, advice, and oversight on all matters related to diseases of the gastrointestinal tract is the domain of Gastroenterology including the demand for services (e.g. colorectal cancer screening and surveillance and hepatitis C and end-stage liver disease management) and a national endoscopy reporting process that facilitates quality assurance. Collaborates with Infectious Disease, Anesthesia, National Center for Prevention and Clinical Public Health Group.
- Genomic Medicine facilitates the application of genetic technologies and encourages translational genomics research to improve the health care of Veterans. Coordinates genetic

counseling functions, establishes strategic guidance regarding the phased integration of clinical genomic testing, and organizes bold education initiatives.

- Infectious Disease develops national policy in clinical practice, prevention of healthcare-associated infection and multi-drug resistant organism infections, antimicrobial stewardship, infection prevention/control, and bio-surveillance/ preparedness. Collaborates with numerous VA and VHA Offices, Programs and Services; Federal Agency partners; professional groups, and numerous non-Federal entities.
- Nephrology oversees the diagnosis and treatment of kidney diseases. Develops strategic plan addressing potential to increase hospital-based dialysis capacity and potential at-home dialysis options.
- Neurology oversees research, clinical care, and education for neurological disorders through two Multiple Sclerosis Centers of Excellence; six Parkinson's Disease Research, Education, and Clinical Centers; and four regional Epilepsy Centers of Excellence. Neurology collaborates with Emergency Medicine and Rehabilitative Services on the treatment of stroke, traumatic brain injury and amyotrophic lateral sclerosis.
- Nutrition and Food Services (NFS) develops and provides comprehensive nutritional services for our Veterans participating in Telehealth, the Patient-Aligned Care Team, Culture Transformation, and social media communications. NFS is transforming advanced nutrition practices and health teaching programs to improve health outcomes for Veterans and their families.
- Oncology coordinates the Cancer Registry System/Central Cancer Registry and provides policy, guidance, and oversight to the implementation of the National Cancer Strategy addressing prevention, education, screening, early detection, diagnosis, treatment, rehabilitation and research.
- Pain Medicine educates Veterans/families, clinical team members including integration of non-pharmacological modalities, evidence based medication prescribing, use of pain procedures, safe opioid use and expansion of virtual care. Establishment of metrics to monitor pain care and outcomes at both the individual level and the population level.
- Medical and surgical foot and ankle care is the charge of Podiatry including the amputation/ulcer database and High-Risk for Amputation ProClarity Cubes. Podiatry works closely with Endocrinology/Diabetes developing and implementing initiatives to prevent and treat complications of diabetes.
- Pulmonary/Critical Care provides guidance, advice, and oversight to ambulatory and hospital-based programs, including intensive care units regarding respiratory disorders including chronic obstructive pulmonary disease and sleep disorders. Pulmonary/Critical Care closely collaborates with Cardiology, Pharmacy Benefits, and Infectious Diseases.
- The Specialty Care Centers of Innovation improve access to and the efficiency of specialty care by reducing delays and employing Specialty Care Education, Technology and Innovation.

Primary Care Services

Overview

Primary Care Services (10P4F) oversees program and policy development for primary care in VHA. VHA Primary Care honors America's Veterans by providing quality and accessible primary care to all Veterans. It promotes patient-centered care that focuses on an integrated, comprehensive approach to health care. Primary Care Services plays a significant role in the implementation of Patient Aligned Care Teams (PACTs) nationwide, which promotes team based, patient-centered care that focuses on a personalized, integrated, comprehensive and coordinated approach to health care. Other national programs and services provided under Primary Care Services include: Primary Care-Mental Health Integration (PCMHI) and Post-Deployment Integrated Care (PDIC).

Functions and Activities

- Advises the Under Secretary for Health, Deputy Under Secretary for Health for Policy and Services, Assistant Deputy Under Secretary for Health for Patient Care Services, VHA Program Offices, other governmental agencies, and field on issues related to Primary Care.
- Identifies strong PACT clinical practices worthy of further evaluation or development, and communicates this information to VISN and facility leaders. Participates in the development and implementation of internal certification processes that identify and recognize high performing PACTs. Identifies and promotes education regarding relevant PACT topics to primary care staff.
- Promotes the alignment of PACT processes and function with space design principles and standards to promote high performing teams, in collaboration with the Assistant Deputy Under Secretary for Health for Administrative Operations (10NA). Oversees the development of enhancements to the Primary Care Almanac, a web-based population management tool for PACT that provides performance improvement capabilities to PACT staff.
- Identifies and promotes alternate access to care, including group visits, telephone visits, disease management clinics using clinical pharmacy specialists, secure messaging via e-mail, and the provision of care remotely via Telehealth.
- Works with Specialty Care to implement the chronic care model for healthcare emphasizing a comprehensive and coordinated approach to care. Partners with Specialty Care and other program offices to promote safe and effective patient care including chronic pain management and opioid use including the Joint DoD/VA Pain Education Project, the Opioid Safety Initiative.
- Participates in the identification of metrics suitable for national display (on a dashboard called the "Compass") that identify national benchmarks to encourage performance improvement and enhance standardization of care nationally.
- Promotes the use of applied research, such as that performed by the PACT Demonstration Labs, Quality Enhancement Research Initiative, or VA Health Services Research and Development to inform the effectiveness of the PACT model. Facilitates pilots and other programmatic efforts to incorporate research results into the health care delivery system such as the PACT Intensive Management.

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

- Primary Care-Mental Health Integration (PCMHI) which promotes full incorporation of mental health staff into the PACT to allow provision of depression, anxiety, PTSD, and substance abuse services without the need of a separate Mental Health Consult to a new health provider located outside of the PACT clinic area.
- Post-Deployment Integrated Care (PDIC) features the development of specialized PACTs with expertise and training in syndromes common to returning combat Veterans, such as depression, substance abuse, PTSD, chronic pain, sleep disorders, and anxiety. These teams are typically well staffed with social workers, mental health and behavioral specialists allowing comprehensive care within the PACT itself.

The Geriatrics and Extended Care Service

Overview

The mission of Geriatrics and Extended Care (GEC/10P4G) is to empower Veterans and the Nation to rise above the challenges of aging, disability or serious illness. GEC Service provides leadership, planning, and policy in support of the GEC mission to honor Veterans' preferences for health, independence, and well-being in the face of aging, disability, or illness by advancing expertise, programs, and partnerships. GEC programs are built upon expertise in three specific areas: Geriatrics, Palliative Care, and Long-Term Services and Supports (LTSS). Geriatrics is a healthcare specialty that focuses on the care of older adults and age-related conditions. Palliative care is a specialty that focuses on optimizing quality of life for patients with serious illness and includes expertise in hospice care during the last six months of life and symptom management throughout the course of chronic or serious illness. LTSS offers programs and services required by Veterans needing assistance with activities of daily living.

Functions and Activities

- Advises VA and VHA leaders, other governmental agencies, and field staff on policy and plans for Geriatrics, Palliative Care, and Long Term Services and Supports (LTSS). Optimizes Veteran health by ensuring access to Geriatrics, Palliative Care, and LTSS.
- Improves health, function, and well-being of Veterans; decreases preventable hospitalizations and nursing home admissions, and reduces total health care costs for Veterans.
- Through Facility Based LTSS, operates Community Living Centers (CLC), which are VA-owned and operated facilities that resemble "home" as much as possible, provide skilled level of facility-based care.
- Veterans may also receive nursing home level of care in Community Nursing Homes (CNH) or State Veterans Homes (SVH). Geriatric and Palliative Care Consultation services and Acute Care for Elder (ACE) Programs/Units are offered at many VA Medical Centers.
- Honors Veterans' preferences by balancing the delivery of LTSS in the home and community versus facility-based settings. Improves care quality, safety, value and the Veterans' experience by supporting optimal care coordination.
- Supports the development of workforce competencies required to care for Veterans facing the challenges of aging, disability, or serious illness. Facilitates research, education, innovations in

care, and program evaluations through twenty Geriatric Research, Education, and Clinical Centers (GRECCs), field centers, community partners and collaborators.

- Offers other GEC Services in Multiple Care Settings to include Advanced Care Planning, Care Coordination and Management, Comprehensive Geriatric Evaluation, Hospice, Innovative Community Based Alternatives to Nursing Home Care, Palliative Care, Shared Decision Making (SDM), and Telehealth.
- Geriatric Research, Education, and Clinical Centers (GRECC are centers of innovation at 20 different locations throughout the nation:
 - 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.

Authorities

The Veterans' Health Care Eligibility Reform Act of 1996
Veterans Millennium Health Care and Benefits Act
38 CFR 17.36

38 CFR 17.38

National Radiation Oncology Program

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

- Directly coordinates with the American College of Radiology Radiation Oncology Accreditation, arranging consultative surveys when necessary to monitor the VHA contract with the Imaging and Radiation Oncology Core (IROC), 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. Coordinates inspection activities and error reporting with the Director, National Health Physics Program.
- Provides operation oversight as well as policy guidance for all of VHA radiation oncology operations, including monitoring clinic operations and infrastructure to ensure quality assured delivery of conventional and advanced radiation therapy; monitoring the clinical credentialing activities of the VHA ROS; overseeing VHA contracts for radiation oncology care; and monitoring the Radiation Incident Reporting and Analysis System (RIRAS).
- Coordinates with professional organizations to establish Memoranda of Understanding (MOU) and harmonize common operational standards for radiation delivery to improve Veteran care.
- Provides continuous communication with VHA ROS, Center and VISN leaders and Veterans and their families regarding VHA radiation oncology care operations. Establishes task forces as necessary to address specific clinical and operation issues within VHA radiation oncology.

HIV, Hepatitis, and Public Health Pathogens

Overview

HIV, Hepatitis, and Public Health Pathogens Programs (HHPHP/10P4I) supports and advances the mission of VHA by providing state-of-the-art clinical public health services to providers and Veterans in the areas of disease due to human immunodeficiency virus (HIV), viral hepatitis, and other public health pathogens (PHPs). In collaboration with other Patient Care Service and VHA offices, delivers practical tools that support best practices by providers; education and communication projects designed to inform and change provider and Veteran behavior; quality improvement initiatives that increase access to and quality of care; and as indicated, proposals for legislative and policy changes. Expertise includes clinical knowledge, particularly infectious diseases and associated co-morbid conditions; mental health services, particularly in relation to the impact of mental health comorbidities on chronic infections due

to public health pathogens; epidemiology; informatics; field-based communication, education and implementation; and project management.

Functions and Activities

- Identify and link to care Veterans with conditions due to HIV, viral hepatitis, and other PHPs, especially for underserved Veterans (e.g., homeless, women, rural OEF/OIF/OND Veterans).
- Improve care of these Veterans through evidence-based, system-wide quality improvement interventions.
- Support VHA providers by removing barriers to diagnosis and access to care for Veterans living with or at risk of infection by HIV, viral hepatitis, and other PHPs.
- Develop and maintain the resources (personnel, expertise, equipment, and funds) necessary to ensure that we fulfill our day-to-day duties and responsibilities.
- Use epidemiologic data, appropriate quantitative and qualitative metrics, and input from field providers and patients to identify structures and processes that affect access, quality and cost of care for Veterans with HIV, viral hepatitis, or other PHPs.

Physician Assistant Services

Overview

Physician Assistant Services oversees physician assistant (PA/10P4J) program and policy development in VHA. PA Services ensures that the utilization of PAs in VHA is optimized to provide quality and accessible care to Veterans. PAs provide medical care to Veterans across the spectrum of medicine and surgery. The occupation's flexibility in transitioning to different medical specialties is of significant strategic value when addressing shortages or changes in health care provider workforce needs.

Functions and Activities

- Advises the Under Secretary for Health, Deputy Under Secretary for Health for Policy and Services, Assistant Deputy Under Secretary for Health for Patient Care Services, VHA Program Offices, other governmental agencies, and field on issues related physician assistants.
- Conducts periodic review of VA qualification standards and clinical practice policy development for physician assistants and assists field facilities in policy implementation.
- Assists in workforce planning and the development and periodic review of a VHA Physician Assistant recruitment and retention plan.
- Identifies VHA PA workforce educational needs and collaborates with VA Employee Education Service (EES) to develop educational plans to meet needs.

Mental Health Services

Overview

Mental Health Services (MHS/10P4M) improves the quality and availability of a full continuum of mental health services, including prevention, outpatient and inpatient treatment, recovery, and rehabilitation

services 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), posttraumatic stress disorder (PTSD), SUD, psychosocial rehabilitation, gender-sensitive mental health care, geriatric mental health, military sexual trauma, 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 located across the country that promote effective prevention, treatment, rehabilitation and education policies, and services. The National Center for PTSD has 7 divisions across 5 locations, with the Executive Division at White River Junction, Vermont, and other divisions in Boston, West Haven, Palo Alto, and Honolulu.
- Works to eliminate the barriers that impede prevention, treatment, recovery, and rehabilitation services for Veterans with substance use disorders and mental illnesses.
- Responsible for development and coordination of smoking and tobacco-use cessation, and tobacco control policy and programs in the VA health care system. Additional functional areas include identification and development of clinical policies and programs to increase Veterans' access to evidence-based tobacco cessation care.
- 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 (e.g. DoD, Indian Health Service, Substance Abuse and Mental Health Services Administration), National Cancer Institute to promote coordinated care for male and female Veterans and their families, and to enhance VA's preparedness to support the National Emergency Response Plan with mental health assets .
- Through Primary Care-Mental Health Integration (PCMHI) embeds mental health staff into the PACT to allow early identification and treatment for common uncomplicated mental disorders and health related behaviors within Primary Care. This approach to care reserves specialty mental health resources for individuals who need care for more complex to treatment resistant illness.
- Promotes the integration of mental health services in GEC programs including Home Based Primary Care, Community Living Center, and Palliative Care, facilitations access to mental health care for older Veterans.
- Trains VA mental health clinicians in evidence-based psychotherapies that treat PTSD, depression, substance use, serious mental illness, insomnia, chronic pain, and relationship distress.

- Through 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

Overview

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

Functions and Activities

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

- Conducts clinical demonstration projects for new clinical programs related to health promotion and disease prevention.

Pharmacy Benefits Management 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 management of medications. This is accomplished by creating a practice environment that fosters education, professional development, progressive practice initiatives, and innovative technologies to ensure consistent, accurate and reliable medication distribution and information systems.

Functions and Activities

- Operates the VA Consolidated Mail Outpatient Pharmacy (CMOP) with facilities located in: Leavenworth, Kansas; Tucson, Arizona; Chelmsford, Massachusetts; Dallas, Texas; Murfreesboro, Tennessee; Hines, Illinois and Charleston, South Carolina. The CMOP processed 119 million outpatient prescriptions in fiscal year 2015, approximately 80 percent of all outpatient prescriptions dispensed by VHA. In addition, CMOP fills prescriptions for 43 Indian Health Service sites, and the CHAMPVA program.
- Develops annual list of initiatives that target cost avoidance while maintaining high-quality pharmaceutical care, through the PBM National Pharmacy Efficiency Program. The voluntary initiatives were utilized by the VISNs and medical facilities in their pharmacy cost avoidance plans.
- Responsible, through the PBM's Formulary Management, for coordinating the VA National Formulary management process, with the Medical Advisory Panel and VISN Pharmacist Executive Committee.
- VAMedSAFE tracks and evaluates high-risk and high-volume agents and including New Molecular Entities with potential risk in the Veteran population. This program maintains VA's national drug safety program with an emphasis on integrated database utilization, communication, and education.
- Manages the configuration, maintenance, and activation of caches to be used in response to natural disasters, catastrophes, terrorist attacks, or weapons of mass destruction events through Emergency Pharmacy Service (PBM EPS). PBM EPS manages readiness of mobile pharmacy assets to be deployed for the immediate prescription services for Veterans displaced or affected by a catastrophic event.
- Pharmacy Re-engineering (PRE) and Clinical Informatics, in partnership with the Office of Information Technology (OIT) PBM, deployed its clinical decision support system for Drug Interactions, Medication Order Check Healthcare Application (MOCHA).
- Operates and oversees the PBM VA National Drug File (VA NDF), the Nation's largest government developed open-source system for drug terminology; this content is used for

medication ordering and management at the VA and other healthcare systems and provides that information to the National Library of Medicine. The system is currently being replaced with the Pharmacy Product System that will improve operational efficiency, medication ordering and dispensing, and patient safety.

- Established the Academic Detailing Program in VISN 21/22 for Mental Health Initiatives, a joint initiative between PBM and Mental Health Service, to guide evidence-based prescribing in mental health. Multiple initiatives are improving care to patients with mental health conditions.
- Meds by Mail (MbM) program coordinates the CHAMPVA Medications by Mail Program. MbM, with locations in Cheyenne, Wyoming and Dublin, Georgia, coordinates the Virtual Pharmacy Services (VPS) Program to remotely process outpatient prescriptions for VA pharmacies.
- The Pharmacy Residency Program Office (PRPO) oversees the nationwide strategic planning of pharmacy residency programs. To support VHA strategic initiatives, PRPO has expanded the Mental Health Pharmacy Residency programs and with the highest percentage of Board Certified Psychiatric Pharmacists in the country is now the largest trainer of Mental Health Pharmacy residents. Currently, the PRPO has over 575 residents, which includes specialty training in Geriatrics, Mental Health, Oncology, Pharmacy Administration, Infectious Disease, Internal Medicine, and Ambulatory Care.
- Provides technical guidance to VA medical facilities (VAMCs) on pharmaceutical compounding, and pharmaceutical waste and hazardous drug management through the Pharmaceutical Compounding and Management Standards Program Office.
- Collaborates with VHA program offices, Indian Health Services, and DoD's Medication Use Crisis Virtual Conference Series through the VA Medication Reconciliation Initiative. Joint Initiatives including the Medication Information Management Education Module and the National Alliance for Patient Medication Information Standardization.
- The Pharmacy Recruitment and Retention Office (PRRO) provides guidance and support to VA medical facilities facing pharmacy recruitment and retention challenges. The Clinical Pharmacy Practice Office seeks to streamline VHA's clinical pharmacy program while developing standardized pharmacy practice models, educational initiatives, and projects that assess the impact of clinical pharmacy interventions and penetration.
- Provides organizational management of Opioid Safety Initiative Dashboard that contains key metrics which are routinely monitored, trended and reviewed by senior leaders.

Post Deployment Health Service

Overview

Post Deployment Health Service (PDHS/10P4Q) encompasses three distinct programs - Environmental Epidemiology, Environmental Health - Post-911 and Environmental Health - Pre-911. The Post-911 and Pre-911 programs govern registry programs related to environmental and occupational exposures of U.S. Veterans during military service, including Operation Enduring Freedom/Operation Iraqi Freedom (OEF/OIF), Gulf War, Vietnam, World War II (WWII) and Atomic Veterans activities. The Epidemiology Program conducts surveillance and studies on Veterans' health and health care. Findings from these

research studies help health professionals and policymakers, including VA and Congress, improve health care practices and policies for Veterans. SMEs in all three programs work together to help develop policy recommendations for the Secretary based on scientific reviews of health outcomes and military-related exposures. In addition, PDHS coordinates the work of the War Related Illness and Injury Study Center (WRIISC). This center, which has three locations, provides specialty clinical care to Veterans with deployment-related symptoms, conditions, illnesses, and injuries, including those that are difficult to diagnose or explain.

Functions and Activities

- Performs surveillance and epidemiological studies of the health of Veteran populations to determine adverse health outcomes associated with deployment and military service in general.
- Reviews scientific and medical literature in order to recommend healthcare policies related to the health outcomes of military exposures to the Secretary of Veterans Affairs.
- Coordinates with DoD through the Deployment Health Working Group on all potential environmental and occupational hazards affecting Veterans' health to facilitate data sharing and coordinate policy development.
- Develops, maintains, updates, and evaluates VA health registries, including the Persian Gulf War, Agent Orange, Ionizing Radiation, and Airborne Hazards and Open Burn Pit registries.
- WRIISC is charged with developing research related to causation, diagnosis, and treatment for such Veterans; evaluation of Veterans with hard-to-diagnose illnesses; education for Veterans and health care providers, both VA and non-VA, who work with these Veterans; and health risk communication to Veterans and their families on deployment related illnesses and injuries.

Rehabilitation and Prosthetic Services

Overview

Rehabilitation and Prosthetic Services (10P4R) oversees program and policy development for rehabilitation services for VHA, coordinating the provision of the full continuum of medical rehabilitative and prosthetic services to promote the health, independence, and quality of life for Veterans with disabilities. This office aligns clinical expertise, clinical and practice guidance, and specialized procurement resources to provide comprehensive rehabilitation, prosthetic and orthotic services across the VHA health care system in the most economical and timely manner.

Functions and Activities

- Advises the Under Secretary for Health, Deputy Under Secretary for Health for Policy and Services, Assistant Deputy Under Secretary for Health for Patient Care Services, VHA Program Offices, the field, and other governmental agencies on issues related to Rehabilitation and Prosthetic Services.
- Administers program and policy development for national programs and services provided under Rehabilitation and Prosthetic Services.
- Provides comprehensive Audiology and Speech Language Pathology care services to Veterans with hearing loss, tinnitus, and balance in more than 400 sites of care by more than 1100

audiologists. Auditory system disabilities (including hearing loss and tinnitus) are among the most common service related disabilities in every period of service since WWII.

- Provides guidance, advice, and oversight on all matters related to blind and vision rehabilitation programs for Veterans and Service members with visual impairment (low vision, legally blind, and blind), to restore independence and assist them in adjustment and re-integration into home and community life.
- Provides evidence-based Chiropractic clinical services as part of the standard Medical Benefits Package available to all enrolled Veterans which support Pain Management, Rehabilitation, and other medical services, and managed consistent with both VA and external guidelines in delivering appropriate treatment options.
- Leads the National Veterans Special Programs and Special Events to promote adaptive sport, creative art therapy, and recreation programs through local, regional and national events, to help Veterans redefine their capabilities, establish rehabilitative goals, and achieve their full potential in a therapeutic environment through their training for, and participation, in these events.
- Provides guidance, advice, and oversight on all matters related to Orthotic and Prosthetic Clinical Services are delivered at more than 80 locations (or “labs”) across the country to design, fabricate, repair, and adjust the Veteran’s orthotic and prosthetic devices. All O&P laboratories maintain full accreditation by the American Board for Certification in Orthotics, Prosthetics and Pedorthics.
- Provides medical and rehabilitative preventative strategies, and acute and chronic management of disorders that alter functional status. This treating specialty delivered by physicians and other core disciplines (physical therapy, occupational therapy, kinesiotherapy) emphasizes restoration and optimization of function through physical modalities, therapeutic exercise and interventions, adaptive equipment, modification of the environment, education, and assistive devices.
- Comprehensive provider of prosthetic devices and sensory aids, leading the world, and includes any devices that support or replace a body part or function. VA provides all clinically appropriate and commercially available, state-of-the-art prosthetic equipment, sensory aids and devices to Veterans that cross the full range of patient care. Such items include: artificial limbs and bracing, wheeled mobility and seating systems, sensory-neural aids (e.g., hearing aids, eyeglasses), cognitive prosthetic devices, items specific to women’s health, surgical implants and devices surgically placed in the Veteran (e.g., hips and pacemakers), home respiratory care, recreational and sports equipment.
- Provides therapeutic services through incorporating recreational, creative arts, and leisure activities that promote health and wellness, and reduce or eliminate the activity limitations and restrictions caused by an illness or disabling condition. These services are directed to such goals as sensory integration, ambulation, diminishing emotional stress, muscular dysfunction reorientation, and providing a sense of achievement and progress that enhances independence.

- Leads the integrated nationwide Polytrauma System of Care (PSC) and Traumatic Brain Injury (TBI) Program in a network of over 110 facilities with specialized rehabilitation programs for Veterans and Service Members with TBI and Polytrauma. Provides guidance, advice, and oversight on all matters related to Rehabilitation services within the PSC are coordinated across four tiers of care based on the needs of the Veteran.
- Provides patient-centered, lifelong, holistic care and care coordination for the Amputation System of Care to Veterans and Service Members with an amputation through an integrated, tiered system of care, including regional Amputation Centers, Amputation Network Sites, and over 100 fully integrated amputation specialty clinic teams across VHA.
- Ensures early intervention for Veterans or Service Members whose vision loss results from progressive diseases like age-related macular degeneration, diabetic retinopathy, and glaucoma, as well as those whose vision loss results from the wounds and trauma of war through the Blind Rehabilitation Care Continuum of care. This continuum of care closely aligns Blind Rehabilitation Services, VA Optometry, and VA Ophthalmology to deliver the care coordination and services that are most appropriate for the patient's needs, including Visual Impairment Service Team Coordinators, Blind Rehabilitation Outpatient Specialists, Inpatient Blind Rehabilitation Visual Impairment Services, and Low Vision Clinics.
- Provides a comprehensive Driver Rehabilitation Program for Veterans with a wide range of physical and mental disabilities, which includes evaluation, driver simulation, behind the wheel training, equipment recommendation, assessment and inspection, and assistance with the various state motor vehicle licensing requirements.
- Provides the necessary adaptive equipment and training to disabled Veterans or Service Members to enable operation of a motor vehicle safely, and permit access to and from the vehicle through the Automobile Adaptive Equipment Program.
- Manages the Home Improvement and Structural Alterations Program that offers a grants that provide medically necessary improvements and structural alterations to a Veteran/Service member's primary residence for purposes of allowing entrance to or exit from their primary residence, use of essential lavatory and sanitary facilities, accessibility to kitchen or bathroom sinks or counters, and improving plumbing or electrical systems made necessary due to installation of medical equipment in the home.
- Provides an annual clothing allowance to Veterans who have a service connected disability or condition that requires them to wear or use a prosthetic or orthopedic device that wears or tears clothing, or a service connected skin condition and skin medication is prescribed, which causes irreparable damage to the Veteran's outer garments.

Integrative Health Coordinator (10P4U)

Overview

Integrative Health Coordinator (10P4U) serves as a subject matter expert on issues involving the use of Complementary and Integrative Health modalities as a means to improve the health and well-being of Veterans.

Functions and Activities:

- Works as part of the Integrative Health Coordinating Center (a collaboration with the Office of Patient Centered Care and Cultural Transformation) to identify Complementary and Integrative Health practices that should be considered for incorporation into VHA, and to facilitate their implementation within VHA.
- Assists in the promotion of research into areas of Complementary and Integrative Health that may be of benefit to Veterans.

*Population Health***Overview**

Population Health (10P4V) provides leadership in applying a public health approach to identifying, measuring, and assessing Veteran populations with a focus on non-health care determinants of health, variation in measures, and tools to support population management.

Functions and Activities

- Provides leadership and guidance on identification and measurement of the health status of Veterans, including those who choose not to receive health care from VHA.
- Leads the use of social and non-health care data to understand the overall health of the Veteran population.
- Leads the development of broad-based reports on specific populations to improve care for Veterans.
- Provides quantitative and qualitative analysis to other national program offices pertaining to health outcomes of defined Veteran populations to improve care for Veterans.
- Engages with internal partners to analyze and plan interventions for Veteran populations.
- Leads the development and use of the local and national Clinical Case Registry program for population health management.

*Women's Health Services***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

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.

Lesbian, Gay, Bisexual and Transgender Program

Overview

The Lesbian, Gay, Bisexual and Transgender Program (LGBT/10P4Y) oversees program and policy development to ensure high-quality patient-centered care for LGBT Veterans in VHA. VA is committed to creating a welcoming environment for all Veterans, including special populations such as LGBT Veterans. LGBT Veterans face increased health risks and unique challenges in accessing quality healthcare. The LGBT Program provides policy recommendations, provider-education programs, and clinical services to support personalized, pro-active, patient-driven healthcare for LGBT Veterans. In addition, the LGBT Programs works to ensure that quality care for LGBT Veterans is provided in a sensitive, safe environment at VA health facilities nationwide.

Functions and Activities

- Advises the Under Secretary for Health, VHA Program Offices, other governmental agencies, and field on issues related to LGBT Veterans and LGBT Veteran healthcare. Partners with the Office

of Academic Affiliations and Mental Health Services to provide oversight for Postdoctoral Psychology Fellowship Training Positions with an emphasis on Inter-professional Lesbian, Gay, Bisexual, and Transgender (LGBT) Health Care for Veterans at nine VHA facilities.

- Oversees development and dissemination of VHA policies to insure quality care for LGBT Veterans. Reviews VHA policies to ensure inclusive language relevant for LGBT Veteran care, including non-discrimination policies, hospital visitation, caregiver education and the definition of family at VHA. Coordinates with other offices to ensure clear, consistent policies are centered on LGBT Veterans' needs.
- Develops and disseminates ongoing educational programs for VHA staff about best practices in LGBT healthcare. In addition, VA will soon collect self-identified gender identity for all Veterans. The LGBT program leads a workgroup to develop training and resource materials to assist VHA, VBA, and NCA employees with this change.
- Works to increase clinical capacity and improve cultural competency in transgender health through two nationwide clinical consultation programs (SCAN ECHO, E-consultation). Any VHA provider anywhere in the system can attain VHA expert consultation on transgender healthcare through the inter-facility transgender E-consultation program; SCAN ECHO trains interdisciplinary clinical teams in VHA facilities via teleconferencing.
- Develops and disseminates products to help VHA facilities create a more welcoming environment for LGBT Veterans. Develops and maintains online SharePoint sites for LGBT Veteran healthcare. Partnered with the Office of Health Equity to develop and disseminate an external fact sheet to share information about the services and policies available for LGBT Veterans.

Occupational Health Services

Overview

Occupational Health Services (10P4Z) provides policy and services to promote a healthy and safe work environment, reduce absenteeism from chronic disease and work-related injury, prevent violence and support meaningful work in VHA.

Functions and Activities

- Develops, maintains, and analyzes databases for absenteeism, employee accident and injury tracking, medical surveillance, occupational safety, and occupational/employee health outcomes.
- Provides support and policy for the Employee Occupational Health (EOH) clinicians and clinics related to infectious disease outbreaks, employee influenza program and medical exams for employees.
- The Employee Health and Well-Being (EHWB) provides staff with the educational and training opportunities and resources needed to reduce the incidence of preventable illness, injury, and impairment. The program supports healthier lifestyles for employees, provides regulatory oversight for the VA Drug-Free Workplace program and prevention of provider impairment.

- Supports policy, training, technical expertise and evaluation of technology for enabling patient mobility and reducing injury to staff through the Safe Patient Handling and Mobility (SPHM).
- Through the Workplace Violence Prevention Program (WVPP) manages the Prevention and Management of Disruptive Behavior (PMDDB) training program, the Sexual Assault Prevention policy and workgroup, the Patient Record Flagging (PRF) and Disruptive Behavior Committee (DBC) policies.
- Develops policy and procedural guidance, communications, and training to VHA facilities on the operations of Federal workers' compensation programs through the Workers Compensation Program (WCP). WCP is delegated authority by the DUSHOM to provide program oversight, evaluate regulatory compliance and to report findings to the DUSHOM for enforcement.

Authorities

38 U.S.C. 73 and applicable Subchapters I-IV

Connected Care

Overview

In FY 2016, VA Telehealth Services and the Connected Health Office merged to create the Office of Connected Care (10P8) to further enhance the delivery of personalized, proactive, patient-driven health care to Veterans. The Office of Connected Care's principal focus is delivering health IT solutions that increase a Veteran's access to care, and supports a Veteran's participation in their own health care. This includes developing and delivering virtual and digital technologies that help Veterans communicate with their VA care teams and coordinate, track and manage their health care. These technology and health solutions are delivered through four Connected Care programs: VA Telehealth Services, My HealtheVet, the VHA Innovation Program and VA Mobile.

Functions and Activities

- Works collaboratively to standardize and promote the use of virtual and digital products, interfaces and development tools.
- Focuses on improving the user experience for Veterans and health care professionals across platforms through the use of build in user-centered design, context and role-based workflow, data mining, and decision support/analytic capabilities that improve personalization and tailoring of information across numerous devices/user touch points.
- Through VA Telehealth Services uses health informatics, disease management and telehealth technologies to target care and case management to bring care to Veterans wherever they may be.
- Manages VA's online personal health record, My HealtheVet, and associated functionalities: VA Blue Button, VA Open Note and VA Secure Messages; creates and oversees related programs focused on Veterans' health and wellness.
- Fosters the emergence of health care innovations, including solicitation and promotion of innovative ideas via employee and industry competitions through the VHA Innovation Program.

- Leads VA Mobile development and enhances and oversees VA's Veteran- and VA staff-facing web and mobile applications.

Authorities

38 U.S.C. Part V, 73

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)

5 U.S.C. 552

38 U.S.C. 7332

38 U.S.C. 5705

EO 12862

EO 13571

29 U.S.C. 794d, § 508

Office of Research and Development

Overview

The VHA Office of Research and Development (ORD/10P9) advances knowledge to improve each Veteran's health and well-being through preclinical, clinical and health services, and rehabilitative research. ORD aspires to discover knowledge, develop VA researchers and health care leaders, and create innovations that advance health care for our Veterans and the Nation. The Office of Research and Development is located in VA Central Office (Washington, DC). ORD is administratively managed in four research service areas and several supporting program offices. VA research is an intramural program; VA investigators who apply for funding from ORD are located at VA facilities across the country.

Functions and Activities

- Funds scientifically meritorious, Veteran-centric research in many areas to advance our knowledge. High-priority areas include Precision Medicine, Traumatic Brain Injury, Posttraumatic Stress Disorder, women's health, mental health, Gulf War Veterans' Illnesses, and prosthetics.
- Manages a rigorous peer review process that ensures all VA research meets the highest standards of scientific excellence.
- 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.

- 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.
- 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.
- Recruits, trains, and retains the highest-caliber investigators and staff, and nurtures their continuous development as leaders in their fields. Approximately 60 percent of funded VA investigators also provide direct patient care.
- Through Career Development Program focuses on attracting 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 Research Career Scientist Program rewards non-clinician Ph.D. scientists who distinguish themselves through scientific achievement and contributions to the VA research program by providing a salary award. This program ensures the maintenance of the highest possible standard of scientific excellence within the VA and provides a scientific resource for VA clinician-investigators.
- Explores all phases of Veterans' health care needs through three research services that form a cohesive approach to research and development:
 - **Biomedical Laboratory Research and Development (BLR&D):** Conducts preclinical research to understand life processes from the molecular, genomic, and physiological level in regard to diseases affecting Veterans. BLR&D includes research on animal models and investigations of tissues, blood, or other biologic specimens from humans, but does not include studies with people.
 - **Clinical Science Research and Development (CSR&D):** Focuses on clinical trials and other research involving human volunteers to study new treatments, compare existing therapies, and improve clinical practice and care. The Cooperative Studies Program within this division is responsible for planning and conducting VA's large multicenter clinical trials and epidemiological studies on health issues vital to our nation's Veterans.
 - **Health Services Research and Development (HSR&D):** Supports research to improve the delivery of health care to Veterans. Among the areas studied are quality and organization of care; patient access and outcomes; and cost-effectiveness. HSR&D's Quality Enhancement Research Initiative (QUERI) is designed to translate research findings into advancements in Veterans' care.

Provides administrative support for research through supporting program offices:

- **Program for Research Integrity, Development, and Education (PRIDE):** Responsible for policy development and guidance for human research protection throughout the VA, training and

education in human research protection, accreditation of all VHA Human Research Protection Programs, and creating and implementing the VA Central Institutional Review Board.

- **Technology Transfer Program (TTP):** Responsible for facilitating the commercialization of VA inventions to benefit Veterans and the American public. This includes educating VA employees concerning their rights and obligations regarding inventions, coordinating applications for patents, actively marketing and licensing VA inventions, and developing and implementing policies that govern the relationship among employee inventors, academic affiliates, local VA facilities, and industry.
- **Non-Profit Program Office (NPPO):** Provides oversight and guidance for the VA-affiliated research and education corporations.

Authorities

38 U.S.C. 73 and applicable Subchapters I-IV

Office of the Deputy Under Secretary for Health for Operations and Management

Overview

The Office of the Deputy Under Secretary for Health for Operations and Management (DUSHOM) 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. VHA's coverage area is divided into 19 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 19 other VHA clinical and administrative program offices that ensure that VHA program policies and regulations are executed and supported to fulfill the operating needs of VHA field operations.

Functions and Activities

- As the focal point for the flow of information and guidance between VACO and the field, the Office of the DUSHOM provides operational direction and guidance to each of the 19 VISNs.
- Coordinates and directs a wide range of operational matters dealing with VISN planning, congressional issues, Veterans Service Organizations (VSOs), the media, Veterans, and families.
- Collaborates with VISNs and VHA congressional advisory offices to mediate, advocate for, and resolve incoming congressional issues and priorities at all levels of the organization.
- In collaboration with the 19 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.
- Serves as the principal advisor to the USH and other executive leadership within VHA on matters pertaining to VHA field operations in order to closely coordinate and maintain solid working relationships with other VA/VHA offices to advance VA/VHA initiatives.

Authorities

38, U.S.C. 73 and applicable Subchapters I-IV

P.L. 111-8

P.L. 99-166 II

VHA Directive 2006-031

VHA Directive 2010-27

VHA Handbook 1030.02

VHA Handbook 1101.10“Patient Aligned Care Teams”

P.L. 106-117, The Veterans Millennium Health Care Benefits Act

38 U.S.C. 1710B, 1717, 1720C

38 U.S.C. 1718

45 CFR 164.512

VHA Handbook 1004.1, 1160.01, 1160.02, 1605.1

21 U.S.C. 321

42 U.S.C. 362

38 U.S.C. 1712

38 CFR 17.160-17.166

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

P.L. 112-10 for FY2011

38 U.S.C. 8102

38 U.S.C. 8103

38 U.S.C. 8104

38 U.S.C. 8131-8135

38 U.S.C. 8153

VAAR 801.695-2

EO 12656

PDD-67

38 U.S.C. § 1785

HSPD 10

HSPD 18

HSPD 20

HSPD 21

Office of the Assistant Deputy Under Secretary for Health for Administrative Operations

Overview

The Office of the Assistant Deputy Under Secretary for Health for Administrative Operations (ADUSH/AO/10NA) 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 nine 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

Serves as the principal advisor to the DUSHOM and to the Under Secretary for Health. The ADUSH-AO provides advice and recommendations related to program areas of responsibility, including resolving complex challenges and issues that can affect the entire array of VHA's health care system and operations. Primary activities include:

- Providing oversight for managing VHA's procurement program assigned to the Head of Contracting Activity (HCA). HCA has authority to appoint and terminate contracting officers, and will lead the transformation of VA's supply chain, which is one of VA's Top 12 Breakthrough Priorities.
- Identifying and establishing national priorities for the overall healthcare system, particularly those programmatic areas of responsibility concerning performance management and financial and operational goal setting.
- Integrating program office operations to ensure a collaborative focus on the Veteran's experience.
- Evaluating and leveraging inputs from external groups including Congress, media and Veterans service organizations in effort to shape DUSHOM and program offices' perspectives, behaviors and outputs involving communications and community engagement.
- Orchestrating fiscally responsible and efficient procurement, implementation and management of medical technologies, systems, capital assets and equipment, including Environment of Care, construction, SOARD, RTLS and other tools and systems.

Authorities

VA Acquisition Regulation 801.695-3

Office of Emergency Management

Overview

VHA's Office of Emergency Management (OEM/10NA1) develops and implements the VHA Comprehensive Emergency Management Program (CEMP). VHA OEM supports field operations from its headquarters in Washington, DC and Martinsburg, West Virginia. VHA OEM field staff provides direct support to VHA facilities via regional and area emergency managers stationed at VISNs and VAMCs throughout the country.

Functions and Activities

- Utilizing CEMP, VHA OEM ensures the continuity of healthcare operations during disasters and other contingencies.
- Provides direct program support to the Law Enforcement officers via the office of the VHA Chief of Police.
- 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.

Authorities

38 U.S.C. § 501, 1784, 1785, 7328, 7301(b), 8110, 8111A, 8117, 8125, 8153

42 U.S.C. § 5121-5208, 300hh-300hh31

Presidential Policy Directive (PPD) #8

Homeland Security Presidential Directive (HSPD) #8

Homeland Security Presidential Directive (HSPD) #20

Homeland Security Presidential Directive (HSPD) #5

Procurement and Logistics Office

Overview

The Procurement and Logistics Office (P&LO/10NA2) provides contracting support that includes supplies, construction, medical services, and leasing for VHA'S 19 networks. We provide operational oversight for VHA'S Supply Chain Operations and serves as the primary agent for designing, developing, and deploying logistics and program management activities. Our procurement and logistics operations assure VHA clinicians have timely access to high quality goods and services at prices that reflect the purchasing volume of VHA. In addition, P&LO provides service through its major organizational components: Chief Operating Office, Office of Logistics, Office of Procurement, Service Area Offices (SAO): SAO East, SAO Central, and SAO West, VHA Special Projects Office, and the VHA Veterans Service Center (VSC) located in Cleveland, Ohio.

Functions and Activities

- The Procurement and Logistics Office awards contracts in support of VHA requirements including healthcare resources; 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 \$100,000).
- Identifies a Chief P&LO Officer, who is assisted by the Deputy Chief Procurement Officer to whom the three Heads of Contracting Activity (HCAs) report. The HCAs, located in Pittsburgh, Pennsylvania (East), Murfreesboro, Tennessee (Central), and McClellan Park, California (West) are responsible for all contract actions completed by VHA procurement personnel as well as for the administration of contracts and/or real property leases under delegations issued by Office of Acquisition, Logistics and Construction contracting activities.
- Oversees the VHA Government Purchase Card Program.
- Issues logistics guidance and provides oversight of logistics activities conducted by VHA VISNs, and VAMCs.

- The VHA Service Center, located in Independence, Ohio, provides life-cycle HR, payroll, travel and fiscal services for reimbursable program office customers and contracting personnel.
- Provides security background services for contractor personnel.
- The Special Projects Office provides information solutions to VHA stakeholders via integration of commercial off-the-shelf applications and mining existing legacy sources.

Authorities

VHA Directive 1081

VHA Directive 1730.1

VA Acquisition Regulations

Federal Acquisition Regulations

Office of Capital Asset Management and Engineering

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.

Veterans Canteen Service

Overview

Veterans Canteen Service (VCS/10NA6), headquartered in St. Louis, Missouri, 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 in VAMCs, CBOCs, OPCs, HCCs and VBAs.

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.

Authorities

P.L. #109-461, 1946,
38 U.S.C. § 78
VHA Handbook 1008.01

Environmental Programs Service

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, and promote environmental and sustainable practices.
- Serves as the principal environmental advisor on policy development and technical support to the Office of the Under Secretary for Health.
- Develops quantifiable goals and objectives which measure continuous environmental improvement and monitors progress.

Authorities

Employee Uniforms – VHA Handbook 1850.04
Textile Care Management - VHA Handbook 1850.03
Clothing, Incidentals, and Services for Patients- Manual M-1, Part VII, 9
Sanitation Operations - Manual M-1, Part VII, 4
Interior Design Operations and Signage – VHA Handbook 1850. 05
Pest Management Operations – VHA Handbook 1850.02
Environmental Programs Service- VHA Directive 1850
Waste Minimization and Compliance Report (RCN 10-99-904) - VHA Directive 2009-065
Waste Management- M-1, Part VII 14

Textile Car Facility Operations- M-1, Part VII 6

Occupational Safety and Health, and Green Environmental Management Systems

Overview

The Office of Occupational Safety, Health, and Green Environmental Management Systems (GEMS) Programs (10NA8) provides policy, oversight, and technical support that enhances the safety and health of our employees, Veterans, and the public, and promotes protection of the environment. Programs within this office include Occupational Safety and Health, GEMS, Fire Protection and Life Safety, VA Fire Department Operations, Industrial Hygiene, Industrial Safety, Construction Safety, and Workers Compensation Compliance.

Functions and Activities

- Develops policy and provides oversight and technical support to reduce the incidence of occupational safety and environmental compliance deficiencies, and employee injuries.
- Works with VHA facilities, VISNs, the Office of General Counsel, and external oversight agencies to assist in the adjudication of regulatory enforcement actions and ensure fines and other actions taken by regulators are reasonable.
- Serves as the principal office to address untoward events of national significance related to occupational safety, environmental compliance, fire protection, and industrial hygiene. Proactively engages the development of appropriate risk assessment and mitigation strategies for these areas.
- Provides funding and project support to the field for Fire Protection, GEMS, and Safety programs.
- Works collaboratively and develops strategic partnerships with outside agencies, such as Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA), the Environmental Protection Agency (EPA) and The Joint Commission to enhance VHA safety and compliance with healthcare accreditation standards.

Authorities

P.L. 88-206, Clean Air Act

P.L. 92-500, Clean Water Act

P.L. 93-523, Safe Drinking Water Act

P.L. 94-469, Toxic Substances Control Act

P.L. 96-510, Comprehensive Environ Response, Compensation, and Liability Act

P.L. 91-596, Occupational Safety and Health Act

Healthcare Technology Management

Overview

The Office of Healthcare Technology Management (HTM/10NA9) provides oversight to Biomedical Engineering and is responsible for national policies and directives related to medical equipment management and safety, while providing national leadership, consultation, and technology support.

Functions and Activities

- Applies engineering and managerial skills to Healthcare Technology Management, working integrally with clinical and administrative program offices and the VHA Biomedical Engineering workforce to deliver services at the point of care.
- Coordinates with clinical and administrative program offices on cross-cutting national initiatives to ensure consistent implementation and sustainment of healthcare technologies throughout VHA.
- Promotes patient safety by managing and communicating equipment recalls and safety alerts, monitoring performance of scheduled maintenance, designing and implementing medical device protection and information security practices, and promoting adoption of safety enhancements to medical equipment.
- Manages VACO review and approval of high-cost, high-tech medical equipment requests.
- Assists Facilities and VISNs with the selection, deployment, and management of Real Time Location System (RTLS) technologies at VHA facilities as well as development and dissemination of tools to support implementation.
- Designs and executes national performance monitoring and continuous program improvement across VHA Biomedical Engineering, including domains of employee learning and growth, customer satisfaction, process and quality, and financial performance. Facilitates spread of best practices through VISN and Facility Biomedical Engineering Programs.
- Drives development of medical technology strategic plans at the VACO- and VISN-levels, incorporating initiatives such as standardization of medical technology and coordinated recurring technical support to realize clinical and financial cost efficiencies.
- 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.

Authorities

US Law 21 CFR 820.100

21 CFR 807.81(a)(3)

21 CFR 814.39

Engineering & Occupational Safety and Health

Overview

The Center for Engineering & Occupational Safety and Health (CEOSH/10NA11) develops and provides products and services for VHA environment of care professionals to better comply with internal and external requirements, improve existing programs, and maintain awareness of programmatic changes.

Functions and Activities

- Serves as a technical resource for supported professionals throughout VA.

- Supports the development and implementation of 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, 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.

Authorities

VHA Directive 2012-009, VHA Vehicle License Plate Action Requests

VHA Directive 2009-039, Fire Incident Reporting

VHA Handbook 7701.02, Fire Department Services at VA Medical Centers and Domiciliaries

VHA Directive 7704, EMERGENCY EYEWASH AND SHOWER LOCATION (MANDATORY)

VHA Directive 7705, Management of Hazardous Chemicals

VHA Directive 2011-020, Automated Safety Incident Surveillance and Tracking System (ASISTS)

VHA Directive 7707, Green Environmental Management System (GEMS) and Governing Environmental Policy Statement

VHA Directive 2006-015, Benchmarking VHA Biomedical Engineering Operations

VHA Directive 1028, Electrical Power Distribution Systems

VHA Directive 1608, Comprehensive Environment of Care

VHA Directive 2006-007, Ensuring the Security and Availability of Potable Water at VHA Facilities

VHA Directive 1068 Recall of Defective Medical Devices and Medical Products Including Food and Food Products

VHA Directive 7703, Safety Management System (SMS) and Governing Safety Policy Statement

VHA Handbook 7701.01, Occupational Safety and Health (OSH) Program Procedures

VHA Directive 2006-033, OSHA Reporting and Recordkeeping of Work-Related Injuries and Illnesses Utilizing The Automated Safety Incident Surveillance and Tracking System (ASISTS)

VHA Directive 2008-062, BOILER PLANT OPERATIONS

VHA Directive 2009-044, Capital Resource Survey (CAPRES) Benchmarking of Environment of Care

VHA Handbook 1002.02, Minor Construction Program

VA Directive 0637, VA Vehicle Fleet Management Program

VA Handbook 0637, VA Vehicle Fleet Management Program

VA Directive 0063, Waste Prevention and Recycling Program

VA Handbook 0058, VA Green Purchasing Program

Office of Network Support

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

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.
- Develops quantifiable goals and objectives which measure continuous environmental improvement and monitors progress.

Office of Assistant Deputy Under Secretary for Health for Clinical Operations

Overview

The Office of the Assistant Deputy Under Secretary for Health for Clinical Operations (ADUSH/CO/10NC) is the Chief Operating Officer for field and ADUSH/CO program office clinical operations, including coordination with clinical and administrative leadership within the VISNs and collaboration with our partners in the Office of the Deputy Under Secretary for Health for Policy and Services (10P), and the Office of Patient Care Services (10P4). The Office of the ADUSH/CO strives to provide clinical services to Veterans and their families that serve as the benchmark for health care excellence and value.

Functions and Activities

- Monitors and ensures the integrity, quality, and value of clinical services at VHA facilities. It implements new policies to improve clinical services, integrates new and revised clinical services with other components of the health care organization, and executes clinical processes to improve health care delivery.
- Provides direction, guidance, and policy for capital and engineering programs.
- Supports clinical operations at the field level including consultation and support for clinical challenges, assistance in identifying additional resources and providing clinical expertise and policy implementation guidance.
- Supports clinical operations at the field level including consultation and support for clinical challenges, assistance in identifying additional resources and providing clinical expertise and policy implementation guidance.
- Coordinates and shepherds through Central Office clearance all Clinical Restructuring package.
- Assists with large scale disclosures and State Licensing Board actions.
- Works collaboratively with Public Health, Capital Asset Management and the field in relation to Legionella.
- Supports the Opioid Safety Initiative and OIG/GAO issues at the national, VISN, and facility levels.
- Organizational lead for Group Practice Management and Access.

VHA Homeless Programs Office

Overview

VHA Homeless Programs Office (10NC1) develops policy and coordinates the provision of VHA's programs and services for homeless Veterans in VISNs and VA medical centers. The office partners with stakeholders across the Agency, Federal agencies and local communities to develop programs and facilitate research supporting national efforts to end homelessness among Veterans.

Activities of the office support the vision of a systemic end to homelessness in communities, which means Veterans have access to permanent, sustainable housing; high quality health care and other supportive services, leading to a future where homelessness is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience.

Functions and Activities

- Leads VA's efforts in operationalizing Federal efforts to end homelessness among Veterans put forth in Opening Doors, the Federal Strategic Plan to End Veteran Homelessness.
- Guides policy, planning and coordination of VA's programs and services for homeless and at risk Veterans by utilizing a comprehensive continuum of care focused on six pillars: Outreach and Education; Prevention; Treatment; Income, Employment and Benefits; Housing and Supportive Services; and Community Partnerships.

- Develops partnerships with, local, regional, and national organizations to expand access to meaningful employment, affordable housing and other needs of Veterans who are homeless and at-risk of homelessness and their families.
- Monitors and measures the integrity and effectiveness of VHA's homeless programs through various tools and provides technical assistance to VISNs and VA medical centers.
- Promotes best practices and evidence-based research related to services for homeless Veterans.
- Promotes recovery-oriented care for Veterans who are homeless or at-risk for homelessness by developing and disseminating evidence-based policies, programs, and best practices.

Authorities

38 U.S.C. §2031 and 38 CFR Part 63 (Health Care for Homeless Veterans Program)

38 U.S.C. §2003(b) (Housing and Urban Development (HUD)-Department of Veterans Affairs Supportive Housing (VASH) Program)

38 U.S.C. §2044 (Supportive Services for Veteran Families (SSVF) Program)

38 U.S.C. §§ 2011, 2012, 2061, and 2064 (Grant and Per Diem Program)

National Surgery Office

Overview

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

Functions and Activities

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

Authorities

VHA Handbook 1102.01 and 38 U.S.C. §7301(b)

Office of Primary Care Operations

Overview

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

Functions and Activities

- Deploys and executes processes that enable and enhance the delivery of primary care and assesses new, revised, and existing primary care clinical services.

- Integrates and coordinates primary care clinical services with other components of the health care organization.
- Measures and monitors the integrity, effectiveness, quality and value of VHA primary care.
- Investigates and identifies barriers impacting primary care delivery that are then brought to medical center and VISN leadership for action.

Interim Staffing Program

Overview

Aligned under the Office of Primary Care Operations is the Interim Staffing Program (ISP), which recruits and trains doctors, nurses, and other health care personnel for rapid deployment to fill primary care, compensation and pension, and nursing vacancies occurring anywhere within VHA. ISP services are expanding to include subspecialty clinicians to further support patient access to and transit through the care experience.

Functions and Activities

- 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. PCPs appointed based on their qualification (i.e. education and experience) and needs of the Interim Staffing Program.
- Provides staff strongly aligned to Veterans health care and well-integrated into VA culture of health care excellence, minimizing the need to review, interview, and select from among untested applicants, thereby supporting Human Resource operations at subscribing facilities.
- Performs static credentialing and assists with non-static credentialing, orientation and training so that all staff arrive at subscribing facilities ready to work.
- Serves as a valuable asset to clinical recruitment, 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; serves as a contingency plan for addressing lengthy wait times and/or emergency staff for natural, national, or local disasters. ISP clinicians have been among the first-responders to active threat situations at the VHA facilities.
- Serves as a laboratory to develop and test innovation in recruitment, training, deployment, and funding just-in-time staffing for persistent and unpredictable hiring challenges.

Authorities

Deputy Under Secretary for Health Operations Management Executive Decision Memorandum Governed by United States Code, VHA Directives, and Handbooks:
38 U.S.C. 7401(1, 3) (Appointments in Veterans Health Administration)
38 U.S.C. 7405 (Temporary, Full-Time Appointments, Part-Time Appointments, and Without-Compensation Appointments)

VHA Directive 2012-030, Credentialing of Health Care Professionals
VHA Handbook 1100.17 - National Practitioner Data Bank Reports
VHA Handbook 1100.18 - Reporting and Responding to State Licensing Boards
VHA Handbook 1100.19, Credentialing and Privileging
VA Handbook 5005 - Staffing
VA Handbook 5007 - Pay Administration

Office of Geriatrics and Extended Care Operations

Overview

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.

Facility-based Care (Institutional Care Programs)

Functions and Activities

- Manages contract of State Veterans Homes (SVH) to ensure compliance with VA's standards 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.
- Provides oversight for operations of the Community Nursing Home (CNH) program that provides care for Veterans in community nursing homes.
- Provides guidance to VA medical centers to provide adequate monitoring and follow-up services for Veterans in the CNH Program within their local catchment area.
- 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)

Functions and Activities

- 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.
- Oversees and manages 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.

- Provides guidance and oversight on the operation of Adult Day Health Care at VA medical centers, which provides therapy with activities, socialization, health services, and caregiver respite in a safe, group setting. Establishes methods for the purchase of these services from Community providers.
- Coordinates Veteran-Directed Services, which provides Veterans and their caregivers with more access, choices, and control over their community-based long-term care services, and Homemaker and Home Health Aide care, which assists Veterans with personal care, chores or other activities of daily living.
- Provides guidance and oversight of respite care services 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.

Office of Mental Health Operations

Overview

Office of Mental Health Operations (OMHO/10NC5) continuously monitors and supports the implementation of mental health policies and the performance of mental health programs in the VISNs and facilities; and periodically conducts evaluations of mental health services and policies.

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 various dashboard tools through its three Mental Health Program Evaluation Centers and reviews the data quarterly with VISN and facility leadership.
- Provides facility-specific technical assistance and conducts oversight and consultation visits as needed.
- Coordinates with VISN Mental Health Leads and facilities in addressing any action plans for quality improvement.
- Provides technical assistance in the deployment of new mental health services.
- Develops models, guidance, and assistance to decrease variability in existing services.
- Provides oversight and management of the Therapeutic and Supported Employment Services Program and the National Clozapine Coordinating Center.

National Program Office for Sterile Processing

Overview

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

Functions and Activities

- Program office subject matter experts conduct facility site visits to review and advise on sterile processing activities, and to provide special assistance when failures in sterile processing activities pose potential risks to Veterans.
- Identifies risks to Veterans when sterile processing activities are not performed correctly through analysis of process failures and potential for harm to Veterans. Subject matter experts or health specialists recommend corrective actions to the Facility Director, VISN Director, and VHA leadership.
- Provides guidance and policies for facility and VISN-led inspections of sterile processing activities, collects, and analyzes data to identify trends and address frequently occurring problems across facilities, and recommends corrective actions to the ADUSH/CO.
- Conducts training and continuing education programs to ensure competencies in the sterile processing workforce.
- Develops national policy and guidance for sterile processing activities, including technical specifications, competency assessments, oversight of sterile processing functions at the facility level, and integration with other clinical services.

Office of Dentistry

Overview

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.

Authorities

38 U.S.C. §§1710(c), 1712

38 CFR 17.160 – 17.166.

38 U.S.C. §2062

38 U.S.C. §1720D.

38 U.S.C. §5313B,

VHA Directive 1130

VHA Handbook 1130.01

Office of Disability and Medical Assessment

Overview

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

Functions and Activities

- Provides medical authority for medical components of the VA C&P disability evaluation and reporting process.
- Develops, implements, and provides education and training for disability evaluation and examination programs.
- Provides expert medical opinions on complex issues upon stakeholders' requests.
- Monitors performance measures of examination report timeliness and quality. These monitors assess performance for timeliness at the national, VISN, and facility levels. Performance for quality is measured at the national and VISN levels.
- Develops near-, short- and long-term strategic plans to support ongoing operations and expansion of DoD/VA initiatives by developing policies, best practices, and extending VA tools and systems to effectively manage IDES.
- Develops examination protocols, standardization and specialized reporting for SHA related disability examinations for utilization by DoD, VBA, and BVA over the broad range of individual pre-discharge type programs.

Authorities

21 U.S.C. § 321
38 U.S.C. § 73 Subchapters I-IV
38 U.S.C. §§ 2011-2013
38 U.S.C. § 2022
38 U.S.C. § 2031
38 U.S.C. § 2033
38 U.S.C. § 2034
38 U.S.C. § 2044
38 U.S.C. § 2061
38 U.S.C. § 2065
38 U.S.C. § 1710B
38 U.S.C. § 1712
38 U.S.C. § 1717
38 U.S.C. § 1720C
38 U.S.C. § 1718
38 U.S.C. § 5103A
38 U.S.C. § 7109
42 U.S.C. § 362
42 U.S.C. § 1437f (o) (19)
P.L. 111-8, Title II (123 Stat. 961)
P.L. 112-154 § 304
P.L. 99-166, Title II
P.L. 106-117
38 CFR 3.159
38 CFR 3.326
38 CFR 3.655

38 CFR Part 4
38 CFR 17.160-17.166
45 CFR 164.512
VHA Directive 1046
VHA Directive 1602
VHA Directive 1603
VHA Directive 2008-071
VHA Directive 2010-012
VHA Directive 2010-024
VHA Directive 2010-027
VHA Directive 2011-018
VHA Directive 2012-021
VHA Directive 2012-025
VHA Directive 2012-036
VHA Directive 2013-002
VHA Handbook 1601B.05
VHA Handbook 1907.1
Vet. Aff. Op. Gen. Couns. Prec. 4–91, VAOPGCPREC 4–91
VHA Executive Decision Memo of March 7, 2011, “Activation of the Office of Disability and Medical Assessment”

Spinal Cord Injury and Disorders System of Care

Overview

Spinal Cord Injury and Disorders (SCI/D/) System of Care (10NC9) is the largest single network of Spinal Cord Injury and Disorders care nationwide. Utilizing a “hub and spokes” structure and located in various parts of the country, this healthcare system promotes the health, independence, quality of life, and productivity of Veterans with SCI/D from initial injury or illness through their lifespan.

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.
- Provides comprehensive health care, including primary care, acute rehabilitation, acute medical and surgical care; ventilator management and weaning; annual health promotion and wellness evaluations; 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; home care; extended and long-term care; respite 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 Service members 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 SCI/D centers.

Authorities

VHA Directive 1176
VHA Handbook 1176.01
VHA Directive 2008-085
38 U.S.C. § 1706
38 U.S.C. § 1717

Access and Clinic Administration Program

Overview

Access and Clinic Administration (10NC10) examines all parts of integrated delivery systems to identify opportunities to reduce variation, remove waste, and manage constraints.

Functions and Activities

- Provides access, scheduling, and consult policy direction for VHA.
- Collaborates with other VACO program offices to improve telephone access to care for Veterans.
- Leads and facilitates improvements to patient access to health care through education, training, consultation and subject matter expertise.
- Responsible for development of data tools in collaboration with other program offices for use in data analysis and oversight of VHA performance for access, scheduling and consult metrics.

VHA Patient-Centered Care and Cultural Transformation

Overview

The Office of Patient-Centered Care and Cultural Transformation (OPCC&CT/10NE) leads the transformation of health care from a primarily reactive, disease focused model to a personalized, proactive, patient-centered care. This model prioritizes the Veteran and their values, and partners with them to create a personalized strategy to optimize health, healing, and well-being that is based on relationships built on trust and committed to positive results over the Veteran's lifetime.

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

- OPCC&CT partners with VISNs, medical centers, and program offices to develop strategies and plans that implement patient-centered care nationally.

- Partners with nine Centers of Innovation in the field as well as VISNs, VAMCs, Vet Centers, and other environments across the continuum of care to pilot new practices, and integrate and align current programs with the elements of patient-centered care.
- Leads national implementation of complementary and integrative health through the Integrative Health Coordinating Center (IHCC).
- Co-chairs the National Leadership Veteran Experience Committee, which reports to the National Leadership Council (NLC), and takes a leadership role in advising the NLC and Under Secretary for Health on a wide range of issues related to the enhancement of Veterans' experience of care in VHA.
- Develops education and training for staff and Veterans as part of the VHA-integrated curriculum and strives to embed elements of 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.
- Cultivates innovation, analyzes outcomes, and deploys best practices and innovations nationally.
- Develops partnerships with measurement and research program offices to effectively evaluate outcomes.

Authorities

38 U.S.C. 73 and applicable Subchapters I-IV

Office of Network Support and Veterans Integrated Service Networks

Overview

The Office of Network Support serves as liaison between VHA Central Office and 19 VISNs, providing guidance and consultation to develop recommendations for VHA senior leadership on operational matters and sensitive issues impacting VHA facilities. Three teams of Health System Specialist teams liaise among the Facility, VISN, and VHA Central Office. A team of three management analysts track and run daily data reports used by the Deputy Secretary of the VA to monitor Veterans' access to care, the Choice Act, other Non-VA care, and care quality.

Functions and Activities

- Provides 24 hour critical reporting to VA Senior Leaders.
- Manages the VHA issue brief tracker.
- Compiles data for the congressionally mandated report for sexual assault prevention.

Deputy Under Secretary for Health for Organizational Excellence

Overview

The Office of the Deputy Under Secretary for Health for Organizational Excellence (DUSHOE) brings together the vital pieces of the Veterans Health Administration that focus on: assessing and improving quality and safety; providing the field and leadership with analytics and tools to assess how VHA is performing as an organization; building and supporting the capability in the field to assess risks and achieve and sustain high performance; promoting health equity; and addressing issues related to public trust and integrity. By integrating multiple VHA program offices under a collaborative directorate, the DUSHOE is positioned to improve VHA organizational efficiency and effectiveness.

Functions and Activities

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

Authorities

P.L. 114-41.

Chief Improvement Office

Overview

This Chief Improvement Office (10EA) is new to VHA and 10E, and will focus on building and supporting capabilities in the field to improve all aspects of care and sustain those improvements. The DUSHOE is

in the process of standing up the program, assigning a director, establishing priorities and mapping a staffing plan by leveraging existing resources.

Office of Health Equity

Overview

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

Functions and Activities

- OHE impacts health and health care equity for Veterans by working to remove barriers preventing appropriate individualized health care and outcomes for all by cultivating commitment of top VA leadership and senior leaders throughout the organization for successful implementation of the VHA Health Equity Action Plan.
- Increases awareness of internal and external stakeholders of the significance of health inequalities and disparities, their impact, and the actions necessary within VHA and among stakeholders to improve health care and health outcomes for vulnerable Veteran populations.
- Improves health and health care outcomes for Veteran sub-populations experiencing health disparities by assessing Veteran enrollment in benefits and health care programs, tracking sub-populations' market penetration over time, analyzing reasons for any identified disparities and incorporating the consideration of health inequality and disparities in every strategic resource and clinical decision (e.g., using the framework of integrated ethics).
- Works with other VHA offices to identify and establish outcome metrics for awareness of eligibility, access to benefits, health care delivery, and patient satisfaction consistent with those used in Healthy People 2020 and the annual Health Disparities Report published by the Department of Health and Human Services.
- Improves cultural and linguistic competency and the diversity of the VA workforce involved in advancing the health and well-being of Veterans by promoting understanding of the link between workforce diversity and achievement of equity in health care and outcomes, and promoting interactive cultural competency training that addresses bias, behaviors, attitudes, and integrates recognition of culture and social determinants of health into the delivery of health care services.
- Improves the availability, coordination, and utilization of data and evaluation of outcomes, as well as the diffusion of research to track progress toward the achievement of health equity.
- Monitors, coordinates, 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 Analytics and Business Intelligence and other program offices to assess access and quality of care differences associated with individual characteristics, including but not limited to sex, race, ethnicity, geography, age and sexual orientation and develop approaches to addressing inequitable health care delivery, health outcomes or satisfaction with care.

Authorities

38 U.S.C. 73 and applicable Subchapters I-IV

Office of the Assistant Deputy Under Secretary for Health for Integrity

Overview

New to VHA as part of the 2016 reorganization, the Office of the Assistant Deputy Under Secretary for Health for Integrity (ADUSH/I/10E1) synthesizes information from internal and external oversight activities to promote a strong ethical and just culture that builds trust and confidence in Veterans health care.

Functions and Activities

- Achieve continuous improvement in health care system performance by integrating VHACO's oversight, compliance, and accountability functions.
- Serve as VHA's principal liaison to external oversight bodies (GAO, OIG, and OSC).
- Conduct internal oversight activities (investigations, audits, risk assessment, and business compliance) in accordance with VHA policy and industry standards.
- Proactively identify system vulnerabilities and manage risk across clinical, administrative, business, and financial domains.
- Demonstrate VHA commitment to address high risk areas identified by GAO.
- Serve as primary VHA resource for addressing complex ethical issues related to clinical ethics, organizational ethics, and research ethics.

Office of Compliance and Business Integrity

Overview

The Office of Compliance and Business Integrity (CBI/10E1A) provides guidance to VHA Leadership on healthcare business -related compliance issues. CBI ensures that, in alignment with VA standards and healthcare industry guidance, protocols are in place to prevent, detect, and oversee correction of noncompliant activity, thereby preserving Veterans trust in the care they receive from VHA.

Functions and Activities

- Serves as principal resource of CBI program standards in alignment with industry standards for an effective compliance program.
- Provides independent assurance of reliability and precision of business operations, which enhance and strengthen a culture of accountability, integrity, and compliance in service of Veterans.

- 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 identify and oversee mitigation of enterprise-wide healthcare business-related risks (i.e., education and curriculum development specific to risk life cycle and risk management).
- Provides targeted guidance, education and training to field CBI 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.

Authorities

VHA Directive 1030, Compliance and Business Integrity Oversight Program, February 26, 2016.

HHS OIG Compliance Program Guidance.

United States Sentencing Commission Sentencing Guidelines (USSC).

Executive Order 13520, Reducing Improper Payments and Eliminating Waste in Federal Programs.

Improper Payments Elimination and Recovery Act of 2010,.

Improper Payments Information Act of 2002

Office of Management and Budget (OMB), Circular A-123, Management's Responsibility for Internal Controls.

OMB, Circular A-123, Appendix C, Requirements for Effective Measurement and Remediation of Improper Payments. Parts I and II (4/14/11)

<http://www.whitehouse.gov/sites/default/files/omb/memoranda/2011/m11-16.pdf> and Part III, Issuance of Revised Parts I and II to Appendix C of OMB Circular A-123 "

http://www.whitehouse.gov/sites/default/files/omb/assets/memoranda_2010/m10-13.pdf, Issuance of Part III to OMB Circular A-123, Appendix C

OMB Executive Memorandum M-12-11, Reducing Improper Payments through the "Do Not Pay List".

http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-11_1.pdf

5 CFR 2635 – Standards of Ethical Conduct for Employees of the Executive Branch.

VA Handbook 5021/15, Part I, Employee/Management Relations, Appendix A, Table of Penalties for Title 5 and Title 38 Employees

Office of the Medical Inspector

Overview

The Office of the Medical Inspector (OMI/10E1B) is responsible for assessing the quality of VA health care through investigations of VA facilities nation-wide, reporting directly to the Assistant Deputy Under Secretary for Health for Integrity (ADUSHI), Deputy Under Secretary for Health, Organizational Excellence. OMI conducts three types of investigations: employee whistleblower allegations referred to VA by the Office of Special Counsel (OSC); individual Veteran complaints referred by the Office of the Inspector General (OIG), Congress, or other stakeholders; and site-specific internal reviews directed by the Under Secretary for Health (USH).

Functions and Activities

- At the direction of the Office of the Secretary or the Under Secretary for Health (USH), OMI conducts health care investigations, documenting findings and producing reports with recommendations for quality improvements.
- Assembles and leads VA teams of clinical investigators, subject matter experts, and human resource specialists.
- Conducts site visits, taking testimony from medical center leadership and relevant staff.
- Briefs VHA leadership on preliminary site visit findings.
- Documents findings, conclusions, and recommendations in comprehensive reports.
- Circulates draft reports to VA and VHA offices for review and comment, obtaining concurrences from key offices, prior to submitting final reports to the USH for approval.
- Monitors implementation of VA medical center action plans in conjunction with 10N, and of VHA Program Office action plans with 10E.
- Prepares supplemental reports and email clarifications as requested.
- Promotes evidence-based best practices and cross-fertilization of ideas between VHA Central Office and field facilities to improve patient care outcomes.
- Identifies system risks and vulnerabilities across the VA health care system by observing patterns and trends among the findings of investigative reports.

Authorities

P.L. 100-322 § 201

VHA Directive 2011-002: Office of the Medical Inspector Reports

VHA Directive 2011-031: Cooperation with the Office of the Medical Inspector

Internal Audits and Risk Assessment

Overview

New to VHA as part of the 2016 reorganization, the Office of Internal Audits and Risk Assessment (10E1C) is in the process of being developed within the auspices of the Office of the ADUSH for Integrity. The office will proactively identify system vulnerabilities and manage risk across clinical, administrative, business, and financial domains.

Management Review Service

Overview

The ADUSH for Integrity oversees the Management Review Service (MRS/10E1D), VHA's primary liaison with OIG and GAO for national reviews, audits, and inspections.

Functions and Activities

- Partners VHA subject matter experts with OIG and GAO teams to develop the focus, scope, and methodology of national reviews, national audits, or national inspections.
- Ensures VHA program offices comply with standards or protocols for OIG and GAO national reviews and audits.
- Facilitates appropriate and timely responses to OIG or GAO draft reports, recommendations to the Under Secretary for Health, and data requests related to national reviews or audits.
- Notifies VHA leadership of GAO and OIG findings that require new or different VHA standards.
- Ensures VHA program offices are implementing processes toward resolution of GAO and OIG recommendations, or facilitates negotiations for reasonable resolutions.

Authorities

[OMB Circular A-50](#)

National Center for Ethics in Health Care

Overview

The National Center for Ethics in Health Care (NCEHC/10E1E) is the primary VHA resource for addressing the complex ethical issues that arise in health care, including issues relating to clinical ethics, organizational ethics, and research ethics. NCEHC works collaboratively with program offices and field stakeholders to make recommendations to promote strong ethics and professionalism standards. NCEHC aims to continuously improve VHA's ethics-related decisions, actions, systems, processes, environment, and culture by establishing standards and providing analysis, information, education, advice, and support to VHA senior leadership, field facilities and program offices.

Functions and Activities

- Establishes updates, interprets, and clarifies standards for ethical health care practice by providing policies, authoritative reports, and other similar guidance, to include publishing information for Veterans to help them understand the ethics standards they encounter in VHA.
- Creates and promulgates a model for health care ethics programs called IntegratedEthics®; establishes IntegratedEthics® program standards and annual performance targets and roles, responsibilities and training requirements for IntegratedEthics® staff.
- Serves as a resource for information, advice, and support related to ethics in health care within VHA to include representing VHA on matters relating to health care ethics in communications with media, congress, and the White House.
- Supports efforts to increase ethical health care practices by conducting and facilitating systematic evaluation of ethics programs and practices in VHA; develops measures to assess the quality of ethics consultation practices and to monitor the implementation of specific ethics policy standards.

Authorities

38 U.S.C. § 7301(b)

38 U.S.C. § 7306
38 U.S.C. § 7331
38 CFR § 17.32
42 U.S.C. § 1395cc (f)
VHA Directive 1004
VHA Handbook 1004.01
VHA Handbook 1004.02
VHA Handbook 1004.3
VHA Handbook 1004.04
VHA Handbook 1004.05
VHA Handbook 1004.06
VHA Handbook 1004.07
VHA Handbook 1004.08
VHA Directive 1005

Office of the Assistant Deputy Under Secretary for Health for Quality, Safety and Value

Overview

The Office of the Assistant Deputy Under Secretary (ADUSH) for Health for Quality, Safety and Value (QSV/10E2) is committed to enhancing VHA's ability to be the most trusted choice for high quality, safe and reliable health care by ensuring outstanding population health, a seamless patient experience, and the lowest expenditure of resources. The office allows VHA to provide the best health care value to Veterans by enabling innovative, enterprise-wide approaches to compliance, risk awareness and continuous improvement.

Functions and Activities

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

Analytics and Business Intelligence

Overview

Analytics and Business Intelligence (ABI)/10E2A 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.

- 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.
- Strategic Analytics for Improvement and Learning (SAIL): Web-based, balanced scorecard model developed to measure, evaluate and benchmark quality and efficiency at medical centers on a quarterly basis. SAIL is designed to offer high-level views of health care quality and efficiency, enabling executives and managers to examine a wide breadth of existing VA measures.
- Specialty Productivity - Access Report Quadrant tool (SPARQ): Web-based tool that integrates specialty physician productivity data and measures of access to specialty care into an algorithm to guide staffing decisions of specialty care physicians.
- Scheduling Accuracy Dashboard: Trigger system derived from statistical process charts to monitor the integrity of wait time data and compliance with scheduling practice.

Quality Standards and Programs

Overview

Quality Standards and Programs (10E2B) promote 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

- QSP 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 to better direct consultative and education resources to high-risk areas while avoiding needless survey burden on facility operations.

Division of External Accreditation Services and Programs

Overview

The External Accreditation Program is responsible for managing accreditation vendors within VHA that provide regulatory accreditation of health care facilities, Community Based Outpatient Clinics (CBOC) and Consolidated Mail-Out Pharmacies (CMOP). The accreditation vendors are The Joint Commission, Commission on Accreditation of Rehabilitation Facilities (CARF) and vendors for consultation and education on survey readiness within VHA.

Functions and Activities

- Acts as the national liaison to accreditation vendors identified for External Accreditation Services to VHA facilities.
- Responsible for budgeting for all accreditation services that are provided by external accreditation vendors.
- Provides consultation services to VACO Programs, VISNs and VHA field facilities related to accreditation process, education and ongoing survey readiness.
- Monitors accreditation status within VHA by collecting, trending and assessing data from accreditation surveys. Provides VHA Leadership, Networks, VISNs and facilities with ongoing trends related to regulatory standards compliance. Identifies national opportunities for improvement related to quality, safety and efficiency as they relate to ongoing accreditation survey findings.
- Develops and provides educational webinars, national conference calls and conferences on accreditation standards compliance for The Joint Commission and CARF.

Authorities

VHA Handbook 1170.01 Accreditation of Veterans health Administration Rehabilitation Programs

VHA Handbook 11000.16 Accreditation of Medical Facilities and Ambulatory Programs

ISO Consultation Division

Overview

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

Functions and Activities

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

The Utilization and Efficiency Management Program

Overview

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

Functions and Activities

- Ensures a standardized process, proper use of evidence-based utilization criteria and entry of utilization findings into the National Utilization Management Integration (NUMI) database.
- Ensures that the 600+ field-based UM professionals are properly educated and trained to interpret evidence-based criteria, perform utilization reviews and use the data from these reviews to improve efficiency.
- Develops Consolidated Utilization Management metrics through clinical review and consultation using industry standard evidence to assure the right care at the right time, in the right setting, for the right reason.
- Reviews Utilization Management data and other utilization and efficiency reports, and through consultation and education, assists facilities to evaluate and improve clinical efficiency.
- In collaboration with oversight committees, determines and implements additional utilization modalities, and prepares UM workforce to apply criteria, collect utilization data, and improve efficiency through the health care continuum.

Health Systems Innovation Planning and Coordination

Overview

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

Functions and Activities

- Conducts business analyses to identify, analyze, and document business processes for healthcare operations, and assists with planning and task coordination related to QSV-sponsored software development and sustainment.
- Identifies opportunities to add value, reliability, and efficiency to healthcare operations through system integration and process refinement.
- Informs strategic planning and process execution in real time by conducting data analyses, synthesizing business intelligence and delivering business intelligence products to meet customer requirements.
- Represents the Office of Quality, Safety and Value on the VHA IT Committee and its Health Informatics Strategic Plan subcommittee.

Evidence-Based Practice Program

Overview

Evidence-Based Program develops evidence based clinical practice guidelines 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 clinical 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

Overview

The High Reliability Systems and Consultation Program (10E2C) has as its primary objective the development of integrated, organization-wide capability to continuously improve processes toward the goal of High Reliability healthcare delivery across the continuum, including focuses on predictability, prevention of harm, and standardization of best and promising practices.

Functions and Activities

- To propose, develop, and facilitate deployment of innovative solutions to challenges within VHA healthcare delivery.

Systems Redesign and Improvement Program

Overview

The Systems Redesign and Improvement program supports the development of VHA improvement capability to examine all parts of the VHA integrated delivery system with the overarching goal of identifying opportunities to reduce variation, remove waste, and manage constraints.

Functions and Activities

- Leads and facilitates the implementation of high reliability systems at VHA facilities and within VHA networks through investment in building improvement capability across a robust systems improvement community of practice.
- Leads and facilitates improvements impacting patient flow and access to health care across the healthcare continuum through sponsorship of VHA Flow Improvement X-Cellence (FIX) program initiatives.
- Trains and supports teams at local, regional, and national levels to develop competency and apply improvement methods/tools to include, but not be limited to, Lean, Lean Six Sigma, and the VA-TAMMCS (Vision, Analysis, Team, Aim, Map, Measure, Change, Sustain) framework, to continuously improve delivery systems toward efficiency and optimization.
- Develops and facilitates national improvement initiatives in partnership with VHA program offices and Field-based experts to support VAMC improvement work with a direct impact on Veteran-centered care.
- Supports inpatient access to care, operations, and optimization of inpatient flow through national patient flow coordination role focused on inter-facility/inter-VISN transfer coordination and Bed Management Solution (BMS) bed/patient tracking application business ownership.
- Leads coordination of the Integrated Flow Optimization (IFO) strategy centered upon integration of key flow informatics applications to include Bed Management Solution (BMS), Emergency Department Integration Software (EDIS), and National Utilization Management Information (NUMI) system, along with dashboards and tools such as the Integrated Flow Management Tool (IFMT).

Veteran Engineering Resource Centers

Overview

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

Overview

The Healthcare Value Work stream (10E2D) partners with other QSV Office teams, program offices, VISNs and VAMCs to strengthen healthcare value. Improving healthcare value requires commitment by the entire organization. This Work stream is only one part of the many efforts across VHA that promote value-driven care for Veterans. Our work enhances value through a collective focus on improving population health, Veteran experience of care, and waste reduction.

Functions and Activities

- Fosters internal and external partnerships to promote improved health care value, including participation in national campaigns to enhance value-based delivery for the Veteran populations that we serve.
- Prioritizes, endorses, and supports organizational initiatives that strengthen value-driven care through population health, better experience of care, and efficient health care delivery.
- 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.

Product Effectiveness Program

Overview

The Product Effectiveness (PE) Program performs independent health care measurement assessments and analysis on health care solutions and process improvements from a business value perspective to ensure these investments are effective and valuable to the organization and all of its stakeholders, including Veterans.

Functions and Activities

- Delivers evidence-based information for management decision support.
- Strongly supports and validates investment decisions, justifications, and accountability for VHA programs.
- Captures, analyzes, and translates data into valuable and actionable information for VHA stakeholders.
- Provides objective analysis to support reducing variation and uncertainty in processes and technology across VHA.
- Optimizes productivity and continuous process improvements through independent performance measurement and assessment services.

- Provides VHA leadership with direct customer input from the field.

Safety & Risk Awareness

Overview

Safety and Risk Awareness (10E2E) works to create a highly reliable organization through a just culture, engaged leadership, high functioning clinical teams with the best staff, improvement of the environment of care, and consideration of emerging and current organizational risks.

National Center for Patient Safety

Overview

The National Center for Patient Safety (NCPS), 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

Overview

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

Functions and Activities

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

- Guides VHA medical center leadership through medical staff processes from recruitment to termination and reporting.

Enterprise Risk Management

Overview

Enterprise Risk Management (ERM) protects the VHA from risks that could interfere with the organization's objectives and goals and mitigate risk where it is unavoidable. ERM in QSV adopts standard risk management processes, but applies them throughout the organization and for all issues, not just liability or loss events and utilizes an alternative lens that examines multiple forms of uncertainty as they affect key objectives for the organization. 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.
- Assists in the multi-disciplinary VACO program coordination of disclosure of adverse events process for institutional and large scale disclosure.
- Management of the internal peer review for quality management program and the external peer for quality management audit program.

- Develops and leads training programs for clinical Risk Managers to enhance understanding of risk mitigation strategies.
- Provides analysis for the peer review for quality management, institutional disclosure, and tort claim data to support risk assessment and identify opportunities for improvement.

Office of Medical-Legal Affairs

Overview

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

Functions and Activities

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

Public Health Surveillance and Research

Overview

The Public Health Surveillance and Research (PHSR) program office aligns with QSV's mission to enhance the quality, safety, reliability, and value of VHA's clinical systems. PHSR provides VA/VHA leadership and other stakeholders' critical public health surveillance and investigative analyses associated with Veterans care.

Functions and Activities

- Conduct continuous and ongoing VHA system-wide public health surveillance, thereby serving as the early warning system to VHA of impending public health emergencies.
- Promote and support public health surveillance and reporting by VHA facilities through development and dissemination of our online Public Health Reporting Toolkit, and by maintaining close ties with local, state and federal agencies, including the Centers for Disease Control and Prevention (CDC).
- Conduct epidemiological investigations and lookbacks (lookbacks are an organized process for identifying patients and/or staff with exposure to potential risk).
- Operate the Public Health Reference Laboratory which, as VA's primary reference microbiology laboratory, enables VA to rapidly conduct specialized and/or high volume lab diagnostic tests

with little lead time notice in response to clinical care needs, public health investigation and/or health emergencies.

- Provide expert opinion and review on policies generated inside and outside VA; .
- Provide subject matter expertise and scientific research on a wide variety of public health issues and develop products to inform and instruct VA staff on public health policies and procedures.

Deputy Under Secretary for Health for Community Care

Overview

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

OCC manages two business lines: Revenue Operations and Purchased Care. Headquartered in Washington, DC, OCC has field offices in Atlanta, Georgia; Topeka, Kansas; Denver, Colorado; Lebanon, Pennsylvania; Las Vegas, Nevada; Leavenworth, Kansas; Asheville, North Carolina; Middleton, Wisconsin; Smyrna, Tennessee; and Orlando, Florida.

Functions and Activities

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

Workforce Management

Overview

OCC Workforce Management (WFM) supports the delivery of VA Office of Community Care programs through human resources management, employee and leadership development, and related consultative services. Workforce Management is aligned under the VA Office of Community Care and supports managers and employees in OCC's headquarters, Revenue Operations and Purchased Care business lines. Workforce Management also provides workforce support services to field-based entities of VHA's Pharmacy Benefits Management, Member Services and Office of Finance organizations.

Workforce Management staff work primarily from Topeka, Kansas with HR liaisons staffed at all OCC regional locations across the United States.

Functions and Activities

- WFM serves the Veteran by offering and/or providing our customers' organizations with all aspects of employee life-cycle and organizational support to enable them to focus on achieving their business objectives.
- Builds a winning organization our customers can rely on and where our employees have opportunity for growth and advancement, and feel what they do is important.
- Hires, trains, and retains separate staffs.

Budget and Finance

Overview

OCC Budget, Finance and Contract Support organization supports the functions related to Revenue Operations and Purchased Care. Additionally, OCC Budget and Finance supports the OCC Headquarters business lines to include Business Policy, Workforce Management, Strategy and Performance Management and Executive staff.

Functions and Activities

- Administers and oversees the overall Community Care budget of more than \$10B, 7500+FTE.
- Oversees OCC-wide contracts.
- Manages and administers VACO OCC SharePoint sites, Continuity of Operations Plan (COOP), building and emergency management and training.
- Manages and oversees the OCC travel portal with standard application in all OCC organizations.

Business Policy

Overview

Business Policy establishes and maintains effective partnerships in promoting programs and initiatives that enhance service to Veterans. This includes development and implementation of Regulations, Handbooks, VHA Directive and Procedural Guides that support and facilitate VHA facility's staff ability to provide services to Veterans, their families and other beneficiaries.

Functions and Activities

- Coordinates annual Legislative Proposal call for Community Care.
- Develops technical advice for introduced Congressional bills.
- Maintains Policy Questions & Answer Database.

- 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.
- Develop Fact Sheets and brochures on Policy topics.
- Develops Frequently Asked Questions (FAQ).
- Develops Legislative Proposals including impact analyses.
- Collaborates with Office of Regulatory Affairs on development on regulatory changes for administrative programs.
- Provides information with Veteran Service Officer (VSO) communities at VSO meetings and State and County Service training events, and.
- Researches and responds to Veterans questions and concerns.

Strategy and Performance Management

Overview

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

Functions and Activities

- Oversees Enterprise Risk Management function.
- Develops and maintains the Strategic Plan and Operating Plan.
- Coordinates the development and maintenance of balanced scorecards.
- Provides helpdesk services for balanced scorecards and associated software.

Operations

Overview

Operations/Chief Business Office provides sustained revenue cycle management by applying industry proven methods, processes and business tools that enhance Veterans health care.

Functions and Activities

- Seven consolidated centers across the country perform back-end revenue cycle processes while each VAMC maintains ownership of key Veteran-facing activities.

- Manages the design of programmatic and technical capabilities required by industry EDI standard-setting organizations to communicate electronically with the commercial industry for the collection of MCCF and non-MCCF revenue from third party payers.
- Supports the electronic transaction technology platform capability and transaction processing with other Federal agencies and clearinghouses.
- Monitors key revenue cycle metrics.
- Provides standardization and model efficiencies to demonstrate progress toward achieving increasingly challenging targets.
- Supports payer relations activities with private sector health insurance companies at the national and regional levels.
- Oversees activities related to business process standardization through policy analysis, business information, operational risk management and internal controls, performance management, quality assurance monitoring and continuous process improvement.
- Develops business requirements, provides business engineering management, and implements innovative solutions to improve revenue operations effectiveness and efficiency.

OCC Systems Management

Overview

OCC Systems Management, located in Atlanta, G, 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.

Functions and Activities

- 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 (either).
- 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 (Ft. 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.

Office of Community Care Purchased Care

Overview

Office of Community Care Purchased Care (OCCPC) is managed by the Deputy Chief Business Officer for Purchased Care located in Denver, Colorado 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.

OCCPC 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 Community Care (CC) 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 (SHPD), Indian Health Services and Tribal Health Program (IHS/THP), Camp Lejeune Family Member Program (CLFMP), Spina Bifida Health Care Program (SBHP), Foreign Medical Program (FMP), and the Children of Women Vietnam Veterans Health Care Program (CWVV). OCCPC provides enterprise wide business policy and standards, and appropriate business and systems support for all program areas. The following are the program descriptions: .

Community Care (CC) is provided to eligible Veterans outside of the VA when VA facilities are not feasibly available. CC 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

- Veterans Access, Choice and Accountability Act (Choice) was initiated on November 5, 2014. The new Veterans Choice Program covers community 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, and 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 community 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 Accountability Act of 2014 (P.L. 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, Virginia; Pratt, Kansas; Flagstaff, Arizona; and Billings, Montana.
- 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 Indian Health Services (IHS) and Tribal Health Program (THP) health facilities to receive reimbursement from the VA for direct care services provided to American Indian and Alaskan Native eligible Veterans. The Office of Community Care 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.
- Eligibility Enrollment and Verification (EEV): Oversees the application and verification process for certain family members of a qualified Veteran that 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 (SBHP) 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 diagnosis.

- OCCPC comprises eight Directorates: Community Care Operations (CCO), Program Oversight and Informatics (POI), Customer Experience (CE), Business Systems Management (BSM), Claims Adjudication and Reimbursement (CAR), Purchased Care Way Forward (PCWF), Chief Financial Office (FM) and Resources (RES).

OCCPC Directorates

Community Care Operations

Overview

The Community Care Operations Directorate (CCO) provides management, oversight, and customer support for all Purchased Care programs.

Functions and Activities

- CCO Directorate processes eligibility and enrollment decisions for standard CHAMPVA, Caregiver CHAMPVA, Spina Bifida Health Care Program (SBHP), Camp Lejeune Health Care Program (CLFMP), CWV Health Care Program, and the Foreign Medical Program (FMP).
- In addition to eligibility determinations, CCO manages and provides oversight to critical programs outlined below.

National Community Care Program Office

Overview

The National Community Care Program Office (CCPO) formerly known as National Non-VA Medical Care Program Office (NNPO) provides administrative support and guidance to VHA OCC on the business aspects of Community Care operations. CCPO, while based in Denver, Colorado, is organizationally aligned under the Veteran Health Administration's OCC, located in Washington, D.C. CCPO assists with the development of community medical care related regulations located in 38 CFR 17, and provides concurrence and comment as requested by other entities within and outside of VA regarding policy, regulation, or statute pertaining to community medical care.

Functions and Activities

- Provides administrative guidance to VHA OCC for purchased care.
- Disseminates business process guidance and supports the Business Systems Management (BSM) Office, which is responsible for the business development and maintenance of the VistA Fee, Central Fee, Fee Payment Processing System, and Fee Basis Claims Systems (FBCS).
- Provides guidance to field operations to ensure the lifecycle of community medical care is executed accurately and that all community medical care stakeholders are satisfied when utilizing this program.
- Leverages leadership and stakeholder relationships to improve process planning and implementation efforts.
- CCPO's role in the field includes coordination of policies, business systems, and program information resources to support VAMCs and clinics purchasing treatment for their Veterans from the community and is provided through varied revenues.

Field Assistance

Overview

Field Assistance (FA) and Program staff supports efforts to improve internal controls for field sites regarding community medical care claims processing activities and the Community Care Coordination Offices (CCCO) regarding the referral and authorization processes of authorizing community 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 Community Care Coordination (VCCCO) Offices in an effort to improve the referral and authorization of community 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 Community 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 Community Care Provider Management Office (CCPMO) is the focal point within VHA monitoring community provider topics and coordinating efforts to strengthen and improve the network of community 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 Community Care programs with emphasis on PC3 contracts.
- Maintains a Community 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 community care providers.
- Works closely with Community Care Support Office (CCSO), 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 Camp Lejeune Family Member 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 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 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.

Functions and Activities

- Responds to inquires pertaining to State Home Per Diem issues.
- Provides information and assistance to the National Association of State Veteran Homes and the National Association of State Directors of Veterans Affairs.
- Establishes annual State Home Per Diem payment rates.

- Assists in the development and implementation of per diem payment regulations and legislation.
- Provides grant per diem funding to VA Medical Centers of Jurisdiction to reimburse State Veterans Homes for Veteran care.
- Prepares and provides training to field staff and State Veteran Homes monthly and quarterly.

Project Access Received Closer to Home Office

Overview

Project Access Received Closer to Home (ARCH) is a 3-year pilot program implemented through Section 403 of P.L. 110-387 and amended by Section 308 of P.L. 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 awards 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 2016.

Community Care Support Office

Overview

Community Care Support Office (CCSO) develops and functionally maintains contractual relationships with a variety of community (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) contract oversight – 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 community providers who meet VA quality standards when VA cannot provide the care in-house.
- Choice contract oversight - Contract oversight of implementation of 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) community care.
- Dialysis National Contracts oversight – Coordination of Contracts that 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.

Spina Bifida Health Care Program Office

Overview

The Spina Bifida Health Care Program (SBHP) 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).
- Manages all SBHP activities, including planning, organizing, budgeting, directing, coordinating, evaluating, and improving administrative operations.

Customer Experience Directorate

Overview

The Customer Experience Directorate (CE) provides customer support and stakeholder relations management for all Purchased Care programs. This includes the family member programs; standard CHAMPVA, Caregiver CHAMPVA, Spina Bifida Health Care Benefits Program (SBHP), Camp Lejeune Health Care Program (CLFMP), Children of Women Vietnam Veterans Health Care Benefits Program (CWVV) and the Foreign Medical Program (FMP). In addition, CE provides customer support for Veterans who receive care in the community and for providers of that care.

Functions and Activities

- Manages an inbound call center which responds to inquiries for all aspects of the family member programs to include eligibility, claims processing/payments, benefits and appeals.
- Manages an inbound call center which responds to claims processing inquiries from Veterans and providers of their medical care in the VISN 16 area.
- Manages the Adverse Credit Hotline with a goal of resolving issues for Veterans who have been threatened with collections as a result of non-payment of claims for care received in the community.
- Manages surveys and stakeholder feedback/input for all Community Care programs.

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

- Verifies eligibility for Standard and Caregiver CHAMPVA benefits.
- Operationally manages the program, including overall planning, organizing, budgeting, and 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 Corrective Actions are identified and tracked to demonstrate improvement and reduction of improper payments. POI provides data analytics and reporting for all VACC programs.

Functions and Activities

- Provides Quality Oversight, Analysis, and Investigative Research of Improper Payments for OCCPC Programs.
- Serves as the oversight entity for all OCCPC programs to combat fraud, waste and abuse issues.
- Conducts internal controls testing for all OCCPC programs resulting in the annual Statement of Assurance (A-123) and conducts/coordinates program risk assessment.
- Conducts the IPERIA audits for four programs: State Home Per Diem, CHAMPVA, Community Care, and Choice as well as special and recurring audits for all OCCPC programs.
- Provides requested or routinely needed information/data and analysis for each Community Care program.
- Uses a variety of statistical techniques to analyze current and historical transaction data to make predictions or provide predictive scores (probability) relating to future events in order to determine, inform, or influence organizational processes.
- In accordance with the Records Management policy maintains compliance with records collection maintenance and retention.
- Collaborates with OCCPC program owners to develop measurable corrective action plans and identify sources of data that can be used to objectively assess success.
- Reviews and incorporates all reports from internal and external auditing sources into the Quality Corrective Action Plan (QCAP) operating system for tracking, trending, and reporting.
- Provides support, coordination, and tracking of progress to ensure successful completion of corrective action plans.

- Serves as the OCCPC point of contact with VHA Financial Assistance Office (FAO) for Improper Payments Elimination and Recovery Act (IPERIA) corrective action plan development, implementation, status updates, and completion.
- Reviews corrective action plans and measurable outcomes to determine degree of success realized by the corrective action plan.

Department of Program Integrity

Overview

Department of Program Integrity provides investigative analysis and reports on fraud detection, research, and operations. Program Integrity oversees the development, testing and development 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.

Functions and Activities

- Provides Quality Oversight, Analysis, and Investigative Research of Improper Payments for OCCPC Programs.
- Serves as the oversight entity for all OCCPC programs to combat fraud, waste and abuse issues.
- Promotes payment integrity through the identification and monitoring of potential improper payments in a pre-payment state, thereby, reducing the improper payment rate.
- Oversees the partnership and interactions with key stakeholders regarding all program integrity matters.
- Develops and implements key measures to carry out Program Integrity's mission and ensure program weaknesses are identified and resolved.

Department of Audits and Internal Controls

Overview

Department of Audits and Internal Controls (DAIC) performs extensive audits and internal controls testing on all Purchased Care Programs to ensure compliance with policies, laws, regulations, and contracts and that controls are in place to improve program effectiveness.

Functions and Activities

- Conducts the IPERIA audits for four programs: State Home Per Diem, CHAMPVA, CC, and Choice as well as special and recurring audits for all OCCPC programs.
- Conducts internal controls testing for all OCCPC programs resulting in the annual Statement of Assurance (A-123) and conducts/coordinates program risk assessment.
- Supports and facilitates open communication regarding OCCPC's internal control efforts to new or revised business processes, procedures, policies, communication efforts, and external reports.

- Supports and facilitates open communication regarding OCCPC's audit findings, and corrective actions.
- The Recapture Program tracks resolution of improper payments identified either by audits, or other external or internal reviews.
- Manages the Recovery Audit Contract which audits claims, tracks debt collections of identified overpayments, and returns collections to VHA.

Department of Informatics

Overview

Department of Informatics is responsible for monitoring, reporting, and managing the vast amount of health care 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 Veteran and beneficiary population.

Functions and Activities

- Provide requested or routinely needed information/data and analysis for each Community Care program including Community Care (CC) (traditional Fee), Patient Centered Community Care (PC3), Access Received Closer to Home (Project ARCH), Veterans Access, Choice and Accountability Act (VACAA/Choice), Civilian Health and Medical Program of VA (CHAMPVA), Foreign Medical Program (FMP), Camp Lejeune Family Member Program (CLFMP), Spina Bifida Health Care Program (SBHP), Caregiver Support Program and State Home Per Diem.
- Track trends and provide metrics for each CC program to afford VHA insight into the health care purchasing trends to assure appropriate care is purchased and provide key indicators concerning service delivery to our Veteran and beneficiary population.
- Partner with the CC business lines as well as other VA entities to create, develop and maintain tools needed to enhance the operations and monitoring of CC programs to help ensure proper payments and appropriate use of government funds.
- Uses a variety of statistical techniques to analyze current and historical transaction data to make predictions or provide predictive scores (probability) relating to future events in order to determine, inform, or influence organizational processes that pertain across large numbers of individuals, such as in patient outcomes, fraud detection, and government operations.
- Conducts VA CC data pulls and reporting for all facets of VA, provide assistance and guidance to executive leadership, engage in statistical and analytical projects, and coordinate VA and VHA leadership for routine or ad hoc data needs.
- Participates in strategic planning, quality management and data quality initiatives for the entire agency incorporating key data sets into critical business planning decisions.

Department of Privacy and Information Management**Overview**

Department of Privacy and Information Management is responsible for the oversight, maintenance, retention and release of information from VA Community Care. Oversight of the Freedom of Information Act (FOIA), Privacy Act, Records Management and Forms Management programs support VA Community Care personnel, veterans, beneficiaries and providers.

Functions and Activities

- In compliance with the Open Government Act process FOIA requests responsive to news media, congressional and individual requests regarding claims processing.
- In accordance with the Privacy Act administratively process, investigate and report privacy violations, offer notification and credit monitoring. In accordance with Business Associate Agreements process privacy violation/incident reports associated with contracts.
- In accordance with the Privacy Act Program DPIM processes individual requests for information, review contract data security, process Privacy Threshold Analysis and Privacy Impact Assessments, conduct Social Security Reduction reviews and action plans, and monitors annual privacy training of over 3,000 VA Community Care employees.
- DPIM manages the collection, retention, storage, release, and disposition of records created in the course of business for VA Community Care. Maintain a NARA account, document disposal, file plans, vital records, contracting clearance, and training.
- Develop local forms in Adobe fillable PDF which are 508 compliant, administratively track and maintain a master list.

Business Systems Management 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. BSM takes a portfolio approach to manage and enhance Purchased Care business lines.

Functions and Activities

- Implements and manages business solutions to ensure care in the community 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.
- Coordinate Community Care programs to ensure medical care is properly authorized.
- 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.

Program Management Office

Overview

The Portfolio Management Team Serves as the OCCPC enterprise project and program element. The team utilizes comprehensive project management framework and principles based upon industry standards established by both the Project Management Institute or PMI and VHA IT partners leveraging the PMAS project standards. Centralizes and coordinates the management of projects supporting Purchased Care Business lines.

Functions and Activities

- 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

Overview

Business Process Re-engineering Office (BPRO) is responsible for improving, enhancing Purchased Care business process efficiencies through requirements management, business modeling, requirements tracing, User Acceptance testing (UAT) and project implementation support to the portfolio. The team leverages a doctrinal approach that runs parallel to both unified modeling language standard as well as those guidelines supported by the Business Analysis Body of Knowledge or (BABOK).

Functions and Activities

- 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

Overview

Optimization and Standardization Department (OSD) is responsible for the evaluation of existing processes, system limitations and procedures to identify opportunities for process and technical improvement leveraging readily available technology and resources. OSD serves as the BSM / OCCPC Tools management entity; those tools built to support business function in the absence of IT funding and support.

Functions and Activities

- 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 to include tools based in SharePoint, HTML, Macros and other solutions.
- Statistical and manpower analysis.
- Management of analytical assessments.
- Process evaluation and documentation.

Clinical Business Systems Office

Overview

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

Functions and Activities

- Responsible for the delivery of innovative and patient-centric business solutions to ensure high quality, coordinated, and equitable delivery of community patient care.
- Clinical Business Process Re-engineering.
- Manages clinical projects.
- Liaises with CC clinical field personnel and clinical VHA offices.

- Provides oversight and support of clinical elements of BSM projects.

Claims Adjudication and Reimbursement Directorate

Overview

The 2,300 staff members in the Claims Adjudication and Reimbursement Directorate (CAR) processes payments and resolves claims' issues for VA healthcare benefits for Veterans and family members for CHAMPVA, Spina Bifida Health Care Program (SBHP), Camp Lejeune Health Care Program (CLFMP), Children of Women Vietnam Veterans Program (CWVV), Caregiver Support Stipend Program, Foreign Medical Program (FMP) and VA Community Care Program. Additionally, the Directorate manages resolution of all Veteran, beneficiary, and provider issues by responding to inquiries sent through the Secretary's office, Congressional offices, and the Customer Service Center.

Functions and Activities

- VA Community Care (VACC) is medical care provided to eligible Veterans outside of the VA when VA facilities are not available. All VA medical centers can use this program when needed. The use of VACC as a means to provide care in the community to Veterans is governed by federal laws containing eligibility criteria and other policies specifying when and why it can be used. A pre-authorization for treatment in the community is required unless the medical event is an emergency. Emergency events may be reimbursed on behalf of the Veteran in certain cases.
- The Foreign Medical Program (FMP) is a program for Veterans who live or travel overseas. Under the FMP, the VA will pay the VA allowable amount for covered services for a VA adjudicated service-connected disability.
- The Civilian Health and Medical Program of the Department of Veterans Affairs (CHAMPVA) is a comprehensive health care program in which the VA shares the cost of covered health care services and supplies with eligible beneficiaries.
- The Spina Bifida Health Care Program (SBHP) is a health benefits program administered by VA for Vietnam and certain Korea Veterans' birth children who have been diagnosed with spina bifida (except spina bifida occulta). Under SBHP, comprehensive health care considered medically necessary and appropriate is covered.
- The Children of Women Vietnam Veterans (CWVV) Health Care Program is a health benefits program administered by VA for children with certain birth defects born to women of Vietnam Veterans. The CWVV Program provides reimbursement for medical care related to conditions associated with certain birth defects except spina bifida, which is covered under SBHP.
- The Camp Lejeune Family Member Program (CLFMP) is for family members of Veterans who were stationed at Camp Lejeune between August 1, 1953, and December 31, 1987. During this time, Veterans and family members living or serving at U.S. Marine Corps Base Camp Lejeune, North Carolina, were potentially exposed to drinking water contaminated with industrial solvents, benzene and other chemicals.
- Caregiver Stipend Program: Under the Caregivers and Veterans Omnibus Health Services Act of 2010, VA services are available seriously injured post-9/11 Veterans and their Family Caregivers through the program of Comprehensive Assistance for Family Caregivers. The Caregiver Support

Office is responsible for the administration of monthly stipend benefits to include initial stipend benefit calculation and payment, processing recurring monthly stipend benefits, and administration of all updates/changes related to the stipend. The Caregiver Support Office also enrolls those eligible Primary Family Caregivers with no health care coverage into CHAMPVA.

Purchased Care Way Forward Directorate

Overview

Purchased Care Way Forward (PCWF) Directorate is responsible for future-state transformative initiatives within the Office of Community Care Purchased Care (OCCPC). The Directorate manages strategic initiatives commissioned to standardize execution, management and oversight of community care (CC) programs in response to legislation and senior VHA leadership guidance.

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

Functions and Activities

- Through the Program Management Office, provides cross-directorate program and project management support and facilitation in support of CC priority efforts, and Project management and scheduling support for high-priority initiatives (e.g., Alaska Scheduling Pilot, Provider Agreements, etc.).
- Develops OCCPC strategic communications outreach materials for affected internal and external stakeholders, develops national union notification materials and provides recommended courses of action for systems and process roll-outs.
- Through Community Care National Standardization, develops standardized business processes and solutions for designated CC programs and functional areas. Provides standardized process for functional areas to align with system functionality provided by the Fee Basis Claims System (FBCS), Healthcare Claims Processing (HCP) system modules, and future claims processing systems.
- Reinforces process standardization effort of Community Care Coordination (CCC).
- Through Future State Claims Processing System, modernizes and streamlines multiple system components into a capable enterprise healthcare claims processing system for OCCPC to increase claims processing efficiency and accuracy.
- Deploys commercial off-the-shelf (COTS) system technology to support CC improvements by replacing aging, decentralized software with an enterprise claims processing solution used by all sites and reduces or eliminates variation across CC claims processing to increase processing efficiency and accuracy.
- Provides system functionality to align with process changes previously implemented as part of the CCC project.

PCWF Consolidation

Overview

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 CC providers to the Office of Community Care (OCC) from VA's Veterans Integrated Service Networks (VISNs) and VA Medical Centers (VAMCs) effective October 1, 2014. This consolidated CC administrative authorization and payment processing activities under the line management of OCCPC.

Functions and Activities

- Leverages business and clinical process efficiencies achieved through consolidation of personnel to refine and implement standard processes, performance targets and monitoring to drive efficiency.
- Ensures processing activities are performed and measured consistently across the enterprise.
- Adopts new policies, corrects process issues and substantially reduces variability and error rates.
- Delivers exceptional customer service to Veterans and all OCCPC stakeholders.
- Manages the activities of Tiger Teams focused on hiring staff, eliminating the CC claims backlog, improving financial oversight, standardizing operations and improving CC customer service.
- Evaluates the CC footprint and make recommendations for restructuring OCCPC to sustain future CC operations to include development of a regional model that aligns with the OCCPC network structure.

Financial Management Directorate

Overview

The Office of Community Care Purchased Care (OCCPC) Financial Management Department (FM) provides responsive and dedicated financial management in support of the OCCPC programs and initiatives.

Functions and Activities

- Budget Administration, to include planning, programming and budget implementation.
- Processes and approves financial transactions based on spend plans and financial guidance.
- Processes travel requests.
- Administers payroll, to include processing finance related payroll actions, provide customer service to all OCCPC employees, and provide support to timekeepers and supervisors.
- Accounting – compiles and verifies the accuracy of accounting data used to prepare statements and reports.
- Records financial transactions in the correct accounting period.

- Reconciles supporting documents to accounting records details and accounting record details to summary account balances.
- Administers OCCPC's end-to-end debt management process.

Resources Directorate

Overview

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

Department of Communications

Overview

Communications is responsible for internal/external communications within Purchased Care. Provides a litany of vital communications products and services.

Functions and Activities

- Public Affairs, Community and Media Relations; Public Speaking/Program Outreach (CHAMPVA, Foreign Medical Program).
- GPO contracting and printing management; Specialty printing (Braille, foreign language documents); In-house printing (limited due to VHA regulations, but we can still print certain unique items such as large posters, one off banners).
- Graphic Design (Magazines, posters, brochures, fact sheets, handbooks/guide books, promotional items, event signage, badges); Photography (event, official portrait, documentation); Videography (limited assets we generally use VA OPA or VAMC film crews).
- 508 Compliance conversions and testing; American Sign Language Interpretation (live interpretation, video phone management, ASL classes, ASL intern partnership); External ASL contract management (COR duties).
- Writing (news articles, press releases, speeches, information papers, fact sheets); Editing (copy editing and publications/layout editing); Binding and Lamination.
- Internet, Intranet and local web site management, review and construction.
- Spanish language translation (written and phone).
- Event Management (direct hiring events, VIP visits, specialty VA events); Health Event Management (blood drives, annual flu shot campaign); Publications storage and management (internal and federal center warehouse).
- American Sign Language Interpretation (live interpretation, video phone management, ASL classes, ASL intern partnership).

- External ASL contract management (COR duties).

Department of Congressional Responses

Overview

Creates official responses concerning Purchased Care issues for 50 percent of VHA facilities with intent to expand to 100 percent once adequate staffing is assured. Respond to inquiries from the White House, President and Vice-President. This also includes Cabinet Members, Members of Congress, State and County Officials, Veterans and beneficiaries. Assures responses address the inquiry and coordinates as necessary to assure that non-OCCPC matters are addressed.

Functions and Activities

- Congressional Response team members coordinate with other agencies to resolve problems affecting Veterans, beneficiaries, and health care providers.
- Facilitate correction of external, often long standing errors by creating Equitable Relief packages for approval of SECVA Title 38 U.S.C. Section 503.
- Manages official publications for the organization.

Department of Logistics

Overview

Manages non-IT equipment, workspaces, facilities, warehousing, space management, Personal Identity Verification (PIV) Card services, telework management, commuter program management, and serves as principal point of contact with contracting officials to assure our compliance and facilitate contracting matters.

Functions and Activities

- Schedules and services VA employees seeking issuance of PIV cards.
- Manages space allocation and requirements at micro and macro levels. Principal member of organization's Space Management Committee.
- Provides information and review materials for all Contracting Officer Representatives (CORs) to assure optimal oversight of this organization's contracts.
- Facilities management and coordination.
- Advises upon and archives memoranda of understanding with external entities.
- Manages security for VA employees in our leased space.
- Provides oversight and information related to Safety within the organization. Hosts numerous exercises and assures a safe workplace for all employees.
- Manages a medium-large warehouse that supports the equipment and supply needs of the organization.

Department of Quality and Workforce Development**Overview**

Hosts and has the capacity to train employees at centralized and decentralized locations upon request. Develops cutting edge training, and provides quantifiable results. Centralizes expertise in a host of areas, to include: training development, knowledge management, training delivery, e-Learning, Leadership, Organization Development, TMS Management and Change Management.

Functions and Activities

- Hosts numerous training classes in virtually every specialty and interest area of Purchased Care.
- Organizational Development specialists capable of effective organization design, upon request.
- Knowledge management reaches every employee in Purchased Care.
- Builds tomorrow's leaders by hosting numerous courses in leadership and management suitable for all levels of experience and for all grades.

Authorities

38 U.S.C. § 73 and applicable Subchapters I-IV

P.L. 93-82: Veterans Health Care Expansion Act

P.L. 99-272: The Consolidated Omnibus Budget Reconciliation Act of 1985

P.L. 104-262: The Veterans Health Care Eligibility Reform Act of 1996

P.L. 106-117: The Veterans' Millennium Health Care and Benefits Act

P.L. 107-135: The Department of Veterans Affairs Health Care Programs Enhancement Act of 2001

P.L. 110-181: National Defense Authorization Act of 2008 (NDAA)

P.L. 110-387: Veterans' Mental Health and Other Care Improvements Act of 2008

P.L. 111-163: Caregivers and Veterans Omnibus Health Services Act of 2010

P.L. 112-154: Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012

P.L. 112-260 Dignified Burial and Other Veterans' Benefits Improvement Act of 2012

P.L. 113-146: Veterans Access, Choice and Accountability Act of 2014, as amended.

National Cemetery Administration

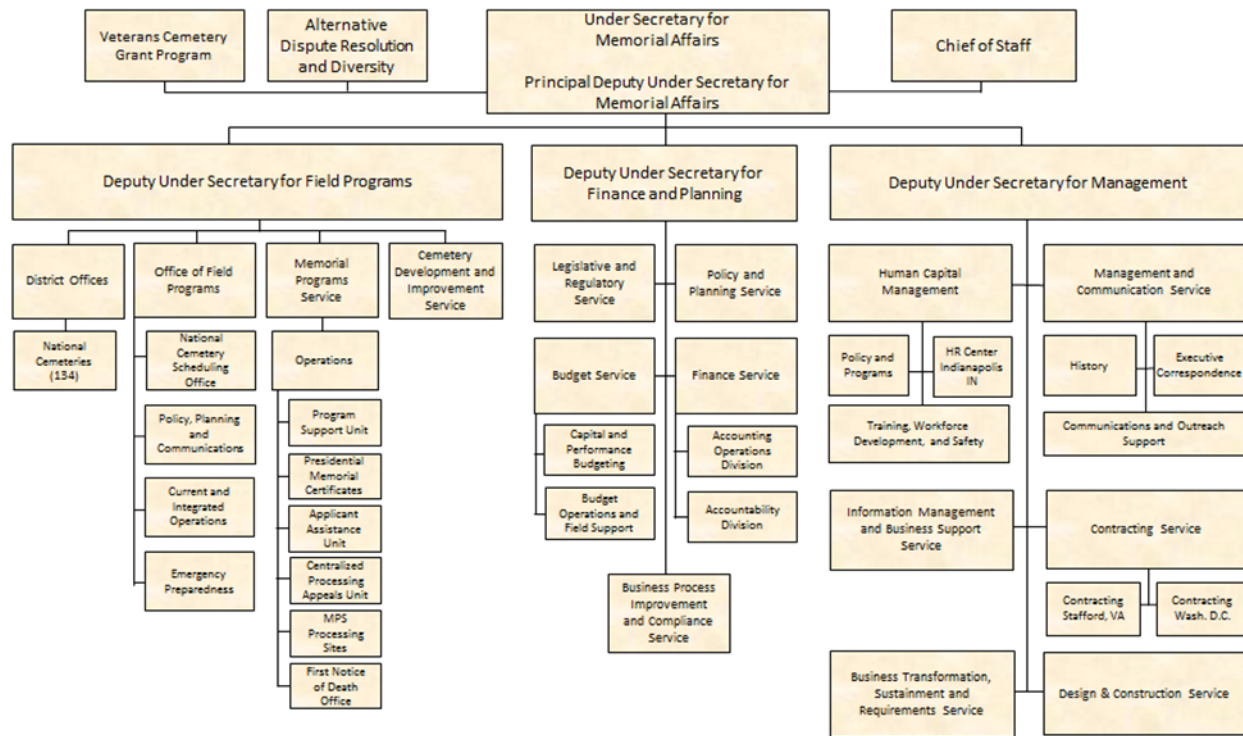


Figure 13 - National Cemetery Administration Organization Chart

[Click here for the alternate representation of the chart](#)

Mission

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

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 134 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 U.S.C. 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 U.S.C. § 2306

38 U.S.C. § 24

38 CFR Parts 38-39

OMB Circular A-123

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 Senior Executive Service (SES) leadership team.

Functions and Activities

- Provides leadership and advisory services that are critical to achieving optimal overall program balance in relation to Department's mission.
- Promotes and maintains successful and productive interactions with a wide variety of entities.
- Liaise with the districts and national cemeteries, coordinates crosscutting tasks and is consulted for evaluation or assessment of documents, processes, correspondence, policies and more.
- Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.
- Manages NCA's delegations of signature authorities for statutory and regulatory actions that Under Secretary for Memorial Affairs (USMA) and NCA staff are authorized to make.

Alternative Dispute Resolution and Diversity (40A2)

Overview

The NCA Alternative Dispute Resolution and Diversity (ADR&A) Office is responsible for the implementation of Title VI & VII Programs. The ADR&A oversees 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 senior leaders, managers, and employees

nationwide on matters of diversity and inclusion, discrimination, equal employment, anti-harassment program, workforce recruitment, retention, reasonable accommodations, special emphasis programs, the national diversity internship program, and the NCA Minority Veterans Program Coordinator program. The DI&EEO Director and staff also serve as liaisons to the Office of Resolution Management (ORM), in matters of discrimination based on Title VI and VII, and serve as facilitators for addressing workforce diversity issues.

Functions and Activities

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

- The ADR&A 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), ADR, and the civil rights programs.
- The ADR&A 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 ADR&A office conducts compliance reviews, site visits, climate assessments, 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, individuals with disabilities, and protection from retaliation. The ADR&A 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 ADR&A 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 ADR&A office administers the organizations Special Emphasis Programs (SEP) in accordance with VA policy and the VA Diversity and Inclusion Strategic Plan. ADR&A 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 ADR&A office does not perform any Federal EEO complaints processing functions under the control and authority of ORM.

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 governments, or U.S. Territories. VA cannot provide grants to private organizations, counties, cities or other government agencies.

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

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

Functions and Activities

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

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

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 134 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 district offices: North Atlantic District (Philadelphia); Southeast District (Atlanta); Midwest District (Indianapolis); Continental District (Denver); and Pacific District (Oakland). The DUSFP develops policies and procedures to administer more than 130,000 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 USMA, the Principal Deputy Under Secretary for Memorial Affairs (PDUSMA), district 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 district 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.

District Offices and National Cemeteries

Overview

District offices supervise the operations and maintenance of VA cemeteries organized within five regions: North Atlantic District (Philadelphia); Southeast District (Atlanta); Midwest District (Indianapolis); Continental District (Denver); and Pacific District (Oakland). District offices determine resource requirements, 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 districts 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.
- Identify significant environmental aspects associated with the operations and activities performed at VA cemeteries. Establish programs and procedures to ensure that cemetery environmental activities are conducted properly, maintaining compliance and minimizing impact to the environment.
- 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, Compensated Work Therapy participants, work study students, summer youth programs, court-ordered details, and prisoners).
- Verify deceased Veterans' identify and standards of quality for burial receptacles to process reimbursement for caskets or urns for the remains of deceased Veterans who are eligible for burial and who have no known next of kin and insufficient resources to purchase a burial receptacle.
- Establish Emergency Preparedness Plans to prepare for a range of internal and external emergencies and contingency situations.
- Establish and implement comprehensive Occupational Safety and Health (OSH) programs to ensure safe and healthful working conditions for the workforce.

Office of Field Programs (41A)

Overview

The NCA Office of Field Programs develops policy and provides operational support to NCA district offices, national cemeteries and the Memorial Programs Service in the provision of VA burial and memorial benefits. This office oversees the National Cemetery Scheduling Office (St. Louis, Missouri), 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 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 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.

National Cemetery Scheduling Office (41A1)

Overview

The National Cemetery Scheduling Office (NCSO) in St. Louis, Missouri 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 caskets 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.

Policy, Planning and Communications (41A2)

Functions and Activities

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

Current and Integrated Operations (41A3)

Functions and Activities

- 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 (41A4)

Functions and Activities

- Establishes, monitors, and administers the NCA nationwide emergency preparedness program to ensure site-specific risks and hazards affecting national cemeteries and office locations are adequately 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, district offices, national cemeteries and other field sites throughout the United States (U.S.) and U.S. Territories.

Memorial Programs Service (41B)

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, Missouri: 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.

Operations (41B1)

- Provides oversight for policy development, service provision and contracts related to the Federal headstone, marker and medallion program; the Presidential Memorial Certificate program; the First Notice of Death Office and the Centralized Appeals Processing Unit.
- Reviews and determines appropriate action on requests to make new Emblems of Belief (EOB) available for inscription on Government-furnished headstones and markers. An EOB is an emblem or symbol that represents the sincerely held belief of the decedent during his or her life that constituted a religion or the functional equivalent of religion.

Program Support Unit (41B2)

- Arranges for the manufacture and delivery of headstones, markers, and medallions to eligible recipients, and ensures appropriate quality control of products.

Presidential Memorial Certificates Program (41B3)

- 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 (41B4)

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

Centralized Processing Appeals Unit (41B5)

- Reviews Notices of Disagreements regarding denied burial and headstone and marker claims and prepares appeals packets for processing to the Board of Veterans' Appeals.

MPS Processing Sites (41B6, 41B7, 41B8)

- Determine eligibility and process requests for Government-furnished headstones, markers and medallions.

First Notice of Death Office (41B9)

- 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.

Cemetery Development and Improvement Service (41C)

Overview

Cemetery Development and Improvement Service (CDIS) is based in Indianapolis, IN with technical staff assigned at district offices and national cemeteries across the United States. CDIS provides leadership, coordination and direction for NCA real property land issues, and integrates cemetery operational requirements into major and minor construction project designs. CDIS provides technical and engineering guidance for cemetery operations, GPS/GIS national program initiatives; fleet vehicle and equipment program requirements; and research/development of new processes and technologies to improve national cemetery operations.

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; fleet vehicles and equipment; 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/CFO (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, Veterans Cemetery Grants Compliance and legislative and regulatory actions. As NCA's Chief Financial Officer, contributes to the overall improvement of financial management throughout the Department.

Functions and Activities

Policy and Planning

- Plans and directs nationwide demonstration programs for managing and improving service delivery, 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 long range planning and performance analysis and reporting efforts. This Service coordinates all long range planning efforts for the Administration and supports both NCA Central Office and field units by providing workload and performance data analysis that is critical for informed decision making. The Policy and Planning Service is also responsible for developing policies that 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, and those whom we serve.
- Ensures implementation of the Government Performance and Results Act Modernization Act requirements, including managing long range 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 planning, programming, formulation, preparation, execution, and reporting of NCA's budget and nationwide oversight of budget activities. This includes the development and analysis of budget estimates for all accounts and the development of NCA policy and procedures concerning all budget formulation and execution activities.

Functions and Activities

- Programs, formulates, justifies, and monitors budget requirements, funding, obligations, and expenditures for all NCA programs, including unique requirements related to cemetery operations and maintenance, major and minor cemetery construction projects, capital asset investment, historic properties, grants to states and tribal organizations to establish and maintain Veterans cemeteries, multiple burial benefits as established by Congress (interment, grave liners, outer burial receptacles, headstones, markers, and medallions), the NCA Gift Fund, and the NCA Facilities Operation Fund.
- Serves as liaison to Department Office of Management on budget matters and requests from the Senate and House Appropriations Committee staffers and OMB.

- Provides cost estimate on all proposed legislation affecting burial benefits.
- Monitors NCA's capital asset investment budget and plan, which includes construction and maintenance repair projects at the national cemeteries.
- Monitors obligations, prepares Monthly Performance Reviews (actuals to operating plans), enables reallocation of resources to achieve program mission.
- Provides guidance to Central Office and Field operations on appropriate funding levels, purchases, travel policy, authorizations, and vouchers. Tracks and executes funding in support of Service Level Agreements, Interagency Agreements, and Memorandums of Understanding.
- Ensures funding justification materials and execution of funds is in compliance with OMB Circular A-11 *Preparation, Submission, and Execution of the Budget*
- 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 134 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, identifies areas of potential improvement, and leads various improvement initiatives. As a basis for reviews, the Service also ensures that national cemeteries, and Veterans cemeteries receiving grants, have a current version of Operational Standards and Measures, and all cemeteries have current internal controls requirements for the Annual Statement of Assurance. Other key activities include: administration of the Annual Statement of Assurance process, Baldrige-based management assessments, and liaison responsibility for NCA with GAO, OIG, and the National Quality Council.

Functions and Activities

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

- Conducts Veterans Cemetery Grants compliance reviews to ensure cemeteries receiving grants maintain grounds and service to NCA standards. Compliance reviews identify areas of strength and opportunity. Cemeteries considered provisionally compliant are required to submit an action plan and report on progress.
- Manages the NCA Organizational Assessment and Improvement (OAI) Program for national cemeteries and Central Office components. This program integrates Baldrige Performance Excellence Framework, Internal Controls, Performance Scorecards, and other key program areas to form a comprehensive organizational review and improvement system for NCA.
- Plans, develops, and maintains procedures and systems for assessing the effectiveness of operational and business practices throughout NCA Central Office, Districts, and VA national cemeteries.
- Leads Lean Six Sigma and other types of improvement, redesign, and evaluation projects to improve organizational effectiveness. Develops, implements, and evaluates programs to prevent and correct unsatisfactory conditions and elements that influence the regulatory correctness and responsiveness of transactions and services.

Legislative and Regulatory Service (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 mission of the Office of Management is to streamline the operations of NCA for greater efficiency and effectiveness. By integrating contracting, project management, site design, human capital, communication, and the NCA history program, the Office is able to personalize and enhance the quality of its service to internal and external customers.

Functions and Activities

Human Capital Management

- Oversees and administers all human resources life cycle management for NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, labor and employee relations, safety and health.

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, district 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
- Manages the NCA Strategic Communication Council
- Conducts memorial benefit and national cemetery awareness outreach programs and events
- Oversees official statements, fact sheets and publications.
- Provides content for NCA websites.

- Maintains NCA's 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, Districts, 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.

Management and Communication Service (43A)

Executive Correspondence (43A1)

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., Districts, 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 (43A2)

Overview

Provides expert public affairs and communications advice and support to the Under Secretary for Memorial Affairs, senior staff, district directors and cemetery directors. Serves as the primary point of contact with VA's Office of Public Affairs.

Functions and Activities

- Oversees the writing of official statements, press releases, articles, biographies, fact sheets, and other materials for NCA.
- Plans major NCA special ceremonies and activities, such as dedications and groundbreaking ceremonies for the opening of new national cemeteries.
- Manages activities of the VA Advisory Committee on Cemeteries and Memorials, such as arranging meetings and presentations, and coordinating the Administration response to Committee recommendations.
- Submits NCA portion of the Weekly Cabinet Report for White House Staff review.
- Develops outreach training programs, materials, and displays for presentation at national and regional Funeral Directors' conferences, VSO conferences, and various other stakeholder conferences and meetings.
- Maintains NCA website content and social media sites, and monitors pertinent news outlets.

History Program (43A3)

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.

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, Districts, and headquarters elements. Analyzes and evaluates markets for unique supplies and services needed to meet NCA operational needs (such as grounds maintenance for cemeteries that are several hundred acres in size, outer burial receptacles or crypts, headstones, markers, and medallions production and delivery), develops procurement sources, and maintains relations with vendors. Advises NCA staff on planning, developing, and implementing statements of work, specifications, and strategies for standardization of items used at multiple locations and consolidated buys.
- Coordinates implementation of legislation and executive orders affecting national cemetery operations related to energy conservation, recycling, "greening the Government" and related initiatives to ensure full NCA compliance.
- Assures SECVA's goals are met in regard to small and Veteran-owned businesses.

Information Management and Business Support Service (43D)

Overview

NCA's Information Management and Business Support Service is responsible for NCA Freedom of Information Act (FOIA), Records Managements, Publications and Privacy Act (PA) Programs and are compliant in all NCA locations throughout the country; provides space management, property accountability, and information technology equipment support for the NCA Central Office (NCACO); and provides liaison and troubleshooting support to NCA field sites on property accountability and information technology equipment issues.

Functions and Activities

- Ensures NCA complies with federal and VA requirements, policies and procedures concerning access to records under the Freedom of Information and Privacy Acts.
- Ensures all records management and official forms are compliant with OMB and Paperwork Reduction Act standards.
- Manages printing contracts and publications for NCA.
- Ensures all NCA Central Office employees' space management and property management needs are met.
- Maintains all copier contracts within NCACO.
- Oversees all major space renovations within NCACO to include space design, purchase of furniture, identifying swing space and movement of offices to and from swing space.
- Provides guidance to NCA field offices on space management, renovations, and moves.

- Serves as a liaison between field sites and Austin Information Technology Center (ATIC) on all Tier II IT equipment issues including finance and budget planning for that equipment to ensure that NCA needs are communicated and funded.
- Provides guidance to all NCA field locations on maintaining accountability on the IT and non-IT equipment.
- Processes reasonable accommodations requests for furniture and IT equipment solutions within NCACO. Provide advice to field locations on the development of such solutions at field locations.
- Provides oversight and support to ensure NCA employees have most appropriate IT equipment and Tier II help desk tickets are resolved in a timely fashion.
- Ensures NCA complies with federal and VA requirements, policies and procedures concerning HSPD-12.

Business Transformation, Sustainment and Requirements Service (43E)

Overview

The Business Transformation, Sustainment and Requirements Service (BTSRS) supports the transformation of the National Cemetery Administration (NCA) by modernizing the NCA wide IT applications capabilities. BTSRS will address data weaknesses, expand end-user functionality (e.g. chain of custody tracking, Veteran case status, digital mapping, gravesite validation, online forms, etc.), re-architect to enable integration with enterprise services. Ultimately this will increase NCA employee and customer satisfaction in support of Veterans and their families. BTSRS will lead the design, development, and deployment of the modernized architecture, while supporting the legacy requirements with the focus on reducing risk and optimizing resources.

Functions and Activities

- Organizes the MBMS program to ensure business outcomes & value delivery.
- Ensures the delivery of short term enhancements to the current business and web platforms.
- Stands up plans, approach and design for the long term platform replacement.
- Represents NCA business leadership and their needs in dealings with Office Information and Technology (OIT).
- Ensures the MBMS solutions are designed and deployed in accordance with the Voice of the Business.
- Ensures a timely and cost effective solution to meet the needs of the business.
- Manages partners for delivery of the overall Program within the constraints of scope, time, and budget..
- Collaborates with the strategic planning process to define the business vision and goals.

- Engages with the 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.

Human Capital Management (43F)

Overview

Human Capital Management is responsible for all human resource products, services, and activities in NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, 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.

Training, Workforce Development, and Safety (43F1)

Overview

The Training, Workforce Development, and Safety 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, Workforce Development and Safety, provides NCA-specific and commercially unavailable technical and leadership training for Cemetery Director Interns, Cemetery Directors, and other field and central office personnel, to develop competency and reinforce uniform operating procedures and standards.
- Manages NCA's Cemetery Caretaker Apprenticeship Program (CemCAP) for homeless Veterans.
- 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.
- Manages and oversees the NCA Office of Workers Compensation Program (OWCP).

Human Capital Management, Policy and Programs (43F2)

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, safety 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 (43F3)

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.

Office of Management

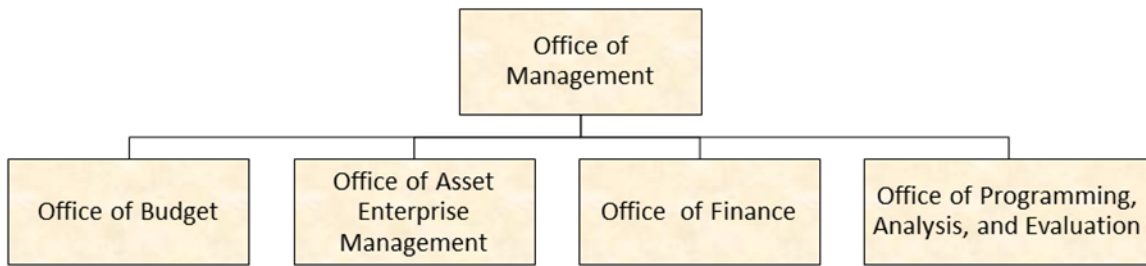


Figure 14 - Office of Management Organization Chart

[Click here for the alternate representation of the chart](#)

Mission

The Office of Management (OM) enables VA to provide a full range of benefits and services to our nation’s Veterans by providing strategic and operational leadership in budget, financial management, programming, cost analysis, 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

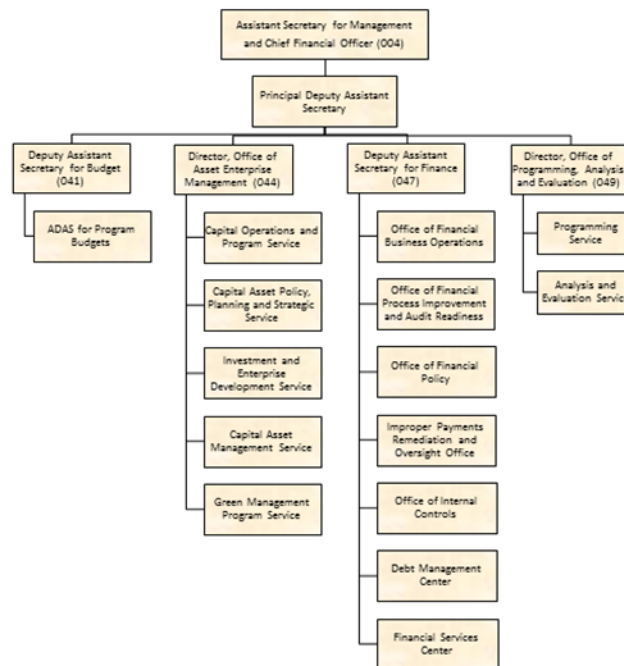


Figure 15 - Office of the Assistant Secretary For Management

[Click here for the alternate representation of the chart](#)

Overview

OM supports the Administrations and Staff Offices through four major service lines and has a number of activities and initiatives underway to help improve the Department's operations.

Functions and Activities

- The Assistant Secretary for Management oversees all resource requirements, Budget formulation, and financial management activities relating to VA programs and operations. In addition, responsibilities include a Departmental accounting and financial management system that provides for management, cost, and account information. OM also oversees the Department's capital asset management activities and business oversight activities, including development and implementation of policies and regulations.

Office of the Assistant Secretary for Management

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

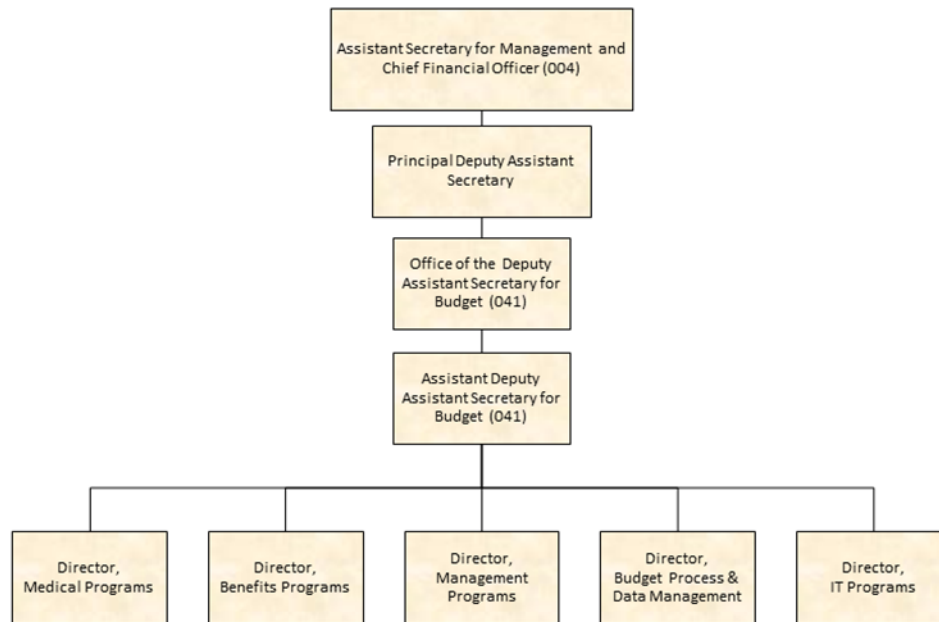


Figure 16 - Office of Budget Organization Chart

[Click here for the alternate representation of the chart](#)

Overview

The Office of Budget supports the Department in service to Veterans by managing the strategic and policy decision making processes in the formulation, execution, analysis, justification, and preparation of the Department's budget. The office serves as the primary liaison with the Office of Management and Budget (OMB) and Congressional appropriations committees to defend and promote the Department's program plans and budget estimates. The office also coordinates closely with program officials to ensure budget requests are technically accurate, performance-based, and focused on improving the Veteran experience.

Functions and Activities

The Office of Budget manages and directs all budget formulation and execution activities for the Department.

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.
- Leads budget execution review processes and keeps VA leadership informed of key issues and trends.
- Issues guidance to VA Administrations and Staff Offices to prepare, review, and analyze their internal budgets/operating plans, and develop analyses, options, and recommendations for budget decision-making.

- Manages all aspects of VA’s annual budget request to OMB to defend and promote the Department’s program plans and budget estimates, and negotiates/appeals the OMB Passback decisions.
- In coordination with Administrations and Staff Offices, develops Congressional Justifications Budget and the data for the President's Budget Appendix.
- Manages monthly CFO budget execution reviews.
- Represents VA in budget deliberations with OMB and Congressional appropriations committees.
- Develops testimony, briefing books, and materials for Department leadership’s budget presentations to Congress, VSOs, and the media.
- Manages Questions for the Record, Congressional Tracking Reports, and other inquiries from the House and Senate Appropriations Committees.

Authorities

OMB Circular A-11
 OMB Circular A-19
 OMB Circular A-129
 Title 31
 31 U.S.C. 1341 et seq.
 P.L. 112-74
 GAO Red Book
 The Economy Act and the Account Adjustments Statute

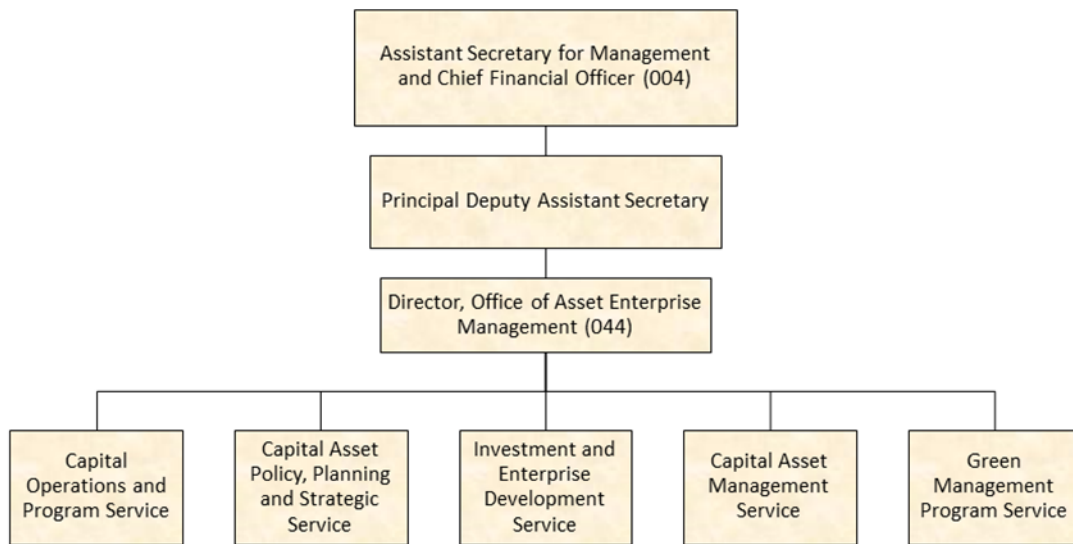


Figure 17 - Office of Management - Office of Asset Enterprise Management

[Click here for the alternate representation of the chart](#)

Office of Asset Enterprise Management

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

Overview

The Capital Operation and Program Service (COPS) provide the day-to-day administrative operations and functions needed to support OAEM. COPS is the central coordinating point for all 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

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

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

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.
- Manages the GSA delegation process for lease procurements, and lease status tracking at the portfolio level.
- 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 VA's Capital Asset Management System, Capital Asset Inventory System, SCIP Automation Tool, SCIP SharePoint sites, OAEM Records Management tool (Records Center), EUL Information system, and 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

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 led 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 U.S.C. § 9601 et seq.)
Clean Air Act of 1970, as amended, (CAA) (42 U.S.C. §7401 et seq.)
Clean Water Act of 1977 (CWA) (33 U.S.C. § 1251 et seq.)
Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA) (42 U.S.C. 1011 et seq.)
Farm Security and Rural Investment act of 2002 (FSRIA), §ion 9002 (7 U.S.C. 8102)
National Environmental Policy Act (NEPA) (42 U.S.C. 4321 et seq.)
Food, Conservation and Energy Act of 2008 (FCEA) § 9002 (P.L. 110-246)
Pollution Prevention Act of 1990 (PPA) (42 U.S.C. §§ 13101-13109)
Resource Conservation and Recovery Act of 1976 (RCRA) (42 U.S.C. § 321 et seq.)
Safe Drinking Water Act of 1974 (SDWA) (42 U.S.C. § 300 et seq.)
Superfund amendments and Reauthorization Act of 1986 (42 U.S.C. 9601 et seq.)
Toxic Substance Control Act of 1976 (42 U.S.C. § 2601 et seq.)
P.L. 110-140, 121 Stat. 1492
P.L. 102-486, 106 Stat. 2776
P.L. 109-58, 119 Stat. 594
EP Act Transportation Regulatory Activities
EO 13327+
EO 13653
EO 13690
EO 13693
Federal Acquisition Streamlining Act of 1994
40 CFR Protection of the Environment, §§ 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
P.L. 95-619, 92 Stat. 3206
42 U.S.C. 8252 et seq.
Office of Management and Budget Capital Programming Guide
OMB Circular A-11
38 U.S.C. § 2405
38 U.S.C. § 8103
38 U.S.C. § 8104
38 U.S.C. §§ 8118, 8122
38 U.S.C. § 8122
38 U.S.C. § 8163(c) (4)
38 U.S.C. § 8122
38 U.S.C. § 8122(a) (3)
38 U.S.C. §§ 8161-8169
40 U.S.C. § 471 et seq.
42 U.S.C. §§ 4321-4370d
42 U.S.C. §§ 9601-9675
VA Directive 0011, 0055, 00560057, 0058, 0059, 0062, 0063, 0064, 0065. 0066. 0067, 0637

VA Handbook 0637
 VA EUL Handbook and Directive 7415

Office of Finance

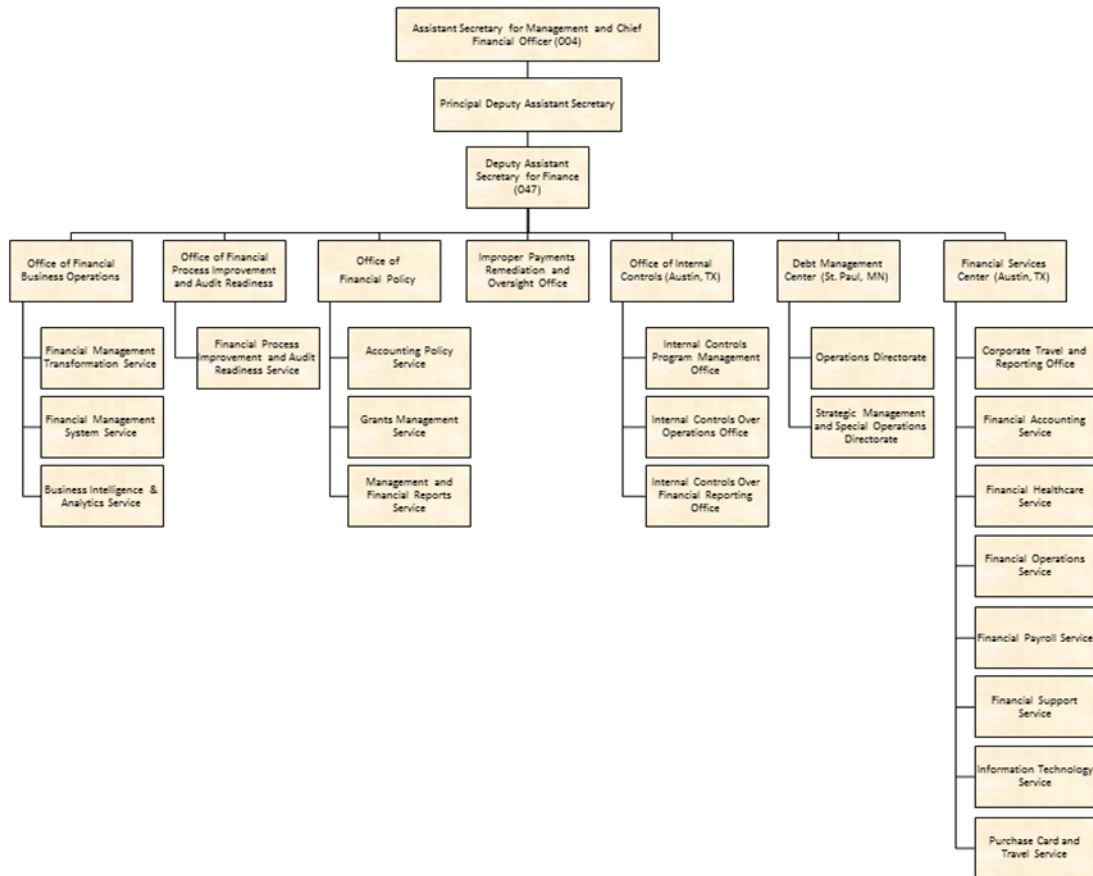


Figure 18 - Office of Finance Organization Chart

[Click here for the alternate representation of the chart](#)

Overview

The Office of Finance (OF) maintains stewardship of Departmental resources; establishes Departmental financial policies, prepares financial reports, and information on VA’s appropriations and funds (general, revolving, special, and deposit) for cost and obligation accounting; and, oversees the management of VA’s 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 regarding remediation

and reporting of VA improper payments, internal controls, and 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

Overview

The Office of Financial Business Operations (OFBO) manages VA's financial system modernization effort, a multiyear project to migrate VA from a 30-year old legacy core accounting system to a modern system hosted by a Federal Shared Service Provider (FSSP). In addition, OFBO manages VA's legacy Financial Management System (FMS), the Management Information Exchange (MinX), 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. Finally, OFBO manages VA's implementation of the Digital Accountability and Transparency Act of 2014 (DATA Act) as well as reporting financial data responsive to the USASpending.gov initiative.

Functions and Activities

- Provides program management for the migration of VA to a FSSP to modernize VA's core accounting system and redesign VA financial business processes.
- Serves as principal advisor to the Deputy Assistant Secretary (DAS) for Finance on all matters related to the legacy core financial systems (FMS and MinX) and the interfaces with other smaller agency financial systems.
- Ensures compliance with the DATA Act, USASpending.gov initiative, and other transparency initiatives, taking the lead to submit data to the Office of Management and Budget (OMB) as required.

Financial Management Transformation Service

Overview

The Financial Management Transformation Service (FMTS) is the program management office responsible for transformation and modernization of VA's financial management environment (systems and business processes). VA's legacy system is 30 years old and there is a clear need for a modern system. Pursuant to OMB Circular M13-08, VA plans to migrate to a Shared Service Provider (SSP) offering a financial systems solution.

Functions and Activities

- Serves as the Program Management Office for Financial Management Business Transformation.
- Coordinates all activities required for the large scale modernization effort.
- Promotes stakeholder involvement throughout the effort in order to ensure modernization activities meet VA's needs.
- Implements best practices and lessons learned for business transformation.

Financial Management System Service

Overview

The Financial Management System Service (FMSS) provides oversight on systems matters relating to accounting, reporting and interfaces that affect FMS and MinX. VA's current financial system framework consists of FMS as the core financial system and a variety of subsidiary and feeder systems which process transactions of various types. MinX is the VA financial report system used to produce financial statements for external reporting. FMSS also plans long-range financial systems modernization initiatives.

Functions and Activities

- Maintains FMS, VA's legacy core accounting system.
- Ensures systems passing financial information to FMS comply with Government-wide accounting principles and standards and with financial systems policy/automated financial data exchange requirements.
- Monitors security related issues (access and maintenance) for both FMS and MinX applications.
- Provides Annual Close support.
- Resolves system issues and implements internal controls in VA accounting systems.
- Plans and manages modernization efforts for VA's financial systems.

Business Intelligence & Analytics Service

Overview

The Business Intelligence & Analytics Service (BI&AS) is VA's lead for complying with the USAspending.gov initiative, the DATA Act, the Federal Innovation and Transformation (FIT) initiative, and the President's Executive Order – *Making Open and Machine Readable the New Default for Government Information*. BI&AS 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 Process Improvement and Audit Readiness

Overview

The Office of Financial Process Improvement and Audit Readiness (OFPIAR) provides accountability and sustained focus for remediating financial statement audit findings Department-wide and coordinates business process improvements to improve VA's financial internal controls.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to audit readiness.
- Provides oversight, direction, and coordination regarding the annual financial statement audit.
- Reengineers business processes to support the financial system modernization effort.

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 financial internal controls.

Office of Financial Policy

Overview

The Office of Financial Policy (OFP) is responsible for Department-wide financial policy, preparing VA's annual Consolidated Financial Statements, publishing the Agency Financial Report (AFR), and providing guidance to affected offices on grants management issues.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to financial policy.
- Creates VA's Consolidated Financial Statements.
- Publishes the AFR.
- Provides oversight, direction, and coordination for VA grants management.

Accounting Policy Service

Overview

The Accounting Policy Service (APS) provides VA-wide financial policy and guidance. Policies include finance and accounting, payroll, 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, including establishing new VA funds.
- Supports changes to cost accounting detail codes including cost centers and BOCs, and answers related cost accounting inquiries.
- Assists in the annual preparation of the Consolidated Financial Statements and other reporting requirements.

Grants Management Service

Overview

The Grants Management Service (GMS) 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 single audit coordination.
- 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.
- Responds to *Freedom of Information Act* requests and privacy issues of a financial management nature within VA Central Office (VACO).

Management and Financial Reports Service

Overview

The Management and Financial Reports Service (MFRS) prepare VA's financial statements and related financial information in accordance with the laws and regulations of the United States Government, principally the Chief Financial Officers Act (CFO Act) of 1990 and the Government Management Reform Act (GMRA) of 1994. The principal financial statements are prepared to report the financial position and results of operations of VA pursuant to the requirements of 31 U.S.C. 3515 (b).

Functions and Activities

- Prepares financial statements, footnotes, and supplementary financial information for VA's AFR.
- Assists in the coordination of the financial statements audit, preparing the bulk of auditor requested schedules and responses to auditor points/questions and reconciliations.
- Manages and prepares deliverables to assist with the implementation of CAPs related to key financial statement audit findings.
- Reports VA-wide financial information monthly to Treasury and OMB for Government-wide consolidation.
- Assists in financial policy development and review.

Improper Payments Remediation and Oversight Office

Overview

The Improper Payments Remediation and Oversight (IPRO) Office is responsible for overseeing the Department's compliance with the Improper Payments Elimination and Recovery Act (IPERA) and its amendments. IPRO is charged with improving leadership, oversight, and guidance for the Department on improper payment estimation and reporting as well as strategically evaluating current Governance processes and procedures to identify opportunities for improvements.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to VA improper payments.

- Provides guidance and support to VA Administrations and VACO Staff Offices regarding remediation, effective measurement, and reporting of improper payments.
- Provides milestone target dates annually for IPERA program.
- Issues and updates IPERA policy and guidance.
- Reviews and provides recommendations on completed pre-risk assessments and risk assessments.
- Provides oversight and support to ensure root causes are accurately identified in the development and implementation of effective CAPs to drive remediation of improper payments.
- Coordinates all data collection and reporting requirements in compliance with OMB timelines for reporting on IPERA activity.
- Prepares and reports IPERA Program activities annually in the AFR.
- Manages coordination of the annual OIG audit of IPERA compliance.
- Reports quarterly on the High-Dollar Overpayments that occurred in programs susceptible to significant improper payments to the OIG and to the Council of Inspectors General on Integrity and Efficiency, and to make this report available to the public.

Office of Internal Controls

Overview

The Office of Internal Controls (OIC) is the Department's internal controls organization and is located in Austin, Texas. OIC consists of a Director's office and 3 offices – Internal Controls Program Management Office, Internal Controls over Operations Office, and Internal Controls over Financial Reporting Office.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to internal controls.
- Provides oversight, direction, and coordination for the overall internal controls operation.

Internal Controls Program Management Office

Overview

The Internal Controls Program Management Office is responsible for coordinating VA's internal control program, culminating in the Secretary's annual Statement of Assurance published in the AFR.

Functions and Activities

- Coordinates internal controls assessment activities across VA, including preparing the Secretary's annual Statement of Assurance.

- Sets and communicates guidance regarding internal controls and all Federal Manager's Financial Integrity Act of 1982 (FMFIA) related assessment activities across VA including developing tools and templates to support VA's internal controls program.
- Provides training on internal controls, policy requirements, and use of tools and templates.

Internal Controls over Operations Office

Overview

The Internal Controls over Operations Office develops and implements a program to assess and improve internal controls over operations across VA through testing operational controls and conducting reviews of emerging issues.

Functions and Activities

- Coordinates VA-wide operational risk assessment to evaluate risk of VA assessable units and prioritize evaluation and validation activities.
- Identifies requirements for assessable units to implement in order to evaluate internal controls over operations.
- Supports assessable units on their operational assessments – providing guidance, training, tools & templates – as well as monitoring/oversight to ensure that the assessments are performed.
- Performs validation testing of operational internal controls.
- Performs reviews of emerging issues.

Internal Controls over Financial Reporting Office

Overview

The Internal Controls over Financial Reporting Office reviews internal controls over financial reporting.

Functions and Activities

- Performs assessments of VA's 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.

Debt Management Center

Overview

The DMC operates as an Enterprise Center within the VA Franchise Fund and provides debt collection and financial services on a fee-for-service basis to VA Program Offices, NCA, VBA and VHA.

Functions and Activities

- Serves as principal advisor to the DAS for Finance on all matters related to debt collection operations for its customers.
- Provides oversight, direction, and coordination for the overall debt collection operation.

Operations Directorate**Overview**

The Operations Directorate is responsible for responding to Veterans' written and telephone inquiries, processing refunds, 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.

Strategic Management and Special Operations Directorate**Overview**

The Strategic Management and Special Operations Directorate provide administrative support for the DMC and the daily operation of the DMC's mail processing and workload related to education benefits and congressional inquiries.

Functions and Activities

- Reviews, monitors and recommends changes to financial policy as it relates to debt collection activities.
- Manages the daily distribution of mail and check processing.
- Provides human resources liaison services required to support daily operations.
- Provides procurement services in terms of contract support and filling the operating needs of the DMC.
- Creates, monitors and implements DMC's operating budget and the related business plan.
- Coordinates all facility issues such as maintenance, utilities and renovations.
- Manages, trains, and supervises DMC's collections staff.

Financial Services Center

Overview

The FSC operates as an Enterprise Center of the VA Franchise Fund and provides an array of financial management and professional and administrative services on a fee-for-service basis to VA and other Governmental agencies.

Functions and Activities

- Serves as a principal advisor to the DAS for Finance, and is accountable to the 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.
- Provides procurement support.
- Performs internal business office functions.
- Facilitates employee training and development.
- Provides project management support.
- Executes financial management related disaster recovery activities.
- Represents the FSC on SSP 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) oversee 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 P.L. 113-46.

- Monitors VA conference policies and procedures (VA Financial Policy Volume 14 Chapter 10) and ensures compliance with current laws and regulations.
- Develops and manages the Conference Oversight and Reporting Knowledgebase (CORK) Web-based application.
- Assists VACO's 5,500 Washington, DC-based travelers with using E-Gov Travel Service 2 (ETS2), Concur Government Edition.
- Processes requests for waivers and authorized exceptions to travel policy.
- Processes official VA passport and visa requests for international travelers.
- Serves as the sole custodian of all Diplomatic and Official passports issued to VA employees.

Financial Accounting Service

Overview

The Financial Accounting Service (FAS) is responsible for financial reports and accounting, nationwide accounting services and common administrative fiscal services for 12 stations. One of the primary functions of FAS is to ensure accounting transactions are properly recorded, reconciled, and reported to Treasury and OMB. FAS staff also provide Intragovernmental Payment and Collection System, Intragovernmental Reconciliation, Treasury Reconciliation, Agent Cashier Accountability, Financial Systems Oversight, and FMS annual close services to VA.

Functions and Activities

- Prepares and reconciles financial reports.
- Provides VA nationwide, station and intragovernmental accounting services.
- Coordinates VA implementation of Treasury modernization initiatives and provides Treasury reconciliation services.
- Performs financial systems oversight and serves as a liaison between VA field activities and IT staff operating FMS and other financial systems.
- Maintains VA's Intragovernmental Payment and Collection System and agreement repository.
- Processes collections and prepares income statements for all Enterprise Centers.
- Processes FMS service requests.
- Provides Agent Cashier accountability.
- Performs functional FMS Annual Close coordination.
- Provides financial policy support including reviewing all new FMS general ledger accounts and standard transactions.

- Offers financial system and accounting training.

Financial Healthcare Service

Overview

The Financial Healthcare Service (FHS) is responsible for the payment of medical claims for its VA and other government agency (OGA) customers. FHS provides a wide range of services associated with the payment of medical claims starting with receipt and intake of the claim, Electronic Data Interchange or optical character recognition (OCR) conversion of paper claims, the calculation of a reimbursement amount on the claim using a commercial off-the-shelf claims adjudication engine, and the payment and generation of an explanation of benefits to the provider. In addition, a web based medical care authorization portal is available along with a portal accessible by the medical providers to check their claim status.

Functions and Activities

- Supports claim processing for the Department of Homeland Security (DHS) Immigration and Customs Enforcement Health Service Corps (IHSC) and the Department of Health and Human Services (HHS) Office of Refugee Resettlement (ORR) .
- Processes contract dialysis claims for VHA.
- Processes Care in the Community and Choice medical claims via the Fee Basis Claims System (FBCS) for VHA.
- Partners on a major pilot project with the VHA Non-VA Purchased Care Office to develop a comprehensive claims processing system designed to be the future-state system for Purchased Care.
- Provides Enrollment and Eligibility, Referral Authorization, and Hospital Notification services to VHA to assist in the processing of non-VA medical claims.
- Processes medical claims and payments to families stationed at Camp Lejeune, North Carolina from Jan 1957 to December 1987.

Financial Operations Service

Overview

The Financial Operations Service (FOS) is responsible for a full range of financial operations, including electronic vendor payment services, customer relationship management, vendor file maintenance, and payment resolution services. FOS's electronic invoicing service, in partnership with commercial partners, incorporates innovative technology to eliminate paper invoices, reduce manual processing, improve quality, and reduce operating costs. FOS' state of the art workflow system includes capabilities such as automated business rules, 3-way matching, approval interfaces, automatic payment transaction creation, service oriented architecture, and automated correspondence.

Functions and Activities

- Provides commercial vendor payment services.

- Performs vendor file maintenance services.
- Performs customer relationship management services.

Financial Payroll Service

Overview

The Financial Payroll Service (FPS) provides a “one stop” resource for VA payroll offices to resolve all payroll related issues. FPS Field Support staff provide local payroll support to more than 15,000 employees across the country including VACO, NCA, OIT and selected VBA stations. Additionally, FPS provides payroll training and assistance to VHA payroll offices. FPS Payroll Support Operations staff provide Tier 1 customer service support, procedural guidance for settlement actions and regulatory changes, and payroll retirements. FPS Operations staff conduct the deployment and sustainment of stations transitioning to the new VATAS. These services include customer service support and requirements development for system updates. FPS Payroll/HR Systems Service staff provide management for the VA’s payroll and related systems to ensure accurate pay for VA’s diverse Title 5, Title 38, and hybrid employees.

Functions and Activities

- Provides local payroll customer service.
- Provides nationwide payroll support and system services.
- Provides VATAS operational and deployment services.

Financial Support Service

Overview

The Financial Support Service (FSS) provides an effective and supportive risk-based internal control program for FSC operations, conducts quality control reviews of FSC payment operations, plans and conducts auditing activities to identify, prevent, or recover VA improper payments, and provides grants auditing support services to VA entities. FSS also provides data analysis support to other FSC and VA entities to help identify key operational problem areas, improvement opportunities, and to respond to internal and external inquiries.

Functions and Activities

- Coordinates VA and FSC performance measurement and monitoring.
- Provides audit recovery services.
- Performs internal audit and oversight.
- Provides grant auditing services.
- Provides data analytics services.

Information Technology Service

Overview

The Information Technology Service (ITS) 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 FSC's IT infrastructure. ITS assures FSC's local area network, desktops, mobile devices and data repositories are secure and meet all VA and Federal information security requirements.

Functions and Activities

- Performs development/maintenance of in-house applications.
- Assesses FSC enterprise and system architecture.
- Performs capacity planning.
- Performs IT-related continuity of operations and disaster recovery functions.
- Performs database, server and desktop administration.
- Provides IT customer service help desk support.
- Provides Electronic Commerce and Electronic Data Interchange consulting, processing, and data analytics services.

Purchase Card and Travel Service

Overview

The Purchase Card and Travel Service (PCTS) provide centralized oversight and administration of the Travel, Lockbox and Purchase Card Programs to ensure compliance with various Public Laws, Federal Regulations, and Agency policies.

Functions and Activities

- Serves as the US Bank liaison to manage VA Purchase, Travel, Fleet, FEE, and Prime Vendor accounts.
- Performs charge card administration in US Bank Access On-Line for Purchase, Fleet, and Travel cards.
- Performs charge card management services which include responding to Fleet, Prime Vendor, Travel, and Purchase Card inquiries and audit requests.
- Performs Lockbox duties to include processing debit vouchers, deposit tickets, rejected checks, rejected credit cards, and processing exceptions to medical co-payments, on behalf of the Veteran.
- Provides travel and relocation assistance for employees who have Temporary Duty Travel (TDY) and Permanent Change of Station (PCS) requirements.

- Oversees and performs reviews on travel obligations and disbursements in various financial management systems.
- Provides program management for the E-Gov Travel Service 2 (ETS2) and the PCS Travel Portal financial systems for new enhancements, regulatory updates, and system issues.
- Manages TDY, PCS, and Charge Card program training.

Authorities

Government Management Reform Act of 1994

P.L. 103-356

Military Quality of Life and Veterans Affairs Appropriations Act, 2006

P.L. 109-114

OMB Memorandum 11-35, dated September 21, 2011

OMB Memorandum 12-12, dated May 11, 2012

P.L. 112-154, § 707

VA Chief of Staff Memorandum dated September 26, 2012

OMB Circular A-123

P.L. 97-255

P.L. 109-282

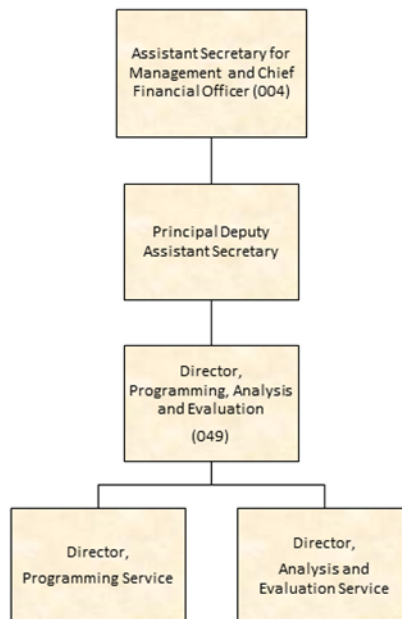


Figure 19 - Office of Management Office of Programming, Analysis and Evaluation

[Click here for the alternate representation of the chart](#)

Office of Programming, Analysis and Evaluation

Overview

The Office of Programming, Analysis and Evaluation's (PAE) mission is to improve service to our Veterans by enabling the VA to make evidence-based resource and program decisions and promote Programming excellence. PAE is VA's independent, analytical voice for supporting improved cost estimation, alignment of resources, and decision-making to achieve the Department's strategic goals and objectives. PAE leads key components within the Department's Managing for Results (MFR) process for connecting the forecasting of Veterans' needs (requirements) to strategy and resource planning (budget), in order to optimize our services to Veterans.

Functions and Activities

- PAE's Programming Service leads the Department's transition to a true requirements-driven, multi-year resource allocation process.
- PAE's Analysis and Evaluation Service is the independent assessment organization that provides VA leadership with objective analysis to inform strategic decision-making.

Programming Service

Overview

The Department's Programming process is the forcing function that provides the disciplined framework to develop, assess, and prioritize multi-year resource requirements from the Veteran's perspective in order to effectively achieve VA's mission.

Functions and Activities

- Serves as the integrator between the Department's Mission Requirements Planning and Budget phases within the MFR process.
- Leads the Department's multi-year Programming process, providing the enterprise-view necessary for VA leadership to make well informed, long term resource allocation decisions.
- Develops forward-looking and integrated Programming capabilities VA-wide.
- Supports integration, validation, and prioritization of multi-year resource requirements at the enterprise level and leads analyses and reviews of VA programs.
- Manages VA's Programming data and associated programmatic alignment with other MFR phases.

Analysis and Evaluation Service

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 - §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 Information and Technology

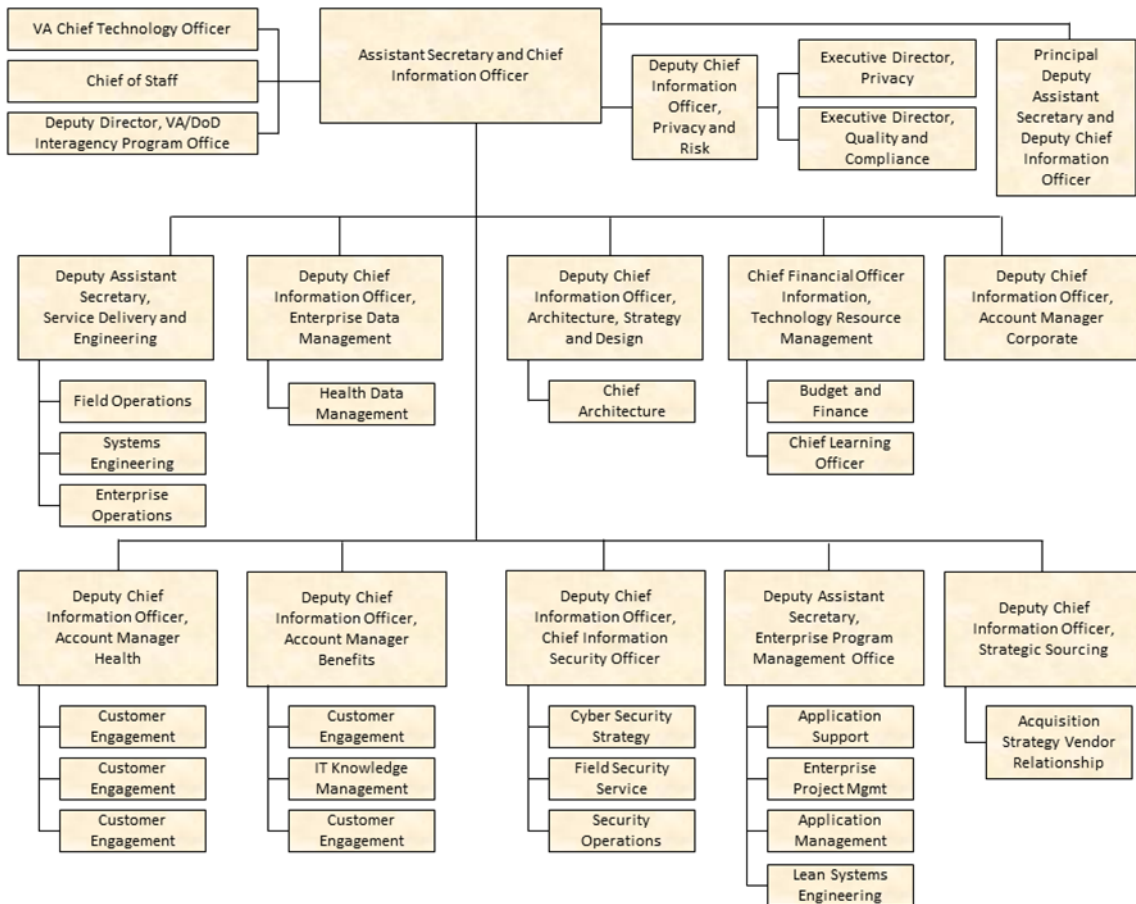


Figure 20 - Office of Information and Technology Organization Chart

[Click here for the alternate representation of the chart](#)

Mission

Become a world-class organization that provides a seamless, unified Veteran experience through the delivery of state-of-the-art technology. Collaborate with our business partners to create the best experience for all Veterans.

Assistant Secretary for Information and Technology and Chief Information Officer

Overview

The Assistant Secretary for Information and Technology and Chief Information Officer (AS/CIO) leads the Office of Information and Technology (OI&T). OI&T 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.

Functions and Activities

- Oversees information protection policies, planning, and activities in order to improve how VA and its partners safeguard sensitive data.
- Approves the Enterprise Architecture and IT Strategic Plan objectives and performance measures necessary to support VA business lines.
- Sets the precedence for customer service excellence through customized IT services that will identify and define innovative solutions that meet OI&T business partner's needs while building trusted relationships with stakeholders.
- Oversees the direction of financial management, human capital management, IT asset management and procurement activities for OI&T.
- Provides the necessary guidance for IT support of all operational and maintenance activities throughout the VA.
- Presents a single vision for all enterprise application development activities pertaining to planning, developing(or acquiring), and testing applications .

Principal Deputy Assistant Secretary

Overview

The Principal Deputy Assistant Secretary for OI&T (PDAS) serves as the Deputy Chief Information Officer (DCIO) for OI&T with the responsibility to oversee and facilitate all IT activities of the Department. The PDAS is responsible for all information technology programs with the Department of Veterans Affairs (VA) and is tasked with improving the effectiveness of program operations and assisting line and staff organization in the performance of their missions.

Functions and Activities

- Carries out strategic planning.
- Ensures quality improvement throughout OI&T.
- Responsible for the executive leadership over the Deputy Assistant Secretaries (DAS) and/or Deputy Chief Information Officers (DCIO) assigned to OI&T as well as the day to day management of the administrative staff assigned to the OI&T.
- Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.
- Oversees all Human Capital Management support for OI&T employees.

Human Capital Management

Overview

The Office of Human Capital Management (HCM) provides OI&T a myriad of human capital functions to ensure OI&T develops, deploys, and continuously improves upon the effective management of OI&T human capital.

Functions and Activities

- Directs HCM activities through the functions of HCM Operations, Relationship Management, HR Servicing Transformation, Transformation & Planning, and the organizational business office
- Represents OI&T on all department and external to department HCM related matters
- Develops and directs the HCM strategic goals to support the mission of OI&T
- Provides direct oversight to the OI&T SES management program including classification, performance plans, and awards
- HCM Operations

Overview

The Office of HCM Operations provides data reporting, processing and records (PAR) processing, programs & policy, and recruitment.

Functions and Activities

- Perform data reporting related to HCM performance management indicators
- Manage career promotions, reassignments, details, awards & performance appraisals, realignments, and time and leave program
- Develop position descriptions, maintain OI&T position descriptions, and liaison with HR Classification
- Perform position management and develop OI&T staffing model
- Manage HCM programs including telework, EAP, OWCP, reasonable accommodation, awards & performance guidance, SLRP, tuition reimbursement
- Manage all recruitment including recruitment requests, screening & interview, and final offers

HR Servicing Transformation

Overview

The Office of HR Servicing Transformation develops the strategy and plans to consolidate and transition all HR liaison activities to the office of HCM.

Functions and Activities

- Construct and analyze the current OI&T HR liaison functions
- Develop strategy and plan to consolidate all remaining HR liaison functions throughout OI&T
- Develop transition plan to transfer employees and work assignments for all employees performing HR functions to the office of HCM

Relationship Management

Overview

The Office of Relationship Management provides human capital account management representation to all OI&T functional organizations.

Functions and Activities

- Provide direct customer service to senior leaders, supervisors and employees on HCM related matters
- Receive all HCM work requests and assign to appropriate HCM Team
- Provide interface between customers and HCM to ensure appropriate prioritization of work
- Track and analyze all HCM actions and provide performance metrics to customers
- Develop methods to improve HCM customer experience

Transformation and Planning

Overview

The Office of Transformation and Planning provides OI&T with strategic organization design and solutions to continuously evolve by incorporating emerging requirements within the organizational structure.

Functions and Activities

- Develop architecturally sound organization structures
- Assist in the development of complex supervisory and technical positions
- Provide oversight for large scale (involving two or more functional organizations) realignments, reorganizations, or transformation efforts.
- Develop HCM strategic plan, succession planning, and workforce planning
- Provide contractual oversight for the development of the HCM strategic plan and OI&T staffing model

Business Office

Overview

The Business Office provides various life support functions to all front office organizations in order to sustain continuous business operations.

Functions and Activities

- Perform all budget related activities
- Provide conference and travel administration and oversight

- Perform training oversight
- Perform equipment, space management, and logistics oversight

Chief of Staff

Overview

The Chief of Staff (COS) is a member of the OI&T management team, providing direct advice and high-level technical support to the Assistance Secretary and the Principal Deputy Assistance Secretary for OI&T, as well as Senior Executive Schedule (SES) leadership Teams.

Functions and Activities

- Provides leadership and advisory services that are critical to achieving optimal overall program balance in relation to VA's mission.
- Promotes and maintains successful and productive interactions with a wide variety of entities.
- Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.
- Manages OI&T's delegations of signature authorities for statutory and regulatory actions that OI&T staff is authorized to make.
- Directs and oversees OI&T Strategic Communications.

Interagency Program Office

Overview

The Department of Defense/Veterans Affairs Interagency Program Office (DoD/VA IPO) was established by the National Defense Authorization Act in FY 2008 (NDAA FY08) and re-chartered with the NDAA FY2014, creating a new charter signed in Dec 2013. The DoD/VA IPO 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.

- 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.
- 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.

Office of Privacy and Risk

Overview

The Office of Privacy and Risk advises the AS/CIO on several complex and sensitive Privacy and Risk issues that cross organizational boundaries within the Department. In addition to interfacing with external agencies, such as OMB, GAO, OIG, and Congress, the Office of Privacy and Risk works to assure department-wide compliance with all applicable laws, policies and standards.

Functions and Activities

- Leads a comprehensive Quality and Compliance effort across the spectrum of OI&T functions and services.
- Oversees the Risk Management effort to address all enterprise IT risks .
- Directs the department's Privacy Program quality compliance.

Office of Quality and Compliance

Overview

The OI&T Office of Quality and Compliance (Q&C) instills and promotes a culture of quality across OI&T in order to optimize the collaborative efforts of OI&T and its business partners to create the best possible experience for all Veterans by improving and maintaining the quality of OI&T processes, products, and services, while assuring compliance to appropriate laws, policies, and standards.

Functions and Activities

- Provides centralized OI&T quality and compliance direction and oversight.

- Directs quality and compliance assurance efforts across OI&T .
- Directs quality and compliance assessment efforts across OI&T .
- Directs and manages quality and compliance reporting associated with OI&T performance management and compliance with oversight commitments.
- Provides quality management, risk management, and audit readiness management oversight across OI&T.
- Provides Independent Verification and Validation (IV&V) consisting of Systems Integration Testing and a full range of Quality Assurance services.

Quality and Compliance Assurance

Overview

The Office of Quality and Compliance Assurance directs quality and compliance assurance efforts, including issue identification and resolution through strategy & governance, audit readiness, and risk management.

Functions and Activities

- Enforces OI&T Quality and Compliance policy, strategy and framework.
- Integrate and de-conflict policy and stands requirements.
- Identify and track areas subject to oversight and audit.
- Lead Risk Management efforts within OI&T.

Special Projects

Overview

The Special Projects Office is responsible for identifying and prioritizing specific areas where change (e.g. process, technology, organization) has the potential for delivering tangible improvement to OI&T operations.

Functions and Activities

- Perform change impact analysis .
- Leads special projects assigned by the Chief Information Officer .

Quality and Compliance Assessment

Overview

The Office of Assessment leads Q&C efforts including various issue identification and resolution development. Q&C assesses programs and projects (e.g. products, applications and solutions) for effective and efficient planning and execution.

Functions and Activities

- Assess intake requirements .
- Evaluate applications and solutions for quality, compliance and effectiveness .
- Monitor pre-production testing and evaluation activities .

Quality and Compliance Reporting

Overview

The Office of Quality and Compliance Reporting directs Q&C reporting efforts for a myriad of missions and tasks across the Office of Privacy and Risk, including issue identification and resolution recommendations. Additionally, the office works to resolve performance issues in collaboration with leadership and process/metric owners.

Functions and Activities

- Interact with oversight activities across Q&C to understand the organizational intent in order to provide proper reporting
- Provide guidance to ensure implementing activities understand compliance requirements.
- Generates a myriad of quality and compliance status reports.
- Coordinate and report oversight compliance status to various levels of OI&T leadership

Office of Privacy

Overview

The Office of Privacy works across OI&T (and VA) to integrate via policy and oversight privacy considerations, requests for information, manage official records, and ensure that the confidentiality and availability of VA sensitive information and information systems are protected. The Office of Privacy is made up of five services: the Privacy Service, Enterprise Records Service, Identity Safety Service, Data Breach Response Service Incident Resolution Service and the FOIA Service. Individual administrations and staff offices have “operational authority” for transactional privacy, records, and FOIA activities. Outside of OI&T, the Office of Privacy serves in an oversight, compliance, and consultant role. In the event of a data breach/loss, the Data Breach Response Services assumes operational control of VA’s response and statutory requirements.

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.
- The Office of Privacy 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 U.S.C. §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.

Office of Enterprise Data Management

Overview

The Office of Enterprise Data Management (EDM) develops the strategy, guidance and implementation and governance for VA's "to be" technology environment. To support VA's overall mission and strategy to meet emerging business needs to better serve Veterans, the EDM creates and implements a more effective and efficient enterprise IT environment to meet business needs while maintaining a consistent approach the System and Software Development Lifecycles (SDLC).

Functions and Activities

- Provides tactical and strategic direction in the areas of information management.
- Provides business intelligence analytics and analytic technologies .
- Provides data management, mining, and warehousing .
- Assesses data quality and consistency across platforms, products and geographical areas.

Architecture, Strategy, and Design

Overview

Architecture, Strategy, and Design (ASD) provides a framework of strategies, architecture, policies, procedures, guidance, processes, and governance to ensure IT programs and projects are designed and executed to satisfy current and future business needs of VA, while exercising proper stewardship of resources and maintaining transparent operations.

Functions and Activities

- Performs strategic planning functions for OI&T to facilitate its ability to meet mission requirements and customer demand.
- Develops and maintains 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 (OEA) leads the development of IT-related transformation strategies and plans and develops and maintains the VA's Enterprise Architecture (EA) to implement them. The Office collaborates closely with other strategic planners and architects within OI&T and across VA to ensure alignment of strategic and operational plans from enterprise, business and technology perspectives. It also provides liaison support with OMB and GAO on related activities.

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 functions, processes, and the technology to support transformation, modernization and continuous improvement efforts. The VA EA is an authoritative reference, decision-support and management tool that facilitates strategic planning, resource management, forecasting, product development, delivery, and operation of VA's Business and Information Technology environments to ensure an affordable Veteran-centric and technology-enabled IT infrastructure. OEA maintains the VA EA in a centralized repository to provide visibility to all VA employees and support contractors and establishes the standards and taxonomies used in the VA EA to represent architectural content, relationships and linkages.

The planning function within this office collaborates with planners in other offices and directly assists the CIO and OI&T Executive Leadership to formulate and communicate 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 identify, promote and enable VA enterprise and CIO priorities, 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 Strategic Plan, Enterprise Roadmap and IT strategic planning documents to enable enterprise and business 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.

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 VA 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, until PMAS is sunsetted, 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.

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, Cloud) 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 until PMAS has been sunsetted.
- Provide information to other PMAS Review voting members and to the general OI&T audience concerning a project's compliance with ASD requirements until PMAS has been sunsetted.
- 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.
- Perform alternative and technical trade-off analyses within infrastructure space.
- 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

Process and Knowledge Management and Communications Service (PKMCS) has four primary mission areas: process management (PcM), knowledge management (KM), records management (RM) and communications service (CS). PcM is responsible for developing, implementing, updating, and overseeing the OI&T process asset library, for use in executing the business of OI&T. KM is responsible for the creation, discovery and sharing of ASD knowledge. RM is responsible to manage, protect, and retain ASD records in a manner that ensures timely and efficient availability and retrieval with a reasonable guarantee of authenticity and reliability. Lastly, CS informs the ASD workforce to promote a greater awareness and understanding of ASD plans, endeavors, products, and accomplishments.

The four PKMCS mission areas strive to improve organizational performance and informed decision making; promote efficient and effective collaboration, communications, and information sharing; enable business continuity; and deliver products and services valued by Veterans, partners, customers, and stakeholders.

Functions and Activities

Process Management

- Works with OI&T Subject Matter Experts to streamline business practices and publish frequent ProPath releases to make these process improvements available for use by the OI&T workforce.
- Leads continuous process improvement efforts and uses techniques such as Lean Six Sigma.
- Creates and executes organizational performance improvement plans.
- Engineers and implements standardized processes/procedures, artifacts, and tools .
- Educates and assists staff on the use of the processes and tools to make organizational performance gains.

Records Management

- Develops materials and tools to standardize the management of electronic federal records.
- Maintains the ASD file plan and inventory; approves the disposition of federal records.
- Evaluates new records for addition into the records schedule.
- Sets policies and practices for effective and compliant records management.
- Collaborates with records management programs VA-wide to share records management information and resources.

Knowledge Management and Communications Service

- Manages and administers ASD's Internet, intranet, and SharePoint sites.
- Establishes the methods to acquire, use, transfer, and retain ASD knowledge to inform decision making and support business continuity.
- Promotes and practices knowledge management best practices to improve information sharing across OI&T and with its customers.
- Sets policies and practices for effective knowledge management and internal communication within ASD.
- Oversees the development and use of ASD's Meta-Knowledge Repository (MKR).

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 coordinates directly with the OI&T Front Office and ASD subordinate offices, as well as 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.

- Acquisition and contract management and oversight.

Authorities

Information Technology Management Reform Act of 1996 Title 40
Information Technology Management Reform Act (Clinger-Cohen Act) of 1996
Federal Information Technology Acquisition Reform Act (FITARA) – HR. 1231
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 U.S.C. 522
GAO Enterprise Architecture Management Maturity Framework (Version 2.0) (Aug 2010)
The Government Paperwork Elimination Act of 1998
The Government Performance Results Act (GPRA) of 1993
GPRA Modernization Act of 2010
Government Management Reform Act (GMRA) of 1994
National Institute of Standards and Technology (NIST) Special Publication 800-37- NIST SP 800-37:
Computer Security
OMB Circular A-11
OMB Circular A-123, Management’s Responsibility for Internal Control
OMB Circular A-130, Management of Federal Information Management Resources
OMB’s Common Approach to Federal Enterprise Architecture
OMB Memorandum M-10-06, Open Government Directive
OMB Memorandum, M-11-29, Chief Information Officer’s **Authorities**
OMB Memorandum, M-13-13, Open Data Policy – Managing Information as an Asset
OMB Memorandum, M-14-03, Enhancing the Security of the Federal Information and Information Systems
OMB Memorandum, M-15-01, FY2014-15 Guidance on Improving Federal Information Security and Privacy Management Practices
OMB Memorandum, M-15-14, Management and Oversight of Federal Information Technology
OMB Memorandum, M-16-03, FY2015-2016 Guidance and Federal Information Security and Privacy Management Requirements
OMB Memorandum, M-16-04, Cybersecurity Strategy and Implementation Plan (CSIP) for the Federal Civilian Government
U.S.C. 44 § 3506
VA Directive 6051 – Enterprise Architecture (12 Jul 2002)
VA Directive 6052 – VA Information Technology Strategic Planning (23 April 2009)
VA Directive 6102 – Internet/Intranet Service (15 July 2008)
VA Directive 6371
VA Directive 6300
VA Directive 6301
VA Directive 6404 – VA Systems Inventory (VASI) (23 Feb 2016)
VA Directive 6500 – Information Security Program (20 Sep 2012)
VA Directive 6518 – Enterprise Information Management (20 Feb 2015)
36 CFR Part 1220 - FEDERAL RECORDS; GENERAL
OIT Records Control Schedule (RCS) 005-1
VHA RCS 10-1
VBA RCS VB-1
VHA Handbook 6300.1

Office of IT Account Manager (Corporate)

Overview

The IT Account Management (ITAM) office reports to the CIO and is responsible for the creation and management of the business partners' portfolios. The ITAM organization consists of account managers for Health, Benefits, and Corporate (includes VACO & NCA). IT Account Managers (ITAMs) are dedicated to addressing the customers' needs. ITAM helps to identify and define innovative solutions that meet the customers' needs and will present those interests directly to the CIO. The ITAMs interface directly with Administrations and Staff Offices and serve as lead portfolio requirements managers. They provide invested, real-time strategic leadership on issues like portfolio balancing and service delivery, providing a unifying force between the business partners and the Enterprise Program Management Office team. ITAMs act as the primary conduit between OI&T and the business partner, interface with industry, and serve as a catalyst to drive innovation. ITAMs work as a team to continuously evolve and improve the way OI&T enables its world-class business partners in their delivery of Veteran care and benefits. By working with Customer Relationship Managers (CRMs), who serve as technical IT leads with responsibility for product and resource management and service delivery, ITAMs will collect data about OI&T performance nationwide. This information will, in turn, provide OI&T with a better approach to issue resolution, change management, and Enterprise innovation.

Functions and Activities

- Responsible for interfacing between OI&T and its partners with respect to issue identification and resolution.
- Supports issue resolution by providing facilitation and coordination services between OI&T and its customer base.
- Provides facilitation and coordination functions that create and maintain open channels of communications between OI&T and its customers, thus enabling greater awareness of customer issues, which will facilitate meaningful engagements that result in the resolution of partner issues.

Office of IT Account Manager (Health)

Overview

The IT Account Management (ITAM) office reports to the CIO and is responsible for the creation and management of the business partners' portfolios. The ITAM organization consists of account managers for Health, Benefits, and Corporate (includes VACO & NCA). IT Account Managers (ITAMs) are dedicated to addressing the customers' needs. ITAM helps to identify and define innovative solutions that meet the customers' needs and will present those interests directly to the CIO. The ITAMs interface directly with Administrations and Staff Offices and serve as lead portfolio requirements managers. They provide invested, real-time strategic leadership on issues like portfolio balancing and service delivery, providing a unifying force between the business partners and the Enterprise Program Management Office team. ITAMs act as the primary conduit between OI&T and the business partner, interface with industry, and serve as a catalyst to drive innovation. ITAMs work as a team to continuously evolve and improve the way OI&T enables its world-class business partners in their delivery of Veteran care and benefits. By working with Customer Relationship Managers (CRMs), who serve as technical IT leads with responsibility for product and resource management and service delivery, ITAMs will collect data about

OI&T performance nationwide. This information will, in turn, provide OI&T with a better approach to issue resolution, change management, and Enterprise innovation.

Functions and Activities

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- Supports issue resolution by providing facilitation and coordination services between OI&T and its customer base.
- Provides facilitation and coordination functions that create and maintain open channels of communications between OI&T and its customers, thus enabling greater awareness of customer issues, which will facilitate meaningful engagements that result in the resolution of partner issues.

Office of IT Account Manager (Benefits)

Overview

The IT Account Management (ITAM) office reports to the CIO and is responsible for the creation and management of the business partners' portfolios. The ITAM organization consists of account managers for Health, Benefits, and Corporate (includes VACO & NCA). IT Account Managers (ITAMs) are dedicated to addressing the customers' needs. ITAM helps to identify and define innovative solutions that meet the customers' needs and will present those interests directly to the CIO. The ITAMs interface directly with Administrations and Staff Offices and serve as lead portfolio requirements managers. They provide invested, real-time strategic leadership on issues like portfolio balancing and service delivery, providing a unifying force between the business partners and the Enterprise Program Management Office team. ITAMs act as the primary conduit between OI&T and the business partner, interface with industry, and serve as a catalyst to drive innovation. ITAMs work as a team to continuously evolve and improve the way OI&T enables its world-class business partners in their delivery of Veteran care and benefits. By working with Customer Relationship Managers (CRMs), who serve as technical IT leads with responsibility for product and resource management and service delivery, ITAMs will collect data about OI&T performance nationwide. This information will, in turn, provide OI&T with a better approach to issue resolution, change management, and Enterprise innovation.

Functions and Activities

- Responsible for interfacing between OI&T and its partners with respect to issue identification and resolution.
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- Provides facilitation and coordination functions that create and maintain open channels of communications between OI&T and its customers, thus enabling greater awareness of customer issues, which will facilitate meaningful engagements that result in the resolution of partner issues.

IT Resource Management

Overview

The OI&T Resource Management (ITRM) advises the CIO and other senior OI&T officials on OI&T resource requirements. The office is responsible for the management of all IT resources, direction of financial and IT asset management, and the policies and strategic planning activities for OI&T acquisitions. With primary responsibility for linking the budgeting process with IT programs, ITRM is responsible for directing fiscal activities related to linking the budget process to all established IT operations and enterprise-wide management initiatives. Offices within the organization include IT Budget and Finance; IT Acquisition Strategy and Facilities Management.

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.

IT Programming and Budget Formulation Service

Overview

The information technology resource cycle begins with the IT multi-year Programming and Budget Formulation Service (ITPBFS). ITPBFS leads the orchestration, formulation, and advocacy of approximately \$4 billion annually and some \$20 billion in the multi-year budget request through the VA governance structure, OMB reviews, and Congressional enactment phases. ITPBFS also functions as the OI&T interface to the VA corporate governance structure and leads integration of the Planning, Programming, Budgeting and Execution Board (PPBE) into the larger VA governance structure.

Functions and Activities

- Directs IT Multi-Year Programming Process.
- Orchestrates the activities of PPBE Board and integrates departmental priorities.
- Ensures alignment of IT Portfolio Structure to VA mission, goals, and objectives and priorities.
- Develops and issues annual programming guidance, to include Defining Funding Targets, Resource Bands, and Unfunded Requirements Process.

- Directs the annual budget formulation process.
- Develops internal VA budget, submission and presentation to SECVA.
- Leads OMB Pass back process and develops Congressional Budget Submission.
- Supports Congressional Enactment Phase (SECVA defense of the IT Budget).

IT Budget Execution and Analysis Service

Overview

The IT Budget Execution and Analysis Service (ITBEAS) 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. ITBEAS also functions as centralized systems and analysis organization, and ensures integration of information contained in the annual Budget Operating Plan (BOP) with VACO staff offices supporting acquisition, logistics, and policy development and implementation.

Functions and Activities

- Develops the Program-Budget Business Process, to include management of and participation in the Business Intake Processes and budget management controls.
- Develops the BOP, to include Program-Budget Baseline Control Points, and Congressional reporting requirements .
- Executes the program-budget as allocated across the fund accounts to include obligations to meet development, operations and sustainment, and staffing requirements across the OIT enterprise.
- Orchestrates the sustainment and enhancements to the Budget Tracking Tool (BTT), to include incorporation and interfaces to VA acquisition and financial management .
- Chairs the Executive Steering Committee (ESC) and Change Control Board (CCB).
- Provides oversight of program-budget composition and execution status, identifies anomalies, and recommends areas for improvement.
- Identifies program-budget development reasonableness and execution risk.
- Performs selected analysis on programmatic resource requirements and allocation at centralized and site-specific locations.

IT Financial Management and Oversight Service

Overview

The IT Financial Management and Oversight Service (ITFMOS) 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 ITFMOS 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. 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.

Functions and Activities

- Serves as the accounting and financial policy interface to the Department's Office of Finance, and monitors and reports on OIT financial management compliance with all applicable federal and financial laws and regulations.
- Provides guidance and analysis on all aspects of financial management, audit readiness and remediation, and directs and manages OIT's financial operations and systems support in an integrated manner to support the VA's overall mission needs and the SECVA's strategic goals.
- Supports development of VA's central payroll and human resources system-the VA Time and Attendance System (VATAS) - and the OIT cost accounting dashboard for the VA's System to Drive Performance (STDP).
- Provides data, analysis and reporting using VA's corporate core accounting system-the Financial Management System (FMS) - the Integrated Funds Distribution, Control Point Activity, Accounting and Procurement system (IFCAP), the Financial Reports System (FRS) and the Management Information Exchange System (MinX).
- Develops and implements a structured OIT-wide Internal Controls Program for the purpose of establishing a robust internal controls framework in accordance with VA requirements, OMB timelines and all applicable laws and regulations.
- Leads the OIT assessment, testing, evaluation and reporting of the status of OIT internal control systems' performance and accountability.
- Develops and implements OIT-wide internal controls training and communications processes to include formulation of senior leadership boards of governance.
- Manages the OIT Travel and Purchase Card program's adherence to existing policy and laws, and implements VA Travel and Purchase Card policy changes as they occur.

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).

Functions and Activities

- IT Acquisition Core Processes/Services, Manage ITARS, Customer liaison OI&T.
- Attend OI&T Acquisition Support meetings and Monthly Performance Report.
- Acquisition Planning & Integration, Contracts Administration- both COTR duties /development of new acquisition packages.
- APB Improvement (Pro Path), Acquisition Support tools, BTT, and VOA synchronization (budget reports).
- FITARA Lead for OI&T, Support Strategic Initiatives (to include SEWP/CEC) OMB requirements Category Management efforts.
- Acquisition Management & Oversight and Liaison with TAC/customers (OI&T).
- Develop Policies/Procedures for OI&T acquisition actions and Support OI&T/ITRM Special Projects.
- Support Acquisition Analysis and Support Contractor Onboarding.

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 effectively managing day-to-day facility-related activities. The office is also responsible for maintaining more than 1.2 million square feet of leased and owned space for the VA's data centers and over 9,000 OI&T employees and contractors nationwide.

Functions and Activities

- Oversight and guidance in OI&T National Areas of Real Property.
- Maintain OI&T leased and owned properties.
- Manage OI&T data centers.
- Represent OI&T in VA Strategic Capital Investment Planning (SCIP) Process.
- Contract Service.

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.

Functions and Activities

- Coordinate Vendor Engagements that supports congressional inquiries, and directed engagements.
- Conduct Vendor Analysis to support strategic sourcing initiatives.
- Manage Green Procurement (EPEAT).
- Coordinate Vendor Briefings to OI&T customers/requirement holders for situational awareness.
- Support OI&T/VA vendor assignments.
- Market Research (Customers).
- Supervisory administrative duties and DSR Report.

Office of the Chief Learning Officer

Overview

The Office of the Chief Learning Officer (CLO) is responsible for providing executive leadership in the formulation, implementation, and management of a comprehensive employee, leadership, and organizational development and training program for OI&T.

Functions and Activities

- Engage key agency stakeholders as well as other senior and line managers to ensure learning opportunities are innovative and relevant to mission needs, focused on enhanced performance, and provide a positive return on agency investment.
- Ensures employees and leaders are technically proficient, effectively oriented to OI&T's mission, vision and values, and understand their role in and linkage to the delivery of services to the Nation's Veterans.

IT Workforce Development

Overview

IT Workforce Development (ITWD) is located within the Office of the CLO provides OI&T-wide learning initiatives and strategies that support OI&T's ability to create and maintain a high-performing workforce to serve our Nation's Veterans. ITWD prepares VA IT professionals to better serve Veterans and achieve personal career goals through the delivery of targeted, competency based skills, and development programs.

Functions and Activities

- Design, develop, and deliver IT specific training to the OI&T workforce using various modalities.
- Provide industry recognized IT certification courses in strategic locations across OI&T including VA National IT Training Academy (NTA) headquarters and Smart Classrooms.
- Administer the NTA Smart Classroom network's three facilities across the United States capable of hosting synchronous training courses.
- Implement and maintain competency models in OI&T using the Office of Personnel Management (OPM) framework. ITWD 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).
- Provide FISMA compliance, privacy, and rules of behavior training for the VA.

Project Managers of Technology

Overview

Project Managers of Technology (PROMOTE) is located within the Office of the CLO uniquely prepares veteran participants for a successful transition into a career as an information technology specialist and

project manager within OI&T. Participants become trusted business partners capable of exercising sound business judgment to achieve best value IT solutions that serve both internal VA customers and Veterans.

Functions and Activities

- Implement a training program that focuses on professional development opportunities that brings participants quickly through entry and mid-level Federal Acquisition Certification for Program and Project Managers (FAC P/PM) certification standards.
- Provide leadership training, business skills, practical application exercises and real world project/program management experience.

Measure, Quality, and Outreach

Overview

Measures, Quality, and Outreach is located within the Office of the CLO assists in creating an environment where engagement between managers and employees allows job learning to flourish. Employee development remains a primary enabler for IT success through Talent Management.

Functions and Activities

- Participates in workforce planning to analyze IT needs relating to support requirements, predicting competencies, and the process of hiring appropriately.
- Perform knowledge management by analyzing retirement eligibility, propensity to retire, and training to replace due to losses, which assists in providing stronger succession planning.
- Provide survey follow-up for analysis and action planning.
- Computes effectiveness, efficiency, and outcome measures for the CLO office to track progress toward annual goals and objectives.
- Performs quality assurance of learning solutions to ensure applicability and effectiveness of educational products.

Office of Information Security

Overview

The Office of Information Security (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, 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.

Functions and Activities

- Protect the overall VA information security posture to ensure confidentiality, integrity, availability, and appropriate destruction of information.
- Integrate risk and performance management into information security and privacy practices to create a cost and process effective program.
- Establish an Information Security governance structure and policies that create operational efficiency and accountability.
- Seamlessly integrate security processes into VA's business and IT projects to reduce exposure to risk and maximize efficiency.
- Promote an environment where all employee's and contractor's actions reflect the importance of information security accountability.

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 VA and external stakeholders such as the OMB.

Functions and Activities

- The Communications Team is responsible for a range of communication duties including executive messaging, regular department newsletters, and awareness campaigns within OIS.
- The Communications Team also provides weekly and monthly performance reports to internal and external stakeholders—e.g., Congress, VA CIO.
- The Correspondence Team oversees all Veterans Affairs Internet Quorum (VAIQ) items and executive correspondence actions within OIS.
- The Correspondence Team also manages responses to GAO and Inspector General 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.

Functions and Activities

- Provide Acquisition Support.
- Provide Budget Execution & Formulation Support.
- Provide Communications Support.
- Provide Executive Correspondence Support.
- Provide Facilities Management Support.
- Provide HR Support.
- Provide IT Support.
- Provide Performance Management Support.
- Provide Programming & Planning Control (PPC) Support.

Field Security Service

Overview

The mission of the VA Office of Information Security (OIS)/Field Security Service (FSS) is to ensure the privacy, confidentiality, integrity, and availability of VA information assets associated with the services offered by the Department of Veterans Affairs. In addition, FSS provides assurance that cost effective security controls are in place to protect automated systems from financial fraud, waste, and abuse. Field Security Service (FSS) primarily 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 three divisions – ISO Division, Health Information Security Division (HISD), and Data Center Support Division (DCSD).

Functions and Activities

- Information Security Officers Support - FSS provides Information Security officers support to all VA field facilities and all OIT development products and projects. ISOs provide information security expertise and support to ensure VA systems and applications are in compliance with federal and VA laws and regulations.
- Health Information Security Division (HISD) - The Field Security Service (FSS) Health Information Security Division (HISD) ensures the privacy, confidentiality, integrity, and availability of networked medical devices in order to uphold the world class patient care that Veterans and

their beneficiaries expect from VA. Through a collaborative team approach, HISD develops, evaluates, and implements a cost-effective security program to protect networked medical devices, telehealth systems, VHA Research and all critical infrastructure systems connected to VA's enterprise network. HISD also manages the National Contractor Access Program which is an access methodology necessitated from companies needing single secure login into the VA network for employees to support multiple facilities. The program supports two options for secure access to the VA network: 1) National Client to Site VPN Accounts; 2) National Site to Site VPN Tunnels. HISD has also been given responsibility to oversee all VA ISA/MOUs, providing subject matter expertise, guidance and quality reviews for all external connection.

- Data Center Support Division (DCSD) - The Field Security Services (FSS) Data Center Support Division (DCSD) supports the National Data Center Program (NDCP) - a VA OIT initiative to consolidate all VA enterprise and mission critical systems into National Data Centers (NDC's). FSS DCSD provides proactive, best-in-class security expertise that ensures the confidentiality, integrity, and availability of information for innovative projects, complex systems and essential programs within the VA enterprise and national data centers.

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.

Functions and Activities

- VA Network Access / Remote Access - FSS ISOs verify and audit that information system users go through a security screening, completed Security and Privacy Awareness Training, and signed the VA Rules of Behavior.
- Incident Reporting - ISOs help to protect of Veteran data by ensuring information security incidents are properly reported and problems remediated.
- Media Protection, Sanitization, and Disposal - ISOs ensure that those who handle VA media understand the policies for protecting the information contained within it. Properly sanitizing and disposing of media prevents loss of personally identifiable information (PII) or patient health information (PHI) and minimizes the risk for a data breach.
- Assessment and Authorization - ISOs assist in the evaluation, testing, and authorization of controls that minimize security risks to VA IT systems and information. All VA IT systems and applications are "assessed and authorized" before they can be used.

- Continuous Monitoring - ISOs participate in the ongoing monitoring of VA information systems to help minimize risk to these systems. Continuous monitoring helps the VA's core mission and business functions.
- Medical Device Security - ISOs support the FSS HISD division and play an active role in communications, training, and IT risk management activities designed to safeguard medical devices from cyber threats.
- Information Security in Research - ISOs work with business partners to review proposed research studies. This review process ensures compliance with information security policy and federal regulations.
- Information Security in Contracts - ISOs participate in the review of contracts to ensure adequate information security and privacy measures are included in all potential IT acquisitions.

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.

Functions and Activities

- Special Purpose Systems Security Program.
- HISD ISOs are responsible for the development and implementation of a comprehensive security program that will govern VHA Research and all critical infrastructure systems (HVAC, Energy Management, Policy Surveillance, etc.) across the enterprise. This program will address security throughout the life cycle of these systems.
- Interconnected Systems Agreements and Memorandums of Understanding (ISA/MOU) oversight.
- HISD staff is responsible for providing subject matter expertise, guidance and quality reviews for all external connection to the VA enterprise.

Medical Device Protection Program

Overview

The Medical Device Protection Program (MDPP) is a comprehensive security initiative for the safe and secure operation of network connected medical devices and telehealth systems. The program 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.

Functions and Activities

- Communication & Training - HISD ISOs are responsible for all communication and training related to VA's Medical Device Protection Program. Communicate clearly the vision, the mission, and the objectives of MDPP through timely and appropriate generation, collection, distribution of program information. Utilize multiple channels, including speaking, writing, video, training, focus groups, bulletin boards, and Intranet, for successful communications that guide the program, stakeholders, customers, and sponsors to an understanding of the entire program. Provide training opportunities to support the implementation of new initiatives and for the sustainment of the overall program. Training is a critical element and high quality training bolsters a team's ability to ramp-up on required skills and deploy the new practices quickly and effectively.
- Risk Assessment and Evaluation Program - HISD ISOs provide enterprise guidance and process for all elements of the MDPP risk framework, which includes; working with assessment offices within the VA to conduct independent reviews that will reflect the status of compliance and effectiveness of process, people, and tools implemented through the program; provide monitoring of MDPP security controls to ensure they are in place and functioning as intended and develop enterprise security controls documentation and risks assessments that support MDPP.
- Incident Response - HISD ISOs provide incident response capability for the enterprise when a medical device is suspected of being infected. HISD ISOs, local Biomedical Engineering staff, in conjunction with medical device vendors, must expedite the reporting and response to compromised medical devices in order to prevent alteration of the function of or availability of the medical device.
- Healthcare Industry Participation - HISD ISOs are responsible for developing partnerships with external stakeholders across the federal government and the medical device industry to share best practices and develop a safer biomedical device network across the healthcare industry.

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.

Functions and Activities

- National Client to Site VPN Accounts - HISD ISOs process and maintenance all national client to site VPN accounts for contractors that require access to multiple facilities across the enterprise.
- National Site to Site VPN Tunnel - HISD ISOs establish, process and maintenance national site to site VPN tunnels, working with local business lines and ISOs in completing ISA/MOUs in cooperation with the outside vendor, processing the request for connection and maintaining the documentation over the life of the connection.

Data Center Support Division

Overview

The Data Center Support Division (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.

Functions and Activities

- Support the Federal Data Center Consolidation Initiative (FDCCI) - The Federal Data Center Consolidation Initiative (FDCCI) was launched in February 2010 by the Federal CIO Council, a government-wide Data Center Consolidation Task Force, to eliminate 800 federal data centers.
- Provide information security service to Federal Risk and Authorization Management Program (FedRAMP) The Federal Risk and Authorization Management Program (FedRAMP) is a government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. Each Executive department or agency shall use FedRAMP when conducting risk assessments, security authorizations, and granting ATOs for all Executive department or agency use of cloud services.
- Assessment and Authorization - ISOs assist in the evaluation, testing, and authorization of controls that minimize security risks to VA IT systems and information. All VA IT systems and applications are “assessed and authorized” before they can be used.
- Continuous Monitoring - ISOs participate in the ongoing monitoring of VA information systems to help minimize risk to these systems. Continuous monitoring helps the VA’s core mission and business functions.
- Information Security in Contracts - ISOs participate in the review of contracts to ensure adequate information security and privacy measures are included in all potential IT acquisitions.

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.

Functions and Activities

- Coordinates continuity planning and all-hazards emergency preparedness within OI&T.
- Assist and advise DAS/DCIO and their staff in meeting continuity planning and preparedness responsibilities.
- Serve as OI&T's Emergency Coordinator, being the single point of contact for all emergency preparedness matters, including continuity.
- Serve as the primary point of contact for OI&T on all-hazards emergency alert/activation.
- Provide situational awareness on the accountability of OI&T personnel, ability of OI&T to execute its MEF/critical tasks, and IT incident response.

Office of Cyber Security Policy and Compliance

Overview

The Office of Cyber Security Policy and Compliance (CSPC) establishes policy and oversees the implementation and operation of IT security programs across the Department. CSPC 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.

Functions and Activities

- Conduct accreditation and authentication processing.
- Provide cyber security policy support.
- Provide security architecture support.
- Provide software assurance services.
- Provide threat identification and analysis.

Enterprise Cybersecurity Strategy Team (ESCT): Tactical

Overview

In response to the Material Weakness (MW) in information technology identified during the Office of Inspector General (OIG) FY15 Federal Information Security Modernization Act (FISMA) audit, VA developed Plans of Action (POAs) addressing the full scope of the 35 recommendations. The Enterprise Cybersecurity Strategy Team (ECST) is providing oversight for an ECST Tactical team working to coordinate remediation activities within the broader OI&T Transformation effort. The ECST has established an aggressive schedule of remediation that will lead to the elimination of the IT Material Weakness by the end of CY2017.

Functions and Activities

- ECST Tactical team funding will be applied to a support contract that will bring the additional staff and resources needed to resolve security vulnerabilities and weaknesses.
- ECST Tactical contractors will performance a large set of day to day on-site security operations processes. These include: installing critical security patches to resolve weaknesses in VA software and applications, assisting with security audit log analysis, conducting security incident forensics investigations, updating security plans and other security documents, and performing security controls implementation, monitoring, and testing.
- Staff will work with performance measure goals that include resolving over 90% of all critical and high security vulnerabilities identified each month by vulnerability scans conducted by the Department of Homeland Security and VA's Network and Security Operations Center (NSOC).
- Other performance measure improvement targets include the updating of 95% of contingency plans, disaster recovery plans, and other security documentation as required by FISMA.
- In FY 2015, support efforts resulted in the delivery of an effective vulnerability and patch management program that will ensure that at least 90% of any identified vulnerabilities in VA systems are patched and remediated in a timely manner.

VA Enterprise Cybersecurity Strategy Team (ECST): Strategic

Overview

The VA Enterprise Cybersecurity Strategy & Implementation Plan (VA-ECSIP) defines the comprehensive set of actions, processes, and emerging security technologies that will further enhance the cybersecurity of VA's information and assets and improve the resilience of VA networks. VA-ECSIP is aligned with the Federal government-wide cybersecurity strategy efforts and was developed to identify and address critical cybersecurity gaps and priorities, with specific recommendations to address those gaps and priorities. The VA will resolve any remaining issues that have resulted in VA's material weakness condition in cybersecurity.

Functions and Activities

- Achieve compliance with the requirements of the Trusted Internet Connections (TIC) initiative to include achieving the performance measure targets specified for consolidating all network traffic behind a TIC.
- Implement Continuous Diagnostics and Mitigation (CDM) Phase 1 with an emphasis on achieving full accountability for all IT assets connected to the VA network.
- Implement two factor authentications for all remote access requirements and enable all privileged users to use the PIV card in the performance of system administration functions.
- Implement effective protection activities to include reducing the attack surface and complexity of VA's IT infrastructure.
- Safeguard data at rest and in-transit.

- Train personnel.
- Ensure repeatable processes and procedures.
- Adopt innovative and modern technology.
- Ensure strict domain separation of critical/sensitive information and information systems.
- Ensure a current inventory of hardware and software components.

Security Reports & Oversight Management Service

Overview

Security Reports & Oversight Management ensures that IT systems security in VA 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. This organization also ensures that products and services purchased by VA are compliant with the Department's security requirements. The mission of this group is accomplished through the management of four distinct teams: Policy, Oversight Liaison, ITARS and TRM Review, and Contracts Management.

Functions and Activities

- The policy team Service scans current and burgeoning federal laws, regulations, and guidelines to determine their impact on VA's information security posture. It develops Departmental policy that complies with Federal laws, regulations and guidelines, and it manages the Department's Risk-Based Decision process.
- The oversight liaison provides reporting service for VA's annual and quarterly FISMA reports to OMB and Congress, and serves as a Departmental representative to OMB and DHS via the Max portal and CyberScope.
- The ITARS and TRM review team conducts reviews of more than 6,000 Departmental IT procurements annually to ensure that products and services are compliant with Departmental and Federal policy and guidelines. This team also serves as the OIS representative to the TRM, ensuring that products supported by the TRM possess all the necessary security controls to ensure VA data is protected as necessary.
- The contracts management team serves as the CSPC COR for all CSPC contracts, conducting onboarding services, invoice review and payment, and contract kick-off and closure services.

Certification Program Office

Overview

Certification Program Office (CPO) Service oversees and directs the development and operation of the Department-wide IT system testing and certification assessment and authorization (A&A) 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, 800-37, 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.

Functions and Activities

- The CPO team provides certification recommendations in accordance with 6500 and NIST guidance for all operational systems going through the Assessment and Authorization (A&A) process. The reviews include analysis of NIST control compliance, POAM, vulnerability scans, code reviews, as well as security documentation reviews. The team publishes standardized SOPs, provides training, as well as support to the executive staff in the Authorization to Operate (ATO) chain.
- The CPO team manages the Governance, Risk, and Compliance (GRC) tool RiskVision, that directly supports the A&A process. The team manages the programs, workflows, connectors, reporting, training, and all other aspects of the tool for a successful A&A program. The team also provides reporting to SROM in areas including OMB, FISMA, and P.L. 109-461. The team provides support to the end user community at large including OIS staff, SDE and program office staff, as well as executives and oversight stakeholders.
- The CPO team manages the OMB FISMA system inventory in accordance with policy, NIST guidance, and the direction of the chartered RiskVision Working Group (RVWG). The team also reconciles the FISMA inventory against the VASI inventory in concert with VA Enterprise Architecture.
- The CPO team supports the PCI card issuing station assessments and case management through an agreement MOU with the HSPD12 program office.

Security Architecture and Software Assurance

Overview

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 Software Assurance (SASA) directorate's mission is to support the application of a comprehensive cyber security program, capability and strategy to describe, assess and continuously monitor the VA environment. This assists in the application of an all-inclusive and rigorous method for describing and monitoring the current and future structure(s) and behavior(s) of the cyber environment. These actions provide an in-depth understanding across all levels of the cyber posture to support alignment with the organization's core goals and strategic direction. SASA is made up of four distinct technical security teams; Software Assurance, (SwA), Enterprise Visibility and Vulnerability Management and Platform Analytics, (EVVM), Cyber Security Analytics , (CSA), and Federal Identity Credential and Access Management , (FICAM) Compliance.

Functions and Activities

- The SwA team focus areas is the institutionalization of repeatable, enterprise-wide processes, to ensure security is applied throughout the Software Development Life Cycle (SDLC) for all custom software applications. In the shortest time possible, these processes and the skills of VA's internal and contract developers need to reach a level of maturity such that all software development teams can "build security in" with little or no assistance from the central software assurance organization, which then switches from the startup/investment/growth phase to steady-state as software assurance reaches maturity within VA.
- The EVVM concentration encompasses endpoint visibility including desktops, laptops, servers, and network capable devices. It is geared towards gaining visibility into the inventory data, device configurations, and security compliance information on all endpoints throughout the VA which is critical to cyber security analysis. Extensive near real-time reporting and cyber security analysis is necessary to generate executive dashboard summaries, reporting artifacts, and reporting requests to meet customer demand .
- The CSA takes a deep dive into the configuration of the systems to understand how they share data and enforce security. Then team analyzes individual devices, components and systems at various levels of the Open Systems Interconnection (OSI) model to develop comprehensive assessments of the security posture and then makes recommendations for improvement, that are aligned with the overall cyber security strategy of the VA.
- The FICAM Compliance office has two broad tasks. First, to ensure VA's FICAM services are in compliance with FISMA requirements, and second, that those FICAM services are being used throughout VA in fulfilling cybersecurity controls. The Compliance office ensures all aspects of information security are followed and implemented for FICAM programs in VA. The office validates process, system, and procedural compliance of FICAM systems and programs with Federal and VA information security policies and standards, as well as ensuring VA systems and applications are using those systems as part of their overall information security compliance. The office consolidates VA's expertise on FICAM systems in the areas of system security and compliance and risk management as it relates to the implementation and use of those systems.

Emergency Response Team

Overview

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.

Functions and Activities

- Perform computer forensics on VA's IT assets or perform external threat assessments (e.g., vulnerability scanning and penetration testing).
- Evaluate overall security program effectiveness at specific sites.

- Provide technical advice needed to remediate deficiencies.

Federal Identity, Credential and Access Management Compliance

Overview

The FICAM Compliance office has two broad tasks. First, to ensure VA's FICAM services are in compliance with FISMA requirements, and second, that those FICAM services are being used throughout VA in fulfilling cybersecurity controls. The Compliance office ensures all aspects of information security are followed and implemented for FICAM programs in VA. The office validates process, system, and procedural compliance of FICAM systems and programs with Federal and VA information security policies and standards, as well as ensuring VA systems and applications are using those systems as part of their overall information security compliance. The office consolidates VA's expertise on FICAM systems in the areas of system security and compliance and risk management as it relates to the implementation and use of those systems.

Functions and Activities

- Conduct Security Oversight of FICAM Services.
- Review System Security Plans for FICAM Service components.
- Review Risk Assessments for FICAM Service components.
- Review Risk Based Decisions relating to implementation of FICAM Services.
- Provide FICAM SME support to FSS ISOs during their reviews, assessment, and monitoring of FICAM Service Components.
- Review business requirements of FICAM Service components for cybersecurity compliance.
- Ensure Security Use of FICAM Services:
 - Participate in PMAS Milestone Reviews to review compliance with the use of FICAM Services as called for by the VA Enterprise Architecture (EA) Enterprise Technical Architecture (ETA) Compliance Criteria and related Federal and VA policies
- Review all System Security Plans for use of FICAM Services.
- Review Risk Based Decisions where an application or service seeks to not use FICAM Services.
- Provide FICAM SME support to FSS ISOs when requested during their reviews, assessment, and monitoring of VA services and applications.
- Provide FICAM security SME support to OI&T for the development and improvement of Enterprise Architecture, Security Planning, Strategic Plans, and related VA directives, policies, and standards.

- Represent VA cyber security interests in federal security forums such as NIST, and the CIO Council Information Security & Identity Management Committee (ISIMC) and its standing subcommittees.

VA Network Security Operations Center

Overview

The VA Network and Security Operations Center (NSOC), defends, manages, and monitors the network operating status and cyber security posture of the Department by providing the day to day management, operation and configuration of the enterprise network infrastructure, internet gateways, the delivery of enterprise security systems and services, the monitoring and reporting of security incidents, the conduct of threat and vulnerability analysis, the validation of adequate security controls within the enterprise and the full range of functions across the spectrum of activities relating to incident management, incident response and enterprise network management.

The NSOC is responsible for protecting VA information on a 24 x 7 basis. In doing so, the NSOC monitors, responds to and reports cyber threats and vulnerabilities. The NSOC is responsible for the security posture of the Internet Gateways with the authority to direct isolation of VA IT resources.

The NSOC is also responsible for the design and implementation of all systems placed within the boundaries of its responsibilities to include the four Trusted Internet Connection (TIC) Gateways, two NSOC locations (Hines, IL and Martinsburg, WV). The NSOC will contribute design requirements and specifications that address the security aspect of Enterprise systems.

The NSOC is also the command center for managing and monitoring the health of the Enterprise network to the Wide Area Network (WAN) backbone.

Functions and Activities

- Provides 24/7/365 monitoring and incident response for cybersecurity threats and incidents.
- Provide proactive cyber threat intelligence analysis, threat detection and network forensic analysis to deter, defeat or reduce the impact of threats to the enterprise from emergent and complex attacks or intrusions.
- Investigate and analyze malware, and correlates events to determine cyber threat posture.
- Performs proactive analysis of security tool configurations and capabilities to ensure optimal performance and interoperability of security tools.
- Provide configuration updates, maintenance; management and monitoring of security sensors to ensure protections in place are current and viable.
- Monitors and manages the Trusted Internet Connection (TIC) Gateways and the WAN backbone.
- Conducts vulnerability and penetration testing of the VA enterprise network, TIC gateways, and programs hosted in the cloud.
- Provides assessments for Web applications, source code analysis, and mobile security testing.

Authorities

E-Government Act of 2002

Federal Information Security Amendments Act of 2013 (H.R. 1163)

OMB Circular A-130, Appendix III

OMB M-00-13

OMB M-03-22

OMB M-06-16

OMB M-07-16

OMB M-01-15

Federal Information Security Management Act (FISMA) of 2002

Health Insurance Portability and Accountability Act (HIPAA) Standards

Federal Regulations/Federal Information Processing Standards (FIPS)

GAO 09-232G – Federal Information System Controls Audit Manual (FISCAM)

National Institute of Standards & Technology (NIST) Special Publications

NIST SP 800-53 Revision 4

Cybersecurity Act

Cybersecurity Executive Order 13587 of February 2013

Executive Order 13321: Critical Infrastructure Protection in the Information Age

VA Directive 6500

VA Directive 6501

VA Directive 6502

VA Handbook 6500

Department of Homeland Security (DHS) Trusted Internet Connection

Homeland Security Presidential Directive 7 (HSPD)

Homeland Security Presidential Directive 12 (HSPD)

IG FISMA Audit 2011

The Veterans Benefits, Healthcare, and Information Technology Act of 2006 (P.L. 109-461)

Enterprise Program Management Office

Overview

The Enterprise Program Management Office (EPMO) is VA's IT enterprise structure for conducting major initiatives, monitoring key information and improving project execution to deliver better outcomes to VA business partners and Veterans. EPMO provides a consolidated enterprise wide approach to identify, select, prioritize and successfully execute technology portfolio of projects. EPMO is responsible for the execution of all program/project management and software development.

Functions and Activities

- Align portfolios to objectives.
- Enhance visibility and governance.
- Analyze and report portfolio performance metrics.
- Ensure overall portfolio health.
- Optimize resources for projects, people and timelines.

Lean Systems Engineering

Overview

Lean Systems Engineering oversees all of the portfolios and Application Management, the Optimization and Visualization work in tandem with the EPMD to ensure each portfolio has the resources and capabilities necessary to successfully execute it, and also provides oversight functions for program and project management. Strong emphasis on incorporating identification methods that focuses on continuously meeting stakeholders need. Lean Systems Engineering works with Acquisition Support, Application Management and portfolio offices to classify efforts which will impact how each investment moves through the remainder of execution.

Functions and Activities

- Dashboard/Visualization (metrics gathering and analysis).
- Development process Tools.
- Contracting/Acquisitions Administration.
- Budget Execution/Human Resources.
- Training.

VIP, Dashboard and Visualization

Overview

OI&T's managerial process for its portfolios, programs, and projects, VIP enables VA to deliver usable and useful products that are centered on the needs of users through more frequent releases.

Functions and Activities

- Focused on value over artifacts.
- Only two critical decision points.
- Product team stays engaged for 90 days following release.

Acquisition Support

Overview

The Acquisition team provides skilled acquisition and contract subject matter experts (SMEs) to support each portfolio, program, project and office within EPMD with their contracting needs. Acts as the liaisons between the Program/Project Managers and the Acquisition Center and has two primary areas: Acquisition Execution and Business Operations. Business Operations is responsible for quality and management of all EPMD acquisition information, metrics and execution reporting, acquisition analysis and active contract collection and tracking. Acquisition Execution is responsible for acquisition planning and on time execution of the annual budget through contract obligation.

Functions and Activities

- Brings expertise in contractual methodologies for development, sustainment and enterprise level acquisitions.
- Performs upfront Acquisition and Budget planning to assist OIT in meeting project goals and on time execution.
- Works with PMs and teams to translate program requirements into contractual requirements.
- Determines acquisition strategies and approaches to achieve optimal solutions from cost, performance and schedule.
- Takes the lead in developing and processing acquisition packages.
- Performs quality metrics and execution reporting analysis.

Budget Execution and Planning Office

Overview

Provides current year budget execution and upcoming year budget planning for all major transformational initiatives (MTIs) and a variety of non-MTI projects and activities. Budget Leads and Budget Analysts are assigned to each of the MTIs and non-MTI programs and offer high-quality, proactive, and comprehensive budget execution support to assist in meeting VA's strategic goals. Works with Program/Project Managers (P/PMs) to create the program budget operating plan in the Budget Tracking Tool (BTT), provide extracts from the BTT to interested parties as needed, assist with all budget realignment and unfunded/underfunded requests, provide budget data for internal and external program budget briefings, and participate in program Integrated Project Teams to the extent possible. Ensures consistent and accurate messaging on the status of program and project budget execution to all internal and external stakeholders.

Functions and Activities

- Provides upcoming year budget planning and current year budget execution support for all projects and activities in EMPO.

Tools

Overview

When federal agencies develop, procure, maintain, or use electronic information and technology (EI&T), Section 508 requires that federal employees with disabilities have access to and use of information and data comparable to access and use by federal employees who are without disabilities, unless an undue burden would be imposed on the agency. Section 508 also requires that individuals with disabilities, who are members of the public seeking information or services from a federal agency, have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities, unless an undue burden would be imposed on the agency.

Functions and Activities

- Oversight of Section 508 with VA infrastructure.

- Develop and implement VA agency wide Section 508 Program.
- Develop/update of Section 508 policy and handbook.
- Educate VA employees on Section 508 policy and procedures.
- Provide progress assessments and ad hoc reports to senior officials in office of the Chief Information Officer (CIO).
- Provide expert technical advice and guidance on Section 508.
- Assess, monitor, and report on Section 508 conformance.
- Establish testing protocol which supports assessment, testing and reporting of Section 508 violations and processes for remediation.
- Recommend Section 508 compliant software for testing of agency documents and websites.
- Provide training and technical support to agency employees.
- Ensure necessary Section 508 language is incorporated in all EIT acquisitions.
- Assess proposed E&IT (Electronic & Information Technology) products for Section 508 conformance within VA's Enterprise Architecture Framework, to include: (E-Gov initiatives programs, IT Tracker products, Web based applications, Software applications).
- Provide Section 508 information in response to Department of Justice, OMB, and other Federal Agencies annual surveys.

Program Planning

Overview

Program Planning & Oversight (PP&O) promotes and supports coordinated planning, execution and oversight of EP MO development projects. PP&O's key functions include but are not limited to support in budget formulation, planning (multi-year) and reporting oversight, working within the parameters of the Veteran-focused Integration Process (VIP) and guided by OMB Circular A-130 which implements the Clinger-Cohen Act of 1996. PP&O supports the EP MO through representation to ITRM as a Service Provider and the VIP Business Office as key stakeholders to accomplish these functions. Within the EP MO we work closely and collaborate with EP MO Acquisition & Contract Administration (ACA) and EP MO Budget Planning & Execution counterparts.

Functions and Activities

- PP&O supports the EP MO in a variety of activities that support the reporting and monitoring of project performance and compliance with VIP.
- Oversees submission of Major IT Business Case and Major IT Business Case Details for EP MO Investments and projects to the Federal IT Dashboard, as required by Office of Management and Budget (OMB) fiscal year Guidance and OI&T requirements.

- Supports “Certification of Funds” of IT Appropriation Development, Modernization & Enhancement (DME) projects for EPMO as required by Consolidated and Further Continuing Appropriations (Public Law). Initial letter is issued on a fiscal year basis and updated quarterly thereafter.
- Coordinates Multi-Year Programming (MYP) within EPMO which covers budget formulation through pass back and 5 years of out-year planning as required by ITRM.
- Creation and Maintenance of the EPMO Enterprise Project Structure (EPS). The EPS provides a standard naming and numbering structure for all projects, provides a framework for organizational alignment and rollup, and correlates execution year funding with OMB reporting and Budget Tracking Tool (BTT) entries. The EPS is updated daily and published quarterly.
- Maintain contract support for Function Point Analysis and estimation information within the EPMO.
- Provides administrative and support for the EPMO Project Repository (TSPR) that serves as the document repository for all EPMO VIP projects so information is made available and can be viewed by our Business Partners.

Transition Release and Support

Overview

Works in tandem with Project Management and Execution to prepare for transition and releases and handles the transition and release of completed projects. The office will collaborate with Release Agents to develop and deliver quality products by overseeing the new single release process within the VIP frameworks. Will work with project teams to develop release plans encompassing the broad set of release goals, preliminary deployment information and critical details including information on user onboarding and/or transition, data migration, contingencies specific to the release, final customer validation/verification, and the post-deployment monitoring approach Also responsible for overseeing the new unified release calendaring functions using POLARIS which was developed by through SharePoint to support the VIP framework.

Functions and Activities

- Transitions product sustainment to Service Delivery & Engineering for O&M operations,.
- Manages Integrated Calendar (POLARIS) across OI&T.
- Overseen by DAS, EPMO as an aspect of check and balances.

Product Support-Health

Overview

Health Products manages the projects for the development of those IT products that address the needs of Veterans and health care providers through the management of health care information. These IT solutions provide leading edge information technology solutions to support health care delivery.

Functions and Activities

- Collaborate with business owners to identify information technology needs.
- Partner with business owners to create an OI&T strategic roadmap.
- Capture the capabilities and requirements for product builds.
- Identify Key Performance Indicators (KPIs) to ensure products align with VA goals and priorities.

Product Support-Benefits

Overview

Benefits Products manages the project for the development of those IT products that facilitate the effective delivery of Veteran benefits through advanced technology solutions. Operates as OI&T cornerstone for Non-Major Initiative projects and serves as the source of necessary interfaces between Major and Supporting Initiative development.

Functions and Activities

- Provides diagnosis and correction of program errors after software release.
- Provides modification of software to interface with a changing environment or congressional mandates.
- Provides modification of software to improve future maintainability or reliability as a result of a requirement to perform hardware re-platform or operation system/system software upgrade.
- Resolves trouble tickets to ensure day-to-day continuity of benefit payments and services, user interface screens, reports, letters, data interfaces, etc.
- Performs enhancement work as required by the Business Lines for those products with no corresponding development team.

Product Support-Corporate

Overview

Corporate Products manages the projects for the development of those IT products that address the use of VA corporate and management information. Through the provisioning of leading edge information technology solutions and services, Corporate supports, enhances and improves the VA operations.

Functions and Activities

- Resolves trouble tickets to ensure day-to-day continuity of Insurance Payment Systems services, user interface screens, reports, letters, data interfaces, etc.
- Insurance support team provides minor enhancement and bug fix support to the Insurance business line.
- Responsible for recording, analyzing, resolving and closing trouble tickets.

- Perform routine application maintenance and defect repair.
- Responsible for oversight of corporate sustainment contracts.
- Responsible for Mandatory Sustainment budget oversight.

Product Support-Enterprise Application

Overview

Product Support-Enterprise (PS-E) provides, operational support, administration, 24 x 7 monitoring, and of all enterprise scoped health, benefits, cemetery, corporate management, administrative and financial production systems. This includes applications, databases, websites and middleware. Product Support-Enterprise works closely with DCO and EIS to ensure stability and availability are always inline. Product Support-Enterprise provides support to enterprise applications in all VA Facilities. PS-E will continuously monitor applications performance, apply patches and fixes to keep applications current, update applications for new capabilities, maintenance, integration, performance optimization and document changes for stability. PS-E plays a critical role in ensuring that the VA business processes functions are reliable and correct.

Functions and Activities

- Application down - This happens when the online or batch process has abended (crashed), causing the application to stop. These problems are typically classified at the highest severity level and must be addressed immediately.
- Substantial logic error - Sometimes problems occur in an application that can produce disastrous results, even though the application is not down. In some respects, these errors are worse than having the application down. When an application is down, you know what you are facing. When a substantial logic problem occurs, but the application is still up, the outcomes produced may be erroneous, and bad decisions can occur. Once these errors are found, it can also be difficult to clean up the errors already produced and get the application reliable again.
- Fixing errors - fixing errors is similar to the "responding to production emergencies", however the severity level is not as great. This category includes the "normal" bugs and errors that pop up from time to time. For instance, a nightly batch job that goes down may just need to be resubmitted. Another example is an error that occurs on an online screen that may not occur the next time it runs. Or a report may print asterisks in a field that is not large enough to hold the entire value. All of these are examples of fixing errors that do not rise to the level of a production emergency.
- Responding to environment changes - Sometimes events take place that require changes to an application, or testing, that do not originate in the support group.
- Software/hardware upgrades and changes - this category of service deals with trivial software/hardware upgrades and changes that is similar to environment changes. This category covers services involved with internal staff initiated changes.

- Assisting with business processes - Business processes that take place on a regularly scheduled basis. Normal and ongoing assistance with these business processes is part of the service provided by the support staff.
- Documentation updates - Compiling documentation updates includes the time associated with updating system, user, or support documentation. This represents the time associated with minor documentation updates.

Calendaring

Overview

Functions and Activities

- Partner-specific, unified calendar.
- Continually updated.
- Full visibility into upcoming releases.

Release Management

Overview

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. Release Management verifies the configuration health of deployments, consistent with OI&T strategies and standards.

Functions and Activities

- Ensures that the Project Team has the complete list of product data deliverables.
- Provides feedback throughout the build/development phase to the Project Manager, the Configuration Manager, and the Testing Manager.
- Collects certain metrics at the end of each Sprint.
- Provides the status of the product data to the three decision-makers: the Portfolio Manager, the Product Owner, and the Receiving Organization, at the end of build/development phase in preparation for CD2 decision.
- Evaluates release metrics after full production installation.

Enterprise Project Management

Overview

Responsible for overseeing and directing each of the four IT portfolios, all seeking to improve performance and deliver appropriate IT strategy within the organization. Oversees program and project managers in enterprise-wide scheduling, resource allocation, testing, design, engineering, and implementation, and works closely with the account managers to ensure that they have the information they need for their work with our business partners.

Functions and Activities

- Consolidates programs and projects under four VA business line portfolios. (Health, Benefits,/Cemeteries, Corporate, and Enterprise services).
- Portfolios directly support VA strategic objectives.
- Direct tracking of budget funding from portfolio down to project level.
- Integrates security into all aspects of project.

Application Management

Overview

Provides competency-based developer, data management, and technical analysis resources to the projects that build the applications Veterans use to manage their health care and secure their benefits, along with those applications that VA uses to support Veterans. Employees support phases of the software development lifecycle as implemented in EPMO under the guidelines. Application Management develops and maintains tools, conventions, and work product standards for consistency and efficiency across projects and competencies.

Functions and Activities

- Perform the planning and execution of functional testing, regression testing and system integration testing.
- Ensures new or changed software code satisfies documented technical requirements.
- Ensures code changes have not introduced defects that affect other parts of the application.
- Ensures the products will operate in a production environment while correctly exchanging data with other products.
- Performs pre-deployment software quality assurance checks.

Health

Overview

VA uses information technology to enable the Department to provide access to care and services that out nations Veterans have earned and deserve. The primary focus of VA Health Initiatives is on

development and execution of quality IT projects that address that needs of Veterans and health care providers through the management of health care information, along with sustainment of production software that keeps the mission going.

Functions and Activities

- Product Support.
- Serve as experts on deployed software.
- Retire/consolidate products to reduce cost and/or exploit new benefits.
- Develop and deploy new mission critical systems.
- Access to Care – VistA Surgery.
- Caregiver’s legislation (enhancements).
- EDI Transactions – Payer & Provider.
- VHA Research - Genomic Information System for Integrative Service (GenISIS); Research Administrative Management System (RAMS) Integration.
- Health Administrative Systems - Patient Statement Enhancements; Revenue Reporting Enhancements; Prosthetics Purchasing and CPRS Enhancements; Claims Processing and Eligibility Enhancements; Purchased Care Program Integrity Enhancements; Voluntary Service System (VSS) Enhancements; Revenue Reporting Enhancements.
- Health Provider Systems – Computerized Patient Records System (CPRS) Enhancements.
- Healthcare Efficiency - Non VA Care Enhancements; Beneficiary Travel Self-Service System.

Benefits, Appeals and Cemeteries

Overview

Benefits, Appeals, and Memorials (BAM) is responsible for utilizing advanced technology solutions and development projects to ensure Veterans’ benefits are delivered on time and without complication. BAM also supports legacy applications for benefits products. Projects included in this area support VA’s goal of eliminating the backlog of Veterans’ claims. They also aim to enhance Veterans’ access to comprehensive VA services and benefits especially in the delivery of compensation and pension claims processing. The Memorials portfolio promotes improvement in the efficiency of Memorial products to support NCA in achieving its goals to honor Veterans and their families with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our nation.

Functions and Activities

- Veterans Benefits Management Systems (VBMS) assists in eliminating the existing claims backlog and serves as the enabling technology for quicker, more accurate, and integrated claims processing in the future.

- Benefits Education aims to fully-automate VA education claims processing and migrate all VA educational programs onto an integrated, sustainable platform.
- Benefits Integration is designed to improve the speed, accuracy, and efficiency in which information is exchanged between Veterans and the VA.
- Memorials is responsible for developing and maintaining Memorial Benefits Management and Cemetery Management including providing more standardization and automation for NCA cemeteries to generate interment notices/dig slips and track remains. The Memorial Benefits Management System (MBMS) provides interoperability with external systems, allowing Veterans, their next of kin, and other users to save time with faster eligibility and forms processing capabilities and benefit delivery workflows, provide navigation to cemetery and gravesite, Veteran, Next of Kin and funeral director self-service.

Corporate

Overview

Corporate Portfolio manages the IT development projects for IT systems that support VA corporate administration business units such as Human Resources Administration, Office of General Council, OSDDBU and Office of Acquisition, Logistics and Construction and Office of Management. Corporate IT systems support the delivery of services to VA employees and Veterans by enabling greater efficiencies and processes to produce relevant internal, foundational information and a more effective VA workforce.

Functions and Activities

- Interfaces with VA customer business units and IT Customer Account Managers to develop enterprise IT strategies, solutions and IT roadmaps.
- Formulates strategy and provides technical direction, guidance, and policy compliance to ensure that IT resources are managed for the VA in a manner that adheres to various federal laws and regulations.
- Manages enterprise application development and sustainment activities.
- Development consists of planning, developing (or acquiring), and testing applications that meet business requirements.
- Provides available, adaptable, secure, and cost effective information technology products and services to VA customers, enabling VA staff to provide mission-critical support to the Nation's Veterans.
- Focuses on the modernization of resources management, legal, training, and information management systems.

Enterprise Services

Overview

Enterprise Services is responsible for optimizing resources and services to our Veterans and VA. It identifies leverages, deploys, and maintains reusable shared services on underlying common technologies and supporting processes. ESS identity and security services provide an enterprise-level approach to managing identity data for Veterans, internal and external users, and their electronic access to VA systems and services. Interagency services provide VA and Department of Defense (DoD) clinicians, care coordinators, benefits administrators and other staff Veteran health, benefits and administrative data. ESS orchestration services provide and orchestrate service oriented architecture (SOA) services for delivery of a unified Veteran military history, contact information, demographic, benefit and eligibility view to consuming projects and systems. Benefit services deliver unified VBA data and business logic via enterprise services to major initiatives and projects. ESS health services and repositories manage administrative, demographic, and eligibility information as a shared corporate asset, and integrate identity and administrative personal data with associated clinical data across the VHA and external healthcare systems.

Functions and Activities

- Plan, develop, and maintain reusable, shared services for all VA lines of business using standardized technologies.
- Develop and execute a VA-aligned shared services strategy with goals to.
- Increase technology Return on Investment (ROI).
- Enhance communications and provide collaboration tools for the adoption and reuse of shared services .
- Improve the long-term sustainability of solutions.
- Implement performance measurement management to monitor ESS strategy value and outcomes.
- Co-Chair the ESS Center of Excellence (CoE) governance body and lead Service Oriented Architecture (SOA) working groups.

Intake and Analysis of Alternatives

Overview

Intake and Analysis serves as the first stop for business owners seeking guidance in terms of the planning of initiatives involving an IT component. This EPMO 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.

Functions and Activities

- EPMO Intake and Analysis has primary responsibility over specific initiatives involving IT after they have been identified by the business component. Further, Product Managers have a secondary role for their products throughout the product lifecycle.
- 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.
- Intake and Analysis serves as OI&T's entry point for technical support for specific initiatives prior to the funding of these initiatives.
- Responsible for transitioning products.
- Develops cost estimates, budgets, coordinates communications and responds to Congressional and GAO activities, evaluates and improves Intake and Analysis processes, and provides human resources and administrative support to other elements of the office.

Corporate Products and Activity Management

Overview

Corporate and Activity Management Products supports VA's corporate and activity management customers by analyzing their needs, objectives and strategic plans through the advocacy of enterprise-wide solutions and creation of product strategies and roadmaps. Corporate supports those staff organizations and offices that report directly to the Immediate Office of the Secretary. Activity Management supports VHA patient scheduling, movement, transportation and supply management products.

Functions and Activities

- Collaborate with business owners to identify information technology needs.
- Partner with business owners to create an OI&T strategic roadmap.
- Capture the capabilities and requirements for product builds.
- Identify Key Performance Indicators (KPIs) to ensure products align with VA goals and priorities.

Enterprise and Corporate Products

Overview

Serves as principal advisor to VA leadership on interoperability matters and serves as a liaison to the VA/DoD IPO and DoD's Defense Medical Information Exchange (DMIX) Program Office on all interagency interoperability matters. Interoperability and Enterprise Shared Services (IESS) reviews, analyzes, and evaluates VA's interoperability and shared services plans, products and services, working with PACE to plan and inform the allocation of resources, including the development of an annual BOP and all Multi-Year Planning (MYP) budgets for all aspects of Electronic Health Record Interoperability (EHRi), in alignment with SECVA and CIO's priorities and in compliance with Congressionally mandated

requirements. IESS collaborates with stakeholders within DOD, IPO, VHA, OIT and other Federal and private HIE partners to identify and align clinical, technical, interagency and Congressional requirements for interoperability. IESS leads the planning, budgeting, implementation coordination, testing and compliance of all VA HIE Interoperability infrastructures within the VA's portfolio of IT products.

Functions and Activities

- Work with product engineers to drive the creation and approval of product solution architectures.
- Work with product estimators to develop initial cost estimates for IT.
- Capture planning decisions in Product Planning Documents (PPDs).
- Coordinate with business owners to ensure their needs are added to IT Multi-Year Planning (MYP) and Budget Tracking Tool (BTT).

Clinical Products

Overview

Functions and Activities

Interoperability and Enterprise Shared Services

Overview

Functions and Activities

Product Analysis and Cost Evaluation

Overview

Product Analysis and Cost Evaluation enables and supports product life-cycle cost estimation, and internal ASD PPM product lines in correspondence management, human resource support, and budget development and execution support.

Functions and Activities

- Coordinate, develop and implement annual updates to the Product Planning Documents (PPDs)/Business Case Documents (BCDs) templates.
- Maintain and enhance the Intake Process of business owner needs through completion of the PPD/BCD and investment requests in OIT's Multi-Year Programming (MYP) activities.
- Maintain and update the PPD/BCD tracker, PPM PPD/BCD Overview, and ASD/PPM 101 presentation.

- Provide cost estimation support for PPDs/BCDs, VistA Evolution (VE) Life Cycle Cost Estimate (LCCE), and VE Cost Benefit Analysis (CBA).
- Secure release of VE development, modernization and enhancement (DME) encumbered funds from the House Appropriations Committee (HAC) and Senate Appropriations Committee (SAC).
- Develop responses associated with legislative language requirements found within Military Construction, Veterans Affairs, and Related Agencies Appropriations bills, which lift encumbrances of funds for VA's VE program.

Benefits Determination and Delivery Products

Overview

Functions and Activities

Project Planning

Overview

Project Planning is a subset of Project Management pertaining to the creation and monitoring of project schedules. Project schedules are the lifeblood of projects, detailing the progress and health of the project against the projected plan and budget. Monitoring plans against actual progression will give early warnings of project execution issues and missed dates, giving the project team ample time to address and mitigate problems so that planned dates can be met. Planning management creates and maintains a standard activity framework that project plans and schedules should fit within. Management defines the tool (currently Primavera) to be used and trains appropriate personnel on the tool and standardizes tool and methodology use. Planning management defines for senior management support the EPMO strategic goals with respect to enterprise project scheduling tool and defines requirements for metric data to be collected from enterprise project scheduling tool.

Functions and Activities

- Creates and maintains project schedules. Ensures each member of the project team participates in defining and validating her/his own tasks within the project.
- Works with the PM and team to develop/baseline/track performance against/forecast to ensure projects remain within budget and on schedule.
- Administer Primavera Timesheets.
- Update all necessary project repositories with project planning documentation, project planned/actual dates, and other planning metric data as required.
- Assist with creation of project planning documentation and ensuring PMAS documents and processes are completed to the project plan.
- Perform schedule variance analysis and analyze/optimize the schedule as needed.

- Perform project schedule health checks.
- Monitor compliance with PD's Minimum Schedule Requirements.
- Re-plan and reschedule as needed.
- Back-up PM when appropriate for project planning purposes.

Stakeholder Engagement

Overview

The office of Stakeholder Engagement advises the DAS and Executive Directors on complex and sensitive issues that cross organizational boundaries within the Department. The Stakeholder Engagement team is the primary interface between internal and external stakeholders and the EPMO. The primary objective of the office is to ensure consistent, clear messaging to all EPMO stakeholders through proactive, high quality communications products and services. In addition, the office of Stakeholder Engagement provides professional, confidential, and seamless administrative support to EPMO's Senior Leadership.

Functions and Activities

- Manage all EPMO internal and external correspondence processes via Veterans Affairs Internet Quorum (VAIQ) and internal tracking mechanisms.
- Serves as EPMO's point of contact with the OI&T Front Office, OI&T Correspondence Team, and OI&T Communications Team.
- Facilitates EPMO engagement and interface with OMB, GAO, OIG, and Congress on highly sensitive Department matters.
- Analyzes recommendations regarding VA, OI&T, and EPMO policies, directives, and guidelines having Departmental and/or interagency implications and impacts.
- Prepares EPMO congressional correspondence and testimony as needed.
- Manages the internal communications process for EPMO and the DAS including executive messaging, regular EPMO newsletters, and awareness campaigns within EPMO.
- Requests, reviews, and submits EPMO performance data and analysis reporting to other internal and external entities.
- Reviews and approves publishing of content on internal EPMO sites, ensuring content is in compliance with administrative standards.
- Provides professional, confidential, and seamless administrative support to EPMO's Senior Leadership.
- Records, shares, and tracks executive meetings, briefings, and speaking engagements.

Capacity and Performance Engineering

Overview

Capacity and Performance Engineering (CPE) is responsible for evaluation of infrastructure solutions and project deliverables in both development and production contexts ensuring that engineered infrastructure solutions are sufficient to support VA deployed IT systems. CPE leads analysis of newly developed workloads and system solutions, providing mastery-level technical support and oversight for Health, Benefits, and Memorial Corporate and Interagency IT work products. CPE is further responsible for providing a leadership role in capacity analysis of application and infrastructure IT solutions by providing forecasts of capacity and utilization, operational readiness reviews, capacity analysis, and requested engineering technical analysis to inform the inter-service, inter-division, and/or inter-organizational effort it supports. CPE provides ongoing project support inclusive of operational quality audits as part of Operational Readiness Reviews (ORR) which analyzes key product data, including requirements, design, traceability; testing, operations, and capacity/performance in order to determine if IT best practices were followed, if VA compliance standards were adhered to, and if the product has met the criteria for release. Additionally CPE Capacity Evaluations provide estimates of the potential impact of new or enhanced OI&T products on VA enterprise computer system capacity and resources in support of planning and service delivery actions. For all infrastructure and system testing activities CPE employs capacity modeling and evaluation techniques to evaluate architectures and applications prior to, during, and after deployment. All of CPE work is supported by infrastructure services which provide means to provision system development environments and house all data required for capacity and informatics work products.

Functions and Activities

- Data Center Capacity Planning and Analysis.
- Operational Readiness Review.
- Architecture Validation and Technical Analysis.
- Root Cause Performance Analysis.
- Capacity Planning and Forecasting.

Project Special Forces

Overview

The EPMO is VA's IT enterprise structure for conducting major initiatives, monitoring key information and improving project execution to deliver better outcomes to VA business partners and Veterans. As the various EPMO divisions handle critical lean system engineering, project management, intake and analysis of alternatives, and transition, release, and support, the project special forces team is the triage unit within EPMO to ensure teams can successfully deliver key IT functionality to our business customers.

Functions and Activities

- Assist projects when they are experiencing challenges with delivering.
- Mentors project teams on opportunities for improvement.

- Advise and guide portfolios within the project management directorate.
- Tracks and trends challenges across the EP MO portfolio and identifies systematic and isolate incidents that provide opportunities for improvement.

PM (PROMOTE PM Fellows)

Overview

The Project Management PROMOTE PM Program is a selective professional development initiative for aspiring mission critical project managers. This 14 to 15-month cohort program accelerates development of future PM leaders, developing them through a unique experiential learning model to possess the mix of skills necessary to effectively manage mid-sized projects. Together, the Veterans Affairs Acquisition Academy (VAAA) and its customers share the mission of developing a pipeline of future leaders who possess the required mix of skills necessary to be lasting PM change agents within their organization. The program accelerates time to competency for new hires or staff transitioning to mid-level project management roles. Each PROMOTE candidate progresses through the required FAC-P/PM curriculum and reinforces the technical and leadership competencies with virtual learning activities, skill building workshops, and job rotations to create a holistic learning experience.

Functions and Activities

- Under close supervision, PROMOTE PMs work through the VAAA curricula designed for the program.
- Works with supervisor one on one to ask questions and obtain guidance about the functional application of concepts taught during training.
- Completes additional virtual training opportunities as assigned by supervisor between rotations at the Academy.

Authorities

Information Technology Management Reform Act of 1996 Title 40

Clinger-Cohen Act of 1996

P.L. 104-106

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 U.S.C. 522

The Government Paperwork Elimination Act of 1998

Government Performance Results Act (GPRA) of 1993

Government Management Reform Act (GMRA) of 1994

P.L. 109-114, Military Quality of Life and Veterans Affairs Appropriations Act of 2006

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

OMB Memorandum, The Federal Acquisition Certification for Program and Project Managers
OMB Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers
Office of Federal Procurement Policy (OFPP) Developing and Managing the Acquisition Workforce
Services Acquisition Reform Act of 2003
VA Acquisition Academy Program Management
U.S.C. 44 § 3506
Rehabilitation Act of 1973
Veteran Benefits Improvement Act of 2008 Privacy Act of 1974
Health Insurance Portability and Accountability Act
VA Directive 4900
P.L. 109-461 Title IX

Office of Service Delivery and Engineering

Overview

The Office of Service Delivery and Engineering (SDE) direct all operational and maintenance activities associated with VA's IT environment on behalf of the AS/IT. SDE oversees and manages the VA data centers, the IT network and telecommunications; monitors and manages production for all information systems and production services; delivers operations services (including deployment, maintenance, monitoring and support) to all VA 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)*.

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, local computing environments and site-level 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 desktop support to VA users across the nation.

Technology Management Office (TMO)

Overview

Technology Management Office provides oversight and facilitates field operations technology and process standardization in support of enterprise implementations. provides technical and logistics expertise within SDE Field Operations.

Business Intelligence Office (BIO)

Overview

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

Overview

VACO Support Service provides technical and operational IT support to the VACO campus.

Enterprise Operations

Overview

Enterprise Operations manages all VA enterprise solutions. 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. 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 VA'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, and 24 x 7 monitoring, 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 of supported application. 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 VA IT systems, applying a consistent architecture and planning the systems development life cycle (SDLC), and managing 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 certification .
- 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.

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. The ESE Program Management Office also 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 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 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 EPMO to provide an independent evaluation of development artifacts and product software. This evaluation helps 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 have 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. Lifecycle and Release Management 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; it 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. TIP helps mitigate vendor lock risks and ensures alternative approaches to existing products are regularly evaluated. 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 the 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 Networx 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.

Service Desk Operations (SDO)

Overview

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)

Overview

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 (ITSM) 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.

Business Services and Communications

Overview

Business Services and Communications provide support for contracts, human capital management, task coordination, communication, performance reporting and analysis, and field administrative support.

Program Administration Office

Overview

Program Administration Office (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 planning, analysis, and execution of SDE budget including OMB preparation and reporting, multi-year programming, budget build and execution accounting to enable effective and efficient management of IT Resources.

Authorities

Information Technology Management Reform Act of 1996 Title 40
Clinger-Cohen Act of 1996
P.L. 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 U.S.C. 522

The Government Paperwork Elimination Act of 1998

Government Performance Results Act (GPRA) of 1993

Government Management Reform Act (GMRA) of 1994

P.L. 109-114, Military Quality of Life and Veterans Affairs Appropriations Act of 2006

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

U.S.C. 44 § 3506

Rehabilitation Act of 1973

Veteran Benefits Improvement Act of 2008 Privacy Act of 1974

Health Insurance Portability and Accountability Act

VA Directive 4900

P.L. 109-461 Title IX

Office of Enterprise Integration

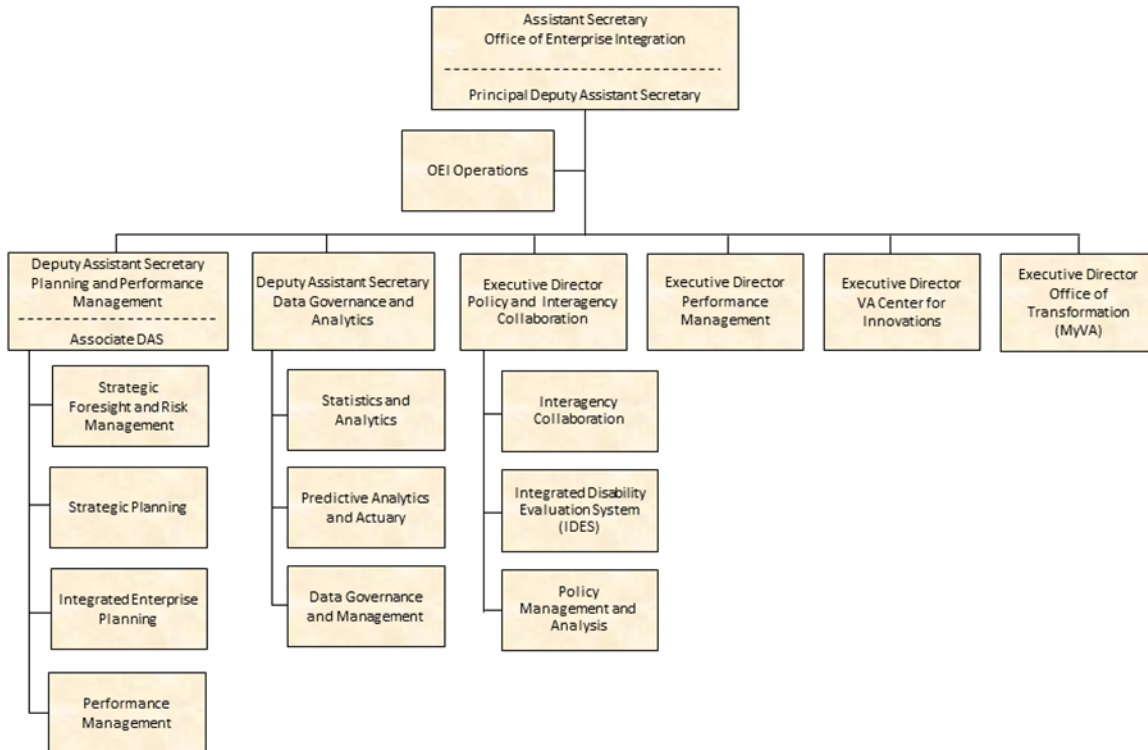


Figure 21 - Office Of Enterprise Integration Organization Chart

[Click here for the alternate representation of the chart](#)

Mission Statement

The Office of Enterprise Integration (OEI) orchestrates and leads the continuous improvement of Veterans and employee experience through effective enterprise integration of people, processes, technology; innovations; and maturing organizational management capabilities.

Office of the Assistant Secretary for Enterprise Integration

Overview

The Office of Enterprise Integration (OEI) leads the Departmental efforts in:

- Strategic and future foresights
- Strategy and strategic planning
- Integrated enterprise planning
- Enterprise risk management
- Performance management

- Policy management and analysis
- Policy research
- Transformation and innovations
- Data analytics and statistics
- Actuarial science
- Data governance
- Interagency coordination and collaboration

Authorities

38 U.S.C. Part I § 308

Office of Planning and Performance Management

Overview

The Office of Planning and Performance Management (OPPM) leads the Department's strategic future foresight and assessment; coordinates business strategy development; integrates mission requirements; conducts forward-thinking strategic planning to address long-range issues; and ensures integration of business requirements and aligning the planning and execution activities of the Department's programs and initiatives. OPPM is also responsible for managing VA's enterprise risk management framework that provides the necessary governance, communications, training, processes, and tools to effectively identify, assess, address, and monitor risks, enabling VA leadership to make informed decisions and focus priorities that make the best use of resources. OSPPI enables VA's senior leaders to maintain a consolidated, timely, and robust understanding of both known and emerging risks facing the Department, as well as how these risks are being addressed.

Functions and Activities

- Orchestrates and manages the Department's Strategic Operating Model/Manage for Results process to drive management activities and integration across the Department.
- 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 continuous environmental scanning and analysis to identify, assess, and monitor strategic level risks and opportunities; coordinates with other risk offices and the Office of Management and produces the annual Department's Risk Profile to fulfill requirements in OMB Circular A-123.
- 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.
- 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 (APG) 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.
- Produces annual planning guidance to refine and update the strategic guidance articulated within the VA Strategic Plan.
- Conducts the biannual Strategic Reviews as mandated by OMB Circular A-11 which reports on the Department's progress towards the VA Strategic Plan strategic objectives. Develops the mid-year brief and the end of year report which is included in the Annual Performance Review (APR).
- Administers the Monthly Management Review (MMR) 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.
- Oversees the quarterly status reporting process to OMB for the APGs.
- Develops and oversees the development and implementation of the Department's Annual Performance Plan and Report to OMB.
- Responsible for the governance and management necessary to identify, evaluate, mitigate, and monitor the VA's operational and strategic risk as required by OMB Circular A-123.
- Manages and organizes the Department's portfolio of performance metrics and indicators coordinating departmental performance within VA plans, strategies and reports.
- Coordinates integrated enterprise mission planning (horizontal integration).
- Leads and manages VA's enterprise business architecture.
- 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 body, Monthly Management Review.

Authorities

38 U.S.C. Part I § 308

38 U.S.C. 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 U.S.C. § 308(b)(3)

VA Directive 0326

VA Directive 0212

Office of Data Governance and Analytics

Overview

The Office of Data Governance and Analysis (DGA) is responsible for providing data management, data analysis, and business intelligence capabilities to inform VA-wide decision making. DGA acts as an authoritative clearinghouse for the collection, analysis, and dissemination of statistics about Veterans and VA programs. It also provides predictive analysis, actuarial services, and data-driven forecasting capabilities to inform decision-making in the Department.

Functions and Activities

- Conducts data analytic services and products to support VA planning, policy analysis, reporting, and decision making activities.
- Provides mapping and geospatial analytics services and products to support VA planning and decision making activities.
- Performs actuarial analysis and modeling to project future Veteran population and their demographic characteristics to support VA budget, strategic planning, financial reporting, and policy making.
- Produces the Annual Actuarial Liability Report for VA Compensation, Pension, and Burial Programs and the VA Medical Malpractice Liabilities which are required to be included in the VA's Consolidated Financial Statements.
- 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 and open data initiatives.
- Maintains the official VA statistic website and managing over 800 annual requests for VA statistics from the public.

Office of Policy and Interagency Collaborations

Overview

The Office of Policy and Interagency Collaboration (OPIC) leads and manages the Department's policy management process and provides policy analysis support to the Secretary and VA senior leadership. It

oversees the VA's policy research and collaboration activities with strategic partners (other federal agencies, academia, think tanks, and ally countries). OPIC serves as the VA lead on issues pertaining to interagency collaboration and coordination with Federal partners (DoD, SSA, HUD, DOL, Commerce, etc.).

Functions and Activities

- Manages the Department's policy and delegation of authority processes.
- Maintains a centralized repository of directives, handbooks, regulations, delegation authority, etc.
- 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.
- 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 Organization Manual (FOM).
- Facilitates the development and integration of joint policies and programs between VA and Department of Defense (DoD) and other agencies.
- Provides oversight for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the VA-DoD Joint Executive Committee (JEC).
- Coordinates and facilitates a Department-wide perspective in all VA-DoD collaboration activities and initiatives.
- Provides planning and support for multiple VA-DoD governance bodies, such as the joint VA/DoD Secretarial Meetings, VA-DoD JEC, and Wounded, Ill and Injured Committee (WIIC).
- Provides oversight of the VA/DoD Integrated Disability Evaluation System (IDES) and for streamlining the VA-DoD disability evaluation process through continuous process improvements.
- 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.
- 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.

Authorities

38 U.S. Code § 320 - Department of Veterans Affairs-Department of Defense Joint Executive Committee
38 U.S. Code § 8111 - Sharing of Department of Veterans Affairs and Department of Defense health care resources

38 U.S.C. 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” (P.L. 112-56, §§ 201-265, 125 Stat. 712-733 [“VOW Act”])

VA Directive 0211, Functional Organization Manual Management (FOM)

VA IOM Task Force Framework

VA IOM Task Force Process Flowchart

Office of Performance Improvement

Overview

The Office of Performance Improvement is responsible for leading enterprise-wide lean management strategy and implementation to enable a culture of continuous performance and outcome improvement through employee engagement.

Functions and Activities

- Responsible for enterprise performance improvement strategy, policies, training standards, governance, and implementation coordination.
- Leads and manages all VA Performance Improvement Council activities.
- Coordinates the utilization of internal VA capabilities in Program Management, Lean, Six Sigma, Human-Centered Design, and Systems Engineering to support key management challenges and performance improvement efforts.

Authorities

P.L. 114-223

VA Center for Innovations

Overview

The VA Center for Innovation (VACI) manages strategy, policy, and lead VA innovations ecosystem and diffusion of innovative best practices. VACI identifies, prioritizes, funds, tests, and evaluates the most

promising solutions to the Department's most important challenges. VACI's goal is to increase Veterans' access to VA services; improves the quality of services delivered; enhances the performance of VA operations, and reduces or controls 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

Authorities

P.L. 114-223

Office of Transformation

Overview

The Office of Transformation leads and manages breakthrough transformation initiatives and activities in the Department.

Functions and Activities

- Orchestrates the planning of VA's priority transformational initiatives.
- Coordinates management oversight of the transformation initiatives execution.
- Manages and supports all activities related to the Secretary's MyVA Advisory Committee.

- Support the development of strategic partnerships with private sector and other external organizations to improve services to Veterans.

Authorities

P.L. 114-223

Office of Operations, Security, and Preparedness

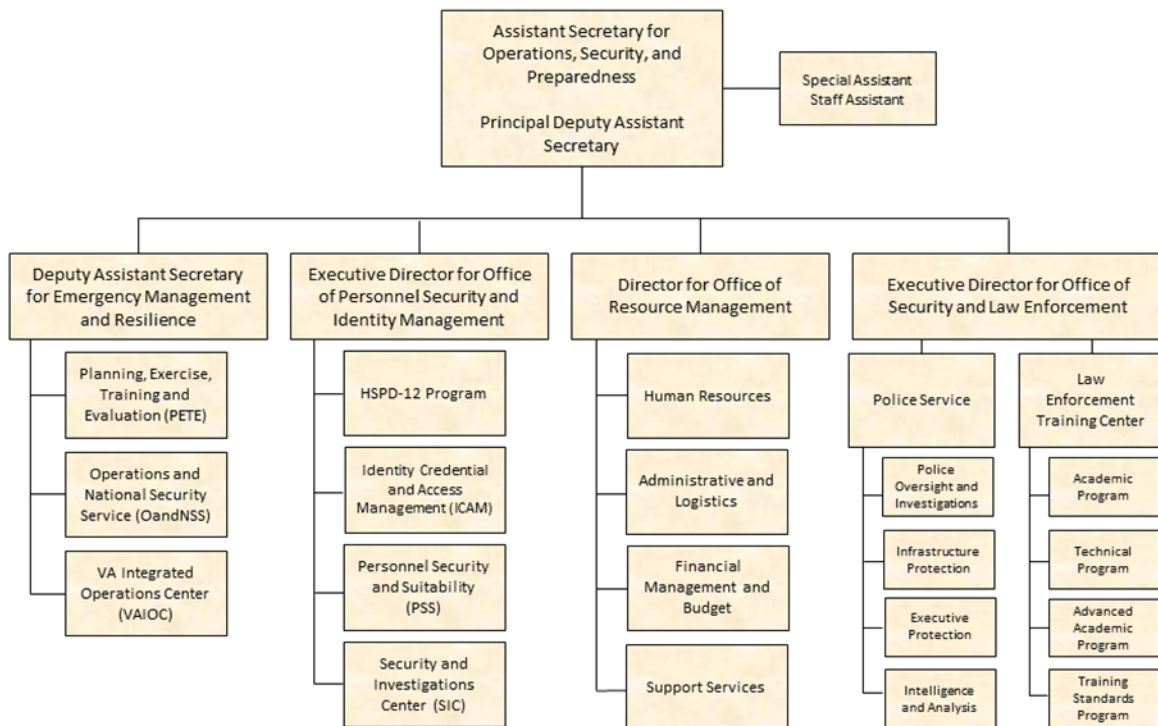


Figure 22 - Office of Operations, Security and Preparedness Organization Chart

[Click here for the alternate representation of the chart](#)

Office of the Assistant Secretary for Operations, Security, and Preparedness

Mission

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

Overview

The Office of Emergency Management and Resilience provides policy and program oversight for the Department's National Security Portfolio. This portfolio is comprised of Emergency Management, Continuity of Operations (business continuity) and Government, National Security Information Management, Insider Threat, and Intelligence and Counterintelligence Programs. OEMR ensures the Department can effectively manage consequences associated with crisis through resilient capabilities and foster an operational environment that will enable the Department to return to normal operations as quickly as possible. In addition, OEMR is the Department lead for the Department of Veterans Affairs' (VA) fourth mission and serves as the integration layer for Department capabilities that can be leveraged to manage emergencies at the local, state, tribal, or federal levels.

Functions and Activities

- Oversees the management and operations of VA's contingency sites, which include VA's Integrated Operations Center, primary continuity site, reconstitution site, devolution site, and other Department level contingency sites.
- Serves as the Federal Intelligence Coordination Office (FICO) lead for the Department.
- Manages the Department's Insider Threat Program.
- Oversees the training and evaluation of VA Senior Leadership as well as Administration and Staff Office national security personnel to support government-wide resilience requirements.
- Manages VA's Order of Succession Program to ensure the continuity of Senior Leadership.
- Oversees the integration, safeguarding, and management of Intelligence Community resources residing in the Department.
- Manages the Department's Counterintelligence Program.
- Ensures the viability of all Department continuity facilities and the infrastructure required to support operations in an all hazards threat environment.
- Oversees the management of the Department's security administration programs ensuring that they are structured to prevent compromise of classified national security resources.
- Provides oversight of the Department's National Security/Emergency Preparedness Communications.

Planning, Exercises, Training, and Evaluation

Overview

The Planning, Exercises, Training, and Evaluation (PETE) Division is responsible for continuity planning and associated training. PETE is the Department's lead for whole of government planning as it pertains to continuity of operations and government. As an integrator, PETE assists in identifying all Administration and Staff Office requirements and manages overall coordination to ensure these requirements are incorporated in the interagency planning efforts. On a daily basis, PETE manages the four elements of the Federal Continuity Program which include senior leadership training, support staff training, continuity facilities, and continuity communications. The following functional tasks are executed by the PETE Division:

Functions and Activities

- Develops department policy and plans for Continuity of Operations, Continuity of Government and Enduring Constitutional Government programs.
- Serves as the Department's lead for all Continuity of Operations, Continuity of Government and Enduring Constitutional Government actionable planning efforts.
- Represents the Department on various interagency planning groups and ensures that the Department's equities are included in whole of government planning, response, recovery and mitigation actions. Directs continuity planning efforts to ensure all Department plans are coordinated, robust, and functional and support execution of the Primary Mission Essential Function (PMEF), Mission Essential Functions (MEF), and internal Agency Essential Functions (AEFs).
- Represents the department with the interagency on various preparedness topics IAW the National Response Framework (NRF).
- Manages the Department's Test, Training, Exercise, and Evaluation Program to enhance VA's emergency management and continuity capabilities.

Operations and National Security Services

Overview

The Operations and National Security Services Division (ONSS) serves as the Department's lead regarding National Security operations/engagements and interfaces with the interagency. ONSS provides policy and oversight for the Department's special security, secure and emergency preparedness communications, Insider Threat, Counterintelligence 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 secure communications systems (voice, data, and video) and Sensitive Compartmented Information Facilities (SCIFs).
- Manages total life cycle requirements for the Department's National Security/Emergency Preparedness (NS/EP) communication systems.
- Serves as the Department's lead for all national security issues and coordinates the Department's position. with the interagency.

- Manages the Department Insider Threat Program and represents the Department with the National Insider Threat Task Force (NITTF).
- Manages Intelligence and Counterintelligence Programs within the Department and coordinates with the Intelligence Community (IC).
- Coordinates emergency preparedness communications requirements to ensure compliance with National Communication System Directive (NCSD) 3-10.
- Provides policy development, oversight, and management of the special security programs including access to classified information and Sensitive Compartmented Information (SCI).
- Provides policy oversight and program management for classified intelligence information to include transmission, safeguarding, and destruction.
- Provides Communications Security (COMSEC) management and oversight for the Department's cryptologic material and equipment portfolio to ensure secure communications.
- Provides Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS) oversight and management.
- Ensures Department is properly represented with Department of Homeland Security regarding Shared Resources (SHARES) High Frequency (HF) Radio Network oversight and management.

VA Integrated Operations Center

Overview

The Veterans Integrated Operations Center (VAIOC) is the Department's national level hub for situational awareness, a common operating picture, information fusion, information dissemination, planning, and communications in support of VA crisis management, operational coordination, and disaster response. The VAIOC operates continuously with representatives led by all Administration and Staff Offices. During times of crisis, the VAIOC serves as the consequence management center for Senior Leadership to coordinate with the interagency and to allocate resources and efforts where needed within the Department. The following functional tasks are executed by the VAIOC:

Functions and Activities

- Conducts operational reporting of incident events and threats by obtaining, validating, coordinating, and disseminating critical information, decision support products, and notifications for situational awareness and/or action.
- Manage crisis action processes by coordinating and implementing crisis monitoring and reporting, while facilitating communication and information flow within VA and with Federal interagency partners for enhanced response and recovery operations.
- Maintain a Geographic Information Systems (GIS) capability which supports routine operations, crisis management and Senior Leader decision making.
- Manages and tracks requests for VA operational support by identifying, sourcing and coordinating for the deployment of internal capabilities in response to federally declared disaster response and operational contingencies.

- Coordinates VA information sharing and operational support for DHS designated special security events.
- Supports continuity of essential functions at the national level by maintaining a continuity capability including alert, notification, and deployment of personnel to pre-identified continuity management sites.
- Deploys liaisons to Federal homeland security and disaster response partners to facilitate information flow and enhanced coordination.
- Provide strategic guidance which supports VA emergency management planning.
- Represents the Department on interagency planning groups and ensures VA equities are properly managed.
- Participates as a full partner in interagency planning and coordination to ensure the ability of VA to support Federal disaster response.
- Conducts planning in support of emerging internal and interagency contingency requirements.

Authorities

32 CFR Parts 2001 and 2003 Classified National Security Information

Title 18 U.S.C. § 793, 794, 798– Crimes and Criminal Procedure – 793 - Gathering, transmitting or losing defense information, 794 - Gathering or delivering defense information to aid foreign government, 798 - Disclosure of classified information

EO 10450– Security Requirements for Government Employment

EO 12333 – United States Intelligence Activities

EO 12968 – Access to Classified Information

EO 13526 – Classified National Security Information

EO 13587 – Structural Reforms to Improve the Security of Classified Networks and the Responsibility Sharing and Safeguarding of Classified Information

EO 13618 – Assignment of National Security and Emergency Preparedness Communications Functions

Presidential Policy Directive – 8: National Preparedness

Presidential Policy Directive – 21: Critical Infrastructure Security and Resilience

Presidential Decision Directive – 12: Security Awareness and Reporting of Foreign Contacts

HSPD-5 – Management of Domestic Incidents

NSPD-51/HSPD-20 National Continuity Policy

National Preparedness Goal, September 2011

Federal Continuity Directives (FCD) 1 and 2 National Communications Directive (NCSD) 3-10: Minimum Requirements for Continuity Communications Capabilities

National Counterintelligence Strategy, 2016

National Disaster Recovery Framework, September 2011

National Incident Management System, December 2008

National Response Framework, May 2013

National Security Strategy, February 2015

National Strategy for Counterterrorism, June 2011

National Strategy for Biosurveillance, July 2012

National Strategy for Pandemic Influenza, November 2005

National Strategy for Pandemic Influenza Implementation Plan, May 2006

Response Federal Interagency Operational Plan, July 2014

Recovery Federal Interagency Operational Plan, July 2014
Department of Veterans Affairs Emergency Preparedness Act of 2002
Disaster Relief Appropriations Act of 2013
Post-Katrina Emergency Management Reform Act of 2006
Public Health Security and Bioterrorism Preparedness and Response Act of 2002
Robert T. Stafford Disaster Relief and Emergency Assistance Act amended, April 2013
Sandy Recovery Improvement Act of 2013
The Homeland Security Act of 2002
The National Security Act of 1947, as amended
VA and DOD Health Resources Sharing and Emergency Operations Act amended, November 1992
Nuclear Radiological Incident Annex March 2015
VA Directive 0320 – Comprehensive Emergency Management Program
VA Directive 0321 – Serious Incident Reports
VA Directive 0322 – VA Integrated Operations Center
VA Directive 0323 – VA Continuity Program
VA Directive 0324 – Test, Training, Exercise, and Evaluation Program
VA Directive 0327 – Insider Threat Policy
VA Strategic Plan FY 2014-2020
National Security Agency Policy Manual 3-16

Office of the Executive Director for Personnel Security and Identity Management

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.
- OPSIM establishes and enforces VA compliance with personnel security and suitability policies and regulations through the Personnel Security and Suitability (PSS).
- The Director of OPSIM is responsible for the 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.
- The Security and Investigations Center (SIC) processes and adjudicates background investigations for all moderate risk, high risk public trust, and national security positions for federal employees and contractors.

- The Identity, Credential, and Access Management (ICAM) program management office 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 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 IT systems are identity-proofed, trusted, and credentialed at the appropriate level to carry out the work they are assigned.

Homeland Security Presidential Directive 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

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

ICAM is a 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. It:

- 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.

- 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.

Personnel Security and Suitability Service

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.

Security and Investigations Center

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

P.L. 108-458

5 U.S.C.

CFR 731

CFR 732

32 CFR Part 147

EO 10450

EO 13467

EO 13488

EO 12968

EO 13381

P.L. 108-458

HSPD-12

Homeland Security Presidential Directive 12 (HSPD-12) dated July 2004

VA Directive 0710 dated June 4, 2010

VA Handbook 0710 currently in draft

VA Directive 0735 dated February 17, 2011

VA Handbook 0735 currently in draft

VA Strategic Plan Refresh FY 2011-2015

Office of the Director for Resource Management

Overview

The Office of Resource Management (ORM) supports the organization to help serve Veterans, and employees to ensure compliance with VA policies, directives, laws, and executive orders by effectively planning and managing human resources, budget, financial management, accounting and reporting, procurements, administrative and logistical, and support service activities.

Functions and Activities

The Office of Resource Management (ORM) facilitates the execution of Human Resources Management, Financial Management 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

Human Resource Management is responsible for strategic management of human resources activities in Office of Operations, Security and Preparedness' focusing on policies 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. It 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 and Budget

Overview

Financial Management and Budget manages 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. It oversees procurement and utilization of funds of the enterprise and applies 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 and the Travel Processing for OSP.
- 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 U.S.C. Title 5

31 U.S.C. 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 Executive 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. OS&LE has two main subordinate organizations, OS&LE Police Services and OS&LE Law Enforcement Training Center (LETC).

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 uses 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

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 U.S.C., 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 U.S.C. 901 – 902

38 CFR 1.218

VA Directive 0720

VA Handbook 0720

VA Directive 0730

VA Handbook 0730

0730/1

0730/3

0730/5

Office of Human Resources and Administration

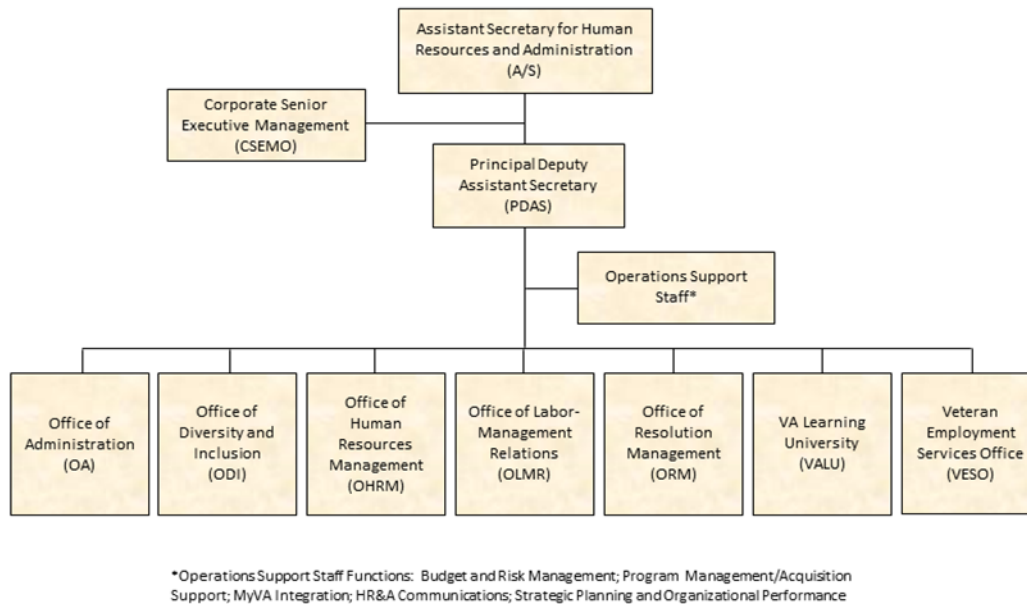


Figure 23 - Office of Human Resources and Administration Organization Chart

[Click here for the alternate representation of the chart](#)

Mission

The mission of the Office of Human Resources and Administration (HR&A) is to lead the development and implementation of human capital management strategies, policies, and practices to cultivate an engage, 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.

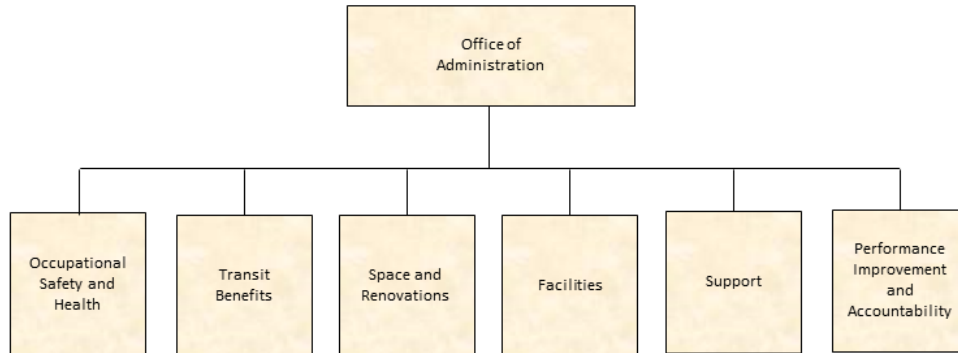


Figure 24 - Office of Human Resources Administration - Office of Administration

[Click here for the alternate representation of the chart](#)

Office of Administration

Overview

The Office of Administration (OA) works through partnerships to provide customer-focused support services that create a safe and productive work environment. OA provides support services to VA Central Office (VACO) organizations and employees.

Functions and Activities

- Manages the Department's Occupational Safety and Health (OSH) and Workers' Compensation (WC) programs.
- Directs facilities management efforts for VACO, including building services, rent/lease reconciliation and payment, Emergency Preparedness and notifications, personnel accountability, 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.
- Manages and directs the space and renovation needs for the VACO campus.
- Directs the institutionalization, integration, and oversight of the Lean Six Sigma methodologies for HR&A.

Transit Benefits

Overview

The program is designed to improve air quality, reduce traffic congestion, and conserve energy by encouraging employees to commute to and/or from work by means other than single-occupancy motor vehicles.

Functions and Activities

- Directs VA Transit Benefit Program policy nationwide.
- Coordinates application submission and fare media distribution nationwide and oversees fare media distribution in the National Capitol Region (NCR).
- Conducts periodic nationwide audits and provides advice and recommendations to field transit managers and administrators on cases of fraud and abuse.

Space and Renovations

Overview

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

Functions and Activities

- Oversees all electrical work, painting, construction, and related alterations work in VACO space.
- Manages 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

Overview

Provides a wide range of facility related services to the tenants of the various VACO buildings such as building maintenance, recycling, and janitorial services. Related service lines include records management and resource management (budget execution and formulation).

Functions and Activities

- Oversees the GSA contract for buildings management in VACO, including interior and exterior building maintenance and janitorial services (mold remediation, elevator repairs and maintenance), recycling program, conference room scheduling, lock and key control, exterior signage, and VACO safety monitoring.

- Administers 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

Overview

Provides logistical and asset management support to VACO and surrounding VACO facilities. This includes the VACO Health and Wellness Centers, Media Services, and the Property Management Division which oversees transportation, VACO mail services, Executive Correspondence, and property accountability.

Functions and Activities

- Oversees the Interagency Agreement with Federal Occupational Health, which includes six health units, the VACO fitness center and the Employee Assistance Program.
- 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 and Accountability

Overview

Oversees the institutionalizing, integrating, and oversight of Lean Six Sigma (LSS) methodologies for HR&A, as well as Lean Six Sigma training within HR&A.

Functions and Activities

- 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

P.L. 103-3

5 U.S.C. 8101, et seq.

VA Directive 5810
 P.L. 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
 P.L. 103-172
 5 U.S.C. 7905
 Title 18 U.S.C. 1001
 26 U.S.C. 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)

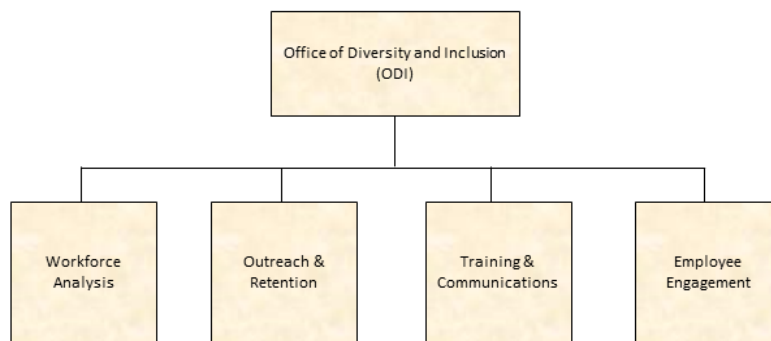


Figure 25 Office of Human Resources Administration - Office of Diversity and Inclusion

[Click here for the alternate representation of the chart](#)

Office of Diversity and Inclusion

Overview

The Office of Diversity and Inclusion (ODI) serves to build a diverse workforce and cultivate an inclusive workplace to deliver the best services to our Nation's Veterans and their families. ODI does this through national policy development in Equal Employment Opportunity (EEO), Diversity and Inclusion, workforce analysis, outreach, retention, training, education, and communications. ODI also leads VA's enterprise-level Employee Engagement efforts.

Functions and Activities

- Advises and supports the Assistant Secretary for HR&A in workforce diversity and workplace inclusion issues.
- Supports the Secretary, Deputy Secretary, Under Secretaries and Assistant Secretaries in their actions to achieve and sustain a diverse workforce and inclusive workplace.
- Develops, implements, and manages VA's Employee Engagement activities.

Workforce Analysis

Overview

Develops consolidated VA-wide reports for the EEO Commission – Management Directive (MD) 715; Office of Personnel Management - Federal Equal Opportunity Recruitment Programs (FEORP) and Department of Education - White House Initiative (WHI) on Minority-Serving Institutions and other WHIs.

Functions and Activities

- Performs barrier analyses (a process of reviewing VA's policies and procedures to identify and eliminates 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 Report.
- Provides technical assistance and training, and creates analytical applications for managers and supervisors to evaluate diversity initiatives.

Outreach & Retention

Overview

Develops and monitors outreach and retention initiatives and programs.

Functions and Activities

- Provides consultative services and integrates organizational development initiatives.
- Administers VA Special Emphasis Programs (e.g., Hispanic Employment Program, Black Employment Program, Lesbian, Gay, Bisexual, Transgender Program, and Disability Employment Program).

- Administers the National Diversity Internship Program and the Workforce Recruitment Program for College Students with Disabilities for talent acquisition, and provides centralized funding for both programs.
- Manages a central repository for tracking reasonable accommodation (RA) requests and coordinates the centrally-administered RA fund.

Training & Communications

Overview

Training and Communications delivers strategic diversity and inclusion training and communications.

Functions and Activities

- Develops VA-wide policy statements, strategic plans and annual reports in the area of EEO, diversity and inclusion.
- Produces standard and customized diversity and inclusion training, and assesses the 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.

Employee Engagement

Overview

Employee Engagement provides the foundation and coordination to energize VA's Employee Engagement (EE).

Functions and Activities

- Utilizes analysis of the Agency Priority Goal - Quarterly Pulse Surveys, the Federal Employee Viewpoint Survey (FEVS) and VA's All Employee Survey (AES) results to identify and address EE and leadership-related issues revealed in the surveys.
- Provides EE strategies, tools, insight, and guidance to leaders and employees across VA with the goal of improving engagement at all levels.
- Leads EE-focused initiatives and coordinates actions among VA Administrations to more rapidly socialize EE concepts throughout the workforce.

Authorities

5 U.S.C. 7201

5 CFR Part 720, Subpart B & C

EEOC Management Directive 715

VA Directive 5975 "Diversity and Inclusion"; 5975.1 Processing request for Reasonable Accommodation from employees and applicants with disabilities

EO 13171 – Hispanic Employment in the Federal Government

EO 13270 – Tribal Colleges and University (July 3, 2002)

EO 13515 – Increasing Participation of Asian Americans and Pacific islanders in Federal Programs

EO 13532 – Promoting Excellence, Innovation, and Sustainability at Historically Black Colleges and Universities

EO 13548 – Increasing Federal Employment of Individuals with Disabilities

EO 13583 – Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce

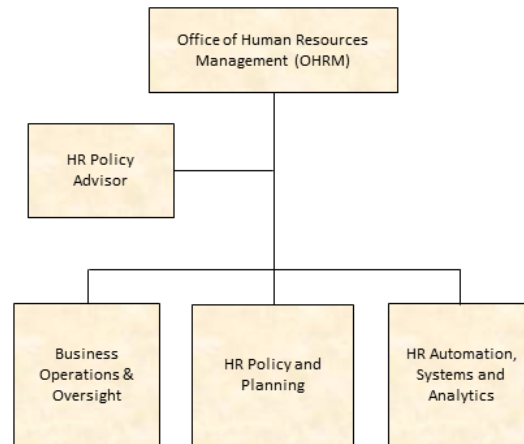


Figure 26 - Office of Human Resources Administration - Office of Human Resources Management

[Click here for the alternate representation of the chart](#)

Office of Human Resources Management

Overview

The Office of Human Resources Management (OHRM) provides human resources, strategic consultation and guidance to its customers. These services enable VA to attract, recruit, develop and retain high-performing, engaged employees, resulting in quality services to Veterans and their families. Specifically, OHRM develops policies and provides guidance with regard to staffing, recruitment, classification, pay and leave administration, performance management and recognition, work-life and employee benefits. Additionally, OHRM manages VA's HR information systems (HRIS) and supports enterprise workforce planning.

Functions and Activities

- Provides VA human capital management and assesses the effectiveness of Department-wide HR programs and policies.
- Trains HR Professionals on both Title 5 and Title 38 HR lifecycle functions.
- Provides VA with policy and operational support on employee relations, performance management, recruiting & staffing, classification & compensation, work life & benefits, and workforce planning.
- Develops and sustains VA's HR information systems.

Business Operations & Oversight

Overview

Business Operations & Oversight provides HR operational support to VA Central Office (VACO) organizations, oversight of HR implementation and compliance across all of VA's HR Offices, and tailored HR training for VA's HR Professionals.

Functions and Activities

- Oversees VA human capital management and merit system compliance by assessing the effectiveness of Department-wide HR programs and policies through on-site evaluations of field HR programs; reports findings to the Administrations.
- Provides HR-focused courseware and instruction to the VA's nearly 5,000 HR Professionals for both Title 5 and Title 38 employees.
- Supports VACO with HR lifecycle support to include classification, recruitment, employee and labor management, and performance management services.
- Manages VA's Child Care Subsidy Program.

HR Policy and Planning

Overview

HR Policy and Planning provides policy and guidance in support of VA's efforts on recruiting & staffing, employee relations & performance management, position classification & compensation, and work life & benefits.

Functions and Activities

- Develops department-wide HR policy and guidance to include directives, handbooks, human resources management letters and other guidance on all HR functional areas such as employee relations, performance management, compensation, classification, hours of duty and leave, benefits, accountability systems, etc.
- Designs and implements programs to promote work-life balance as well as health and wellness for all VA employees.
- Provides employee relations and performance management policy and services.
- Provides VA policy and services on position classification and employee compensation matters.

HR Automation, Systems, and Analytics

Overview

HR Automation, Systems, and Analytics provides VA personnel with industry leading HR services and reporting capabilities in order to optimize strategic management of human resources in support of VA's mission.

Functions and Activities

- Manages the design, development and implementation of HR-Smart, VA's new automated human resources information system. HR-Smart will replace the legacy Personnel and Accounting Integrated Data (PAID) system and improve HR business processes.
- Identifies VA-wide workforce planning needs and builds workforce planning capabilities that may be leveraged throughout VA to inform decision-making.

Authorities

Chief Human Capital Officers Act of 2002

P.L. 107-296

5 U.S.C. §§1401 and 1402

5 U.S.C. § 512

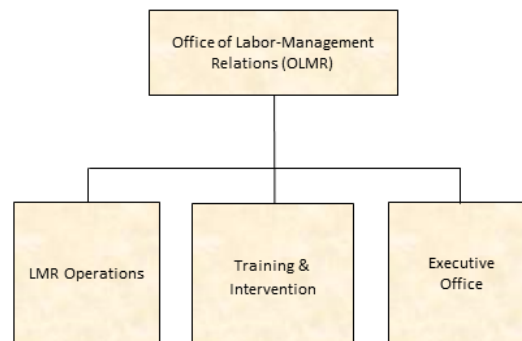


Figure 27 - Office of Human Resources Administration - Office of Labor-Management Relations

[Click here for the alternate representation of the chart](#)

Office of Labor- Management Relations

Overview

The Office of Labor-Management Relations (OLMR) facilitates a collaborative working environment by promoting labor-management cooperation and working with labor organizations to improve the delivery of service to Veterans and their families.

Functions and Activities

- Oversees all national negotiations for the five national unions within VA.
- Collaborates with the Department's five national unions and other members of VA's executive-level leadership to ensure the work of the organization is strategically linked to the direction of the business of the Department and all components.
- Ensures that the Department's LMR programs and practices are consistent with all applicable laws, regulations and Presidential Executive Orders (EO).
- Co-chairs the VA National Partnership Council (NPC), which is a venue for sharing information, pre-decisional engagement, and building an effective relationship with our national labor

partners. The NPC also advises the SECVA and Senior VA leadership on initiatives that impact employees, and serves as an exemplary partnership council to promote cooperative labor-management relations across the Department.

- Periodically assesses the effectiveness of LMR programs and the state of labor-management cooperation throughout the Department.

LMR Operations

Overview

Plans, coordinates, and oversees all LMR operations and manages the LMR program at the national level.

Functions and Activities

- Provides oversight of LMR specialists who serve as labor relations subject matter experts and as an informational point of contact for all VA geographic locations.
- Advises and provides expert guidance to customers on preventing and resolving grievances, unfair labor practices (ULP), labor litigation and responding to questions on the interpretation of national collective bargaining agreements, labor statutes, case law, Executive Orders (EO) impacting labor relations and OPM regulations.
- Evaluates VA Directives, handbooks, program guides, information letters, or other policy issuance to determine whether a national bargaining obligation exists or national notification is required.
- Provides national policy notifications for information only or bargaining to national union representatives.
- Provides expert advice and subject matter expertise on national policy matters and Department bargaining obligations resulting from new policy initiatives while serving as management's lead representative during the notification and negotiation process with all VA national union representatives.
- Disseminates and interprets Department policies and procedures for the VA LMR Program.

Training and Intervention

Overview

Training and Intervention promotes effective and collaborative labor-management relationships at all levels of the Department. Helps facilitate the Department's success in managing the workforce while meeting its national labor relations obligations.

Functions and Activities

- Collaborates with VA Learning University (VALU) and Office of Information and Technology (OIT) to continually improve the joint labor relations training modules available to all VA employees through the Talent Management System (TMS) website.

- Develops and delivers jointly created VA/AFGE Master Agreement training for VHA, VBA, and NCA facilities; develops and delivers Creating Labor-Management Forums (EO 13522) training in partnership with the Federal Labor Relations Authority (FLRA).
- Represents the Department in all national union grievances.
- Represents the Department in arbitrations regarding all national collective bargaining agreements and interpretation of the Federal Labor Statute.
- Conducts joint LMR interventions.
- Collaborates with the National Center for Organization Development (NCOD) regarding the effectiveness of local labor-management relations as well as the effectiveness of local labor-management forums.
- Represents the Department before the FLRA and the Federal Service Impasses Panel (FSIP) on LMR matters.

Executive Office / Business Office

Overview

Executive Office / Business Office provides critical support to the needs of the organization through effective management and strategic initiatives. The objective is to focus on business affairs, acquisitions, administrative services, planning operations, and oversight of the LMR website.

Functions and Activities

- Maintains current and effective labor relations guidance and information on the LMR website.
- Develops approaches and initiatives for integrating VA's core values and characteristics into organizational processes.
- Identifies and leverages leading practices.
- Supports budget formulation and execution to include acquisition requirements.
- Manages executive event planning management supporting contractual VA and Union Partnership engagements.

Authorities

VA Directive 5023
EO 13522

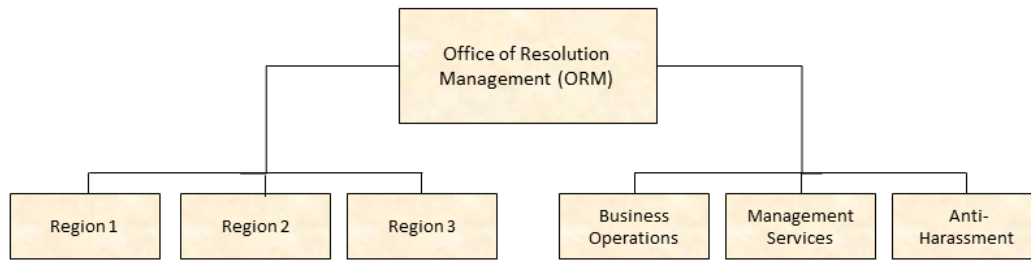


Figure 28 - Office of Human Resources Administration - Office of Resolution Management

[Click here for the alternate representation of the chart](#)

Office of Resolution Management

Overview

The Office of Resolution Management (ORM) works to promote a discrimination-free work environment focused on serving Veterans by preventing, resolving, and processing EEO discrimination complaints in a timely and high-quality manner. ORM processes EEO complaints for VA employees, applicants for employment, and former employees and provides oversight for the VA's Anti-Harassment Office to ensure allegations of workplace harassment are handled in a fair and effective manner. Complaint processing services include counseling, Alternative Dispute Resolution (ADR), procedural determinations, and investigations. These services are provided through a nationwide network of six (6) district operations offices serving three (3) geographic regions: Region 1: two North Atlantic District offices, Region 2: a Midwest District and a Southeast District office; and Region 3: a Continental District and a Pacific District office. ORM also administers the ADR program throughout VA to manage conflict and prevent and resolve disputes through mediation, conflict coaching, group facilitation, and assessments. These assessments provide business intelligence of the workplace to aid and facilitate leaders in responding to existing or potential workplace issues.

Functions and Activities

- Offers programs, such as conflict management, ADR training, and assessments, that ensure employees and managers understand the characteristics of a healthy work environment and have the tools to effectively engage and manage workplace conflict thereby preventing disputes and 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. Prepares Federal and congressionally mandated reports, such as the No FEAR Act and the Senior Managers Report.
- Coordinates the receipt and referral of allegations of discrimination raised by Veterans with respect to 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.

Business Operations

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

Management Services

- Provides quality customer service support to over 250 employees assigned to three regions and six field sites geographically disbursed across the U.S. in the following areas: human capital management/employee engagement, financial management, space and facility support and contracting liaison assistance

Anti-Harassment

- Provides policy and oversight for the Department's Anti-Harassment Program.
- Promptly addresses employee concerns and enhances management effectiveness and transparency.

Authorities

P.L. 105-114P.L. 107-174

29 CFR 1614

EEOC Management Directive 110

Administrative Dispute Resolution Act

VA Directive 5977

VA Directive 5978

38 CFR 15.170

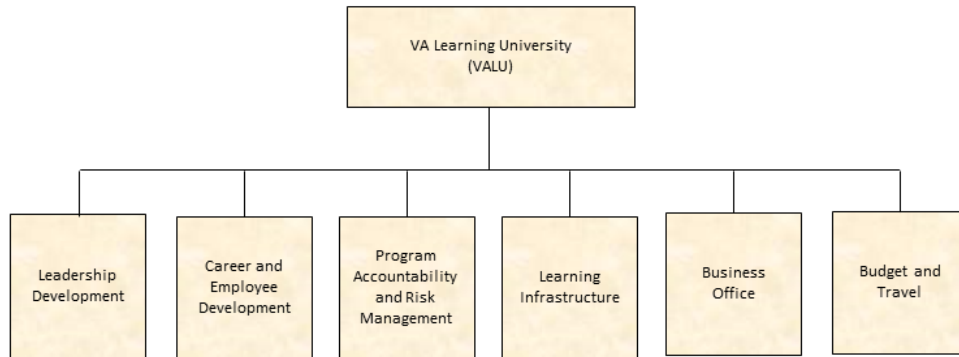


Figure 29 - Office of Human Resources Administration - VA Learning University

[Click here for the alternate representation of the chart](#)

VA Learning University

Overview

VA Learning University (VALU) provides enterprise-wide, competency-based workforce development for VA employees and leaders. Sets the overall vision and strategy for the University, communicates the same to all stakeholders, and establishes accountabilities for execution of the mission and the strategy.

Functions and Activities

- Supports VA's training goals and objective of managing and improving VA operations so as to deliver seamless and integrated support.
- Supports Human Resources and Administration's strategic goal of driving VA transformation through strategic human capital engagement, development, and talent acquisition.
- Provides innovative competency-based training, education and development so that our VA-wide workforce is capable, confident and delivers quality products and services to our Nation's Veterans and their families.

Leadership Development

Overview

Leadership Development designs, develops, executes, and manages programs to develop VA leaders at every stage of the employee lifecycle through a systematic, deliberate, and integrated approach.

Functions and Activities

- Assesses, designs, develops, implements, and evaluates Leadership development courses to develop VA leaders at every stage of the employee's career.
- Manages an innovative, diverse set of programs that provides a leadership pipeline for VA, such as Leaders Developing Leaders (LDL), Executive & Senior Leadership Development Programs

(e.g., SESCO & SLC), Leadership VA (LVA), Virtual Aspiring Leaders (vALP), and Supervisor Training (New Supervisors Essentials - NSE).

- Collaborates with VALU Training Requirements to support the Leadership Development Course Catalog.
- Serves as the Co-Chair of the Leadership Development Subcommittee of the Training Leaders Council.

Career and Employee Development

Overview

Career and Employee Development manages instructional systems design to deliver unique learning opportunities to all VA employees. Manages career and employee design and development (CEDD) programs.

Functions and Activities

- Ensures system design addresses common competencies that apply to all or cross-organizational sections of the VA workforce, the development of employee knowledge and skills that improves technical abilities and encourages improvement of employee educational levels in alignment with organizational goals and objectives.
- Promotes and manages an array of CEDD programs such as: My Career at VA, Pathways, Training Assessments and Modeling, and All Employee Competency Development.
- Collaborates with VALU Training Requirements to support CEDD Course Catalog.
- Serves as the Co-Chair of the Mandatory Training Subcommittee of the Training Leaders Council.

Program Accountability and Risk Management

Overview

Program Accountability and Risk Management provides oversight, consistency, accountability, evaluation, and assessment of program performance outcomes and measures.

Functions and Activities

- Establishes and supports the execution of VALU's acquisition and program management policies, plans, processes and standard operating procedures.
- Provides oversight and evaluation of VALU projects/programs.
- Coordinates with HR&A components and external contracting activities in support of programs.
- Monitors and tracks implementation of VALU's acquisition strategy and performance measures.
- Oversees and integrates risk management processes and implements internal controls.
- Conducts comprehensive training and curriculum evaluation and assessment.

- Conducts process improvement activities leveraging Lean and Lean Six Sigma tools.
- Serves as the Co-Chair of the Training Evaluation Quality Assurance and Analysis (TEQAAG) Subcommittee of the Training Leaders Council.

Learning Infrastructure

Overview

Develops and sustains a learning infrastructure that promotes ongoing career and personal development through seamless access to processes and tools.

Functions and Activities

- Provides innovative tools to support learning and employee development.
- Ensures access and availability of VALU products and services.
- Establishes governance for the use and integration of enterprise-wide learning tools.
- Establishes data management strategies to support decision analysis.
- Provides program management for enterprise-wide learning delivery and support.
- Serves as the co-chair of the Learning Technology and Innovation Subcommittee of the Training Leaders Council.

Business Office

Overview

Provides oversight and operational support in the areas of training requirements, strategic communications, human resources, policy and process improvement, logistics, and executive correspondence.

Functions and Activities

- Solicits, identifies, captures, and supports training requirement collection VA-wide. This includes Leadership and All Employee Catalog requirements.
- Creates, designs, develops, and implements strategic VALU communications VA-wide.
- Provides external HR liaison for staffing and recruitment, classification and position management, performance management and awards, requests for personnel actions, employee and labor relations, PIV badge sponsorship, onboarding and off-boarding, and also work life and benefits services coordination.
- Creates, reviews, and modifies VALU policy, procedures, and staff training.
- Provides logistics, supply, emergency preparedness, and space requirements.
- Reviews, prepares, and edits executive correspondence.

- Plans and coordinates the monthly Training Leaders Council.
- Serves as the co-chair of the Training Requirements Subcommittee of the Training Leaders Council.

Budget and Travel Office

Overview

Provides support in the areas of financial facilitation of resources and travel to members of VALU to effect superior operational efficiency.

Functions and Activities

- Constructs and advocates credible, defensible, and executable budgets to contribute to cost-effective performance of VALU.
- Ensures full accountability and control over the financial assets of the VA Learning University and provide timely, accurate, and useful financial information for decision support.
- Develops a financial and budgeting strategy and monitor the University's financial performance in accordance with the federal practices of life-cycle cost estimating, cost analysis and expenditure planning.
- Ensures compliance of financial policies and operating procedures.
- Establishes, maintains, controls, and reports out VALU funding requirements and management.
- Enables effective decision-making through accurate and timely financial tracking and reporting.
- Provides budget counseling and support for all VALU programs.

Authorities

Title 5 U.S.C. Chapter 14, 41

VA Directive 5015

VA Handbook 5015-1

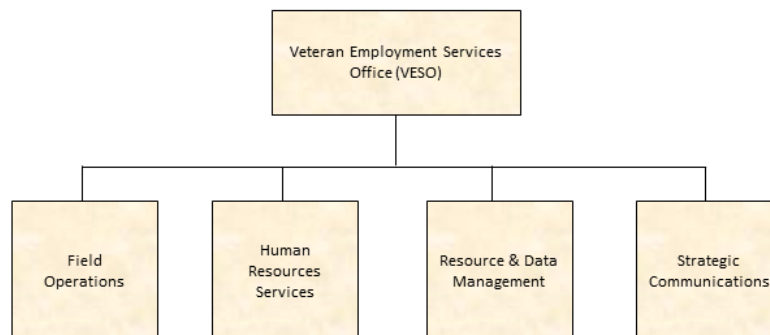


Figure 30 - Office of Human Resources Administration - Veteran Employment Services Office

[Click here for the alternate representation of the chart](#)

Veteran Employment Services Office

Overview

The Veteran Employment Services Office (VESO) was created in 2011 in support of Executive Order 13518, *Employment of Veterans in the Federal Government*. The VESO mission is to develop and implement innovative and comprehensive programs, procedures and services to support VA Veteran recruitment, retention and reintegration.

Functions and Activities

- Helps identify and prepares eligible service members transitioning to the civilian workforce.
- Provides consultative services to various Federal agencies concerning Veterans staffing issues and legal considerations.
- Gathers and manages data related to the Veteran community.
- Maintains an active presence with the community of Veteran-centric stakeholders.

Field Operations

Overview

Veteran employment specialists located in the five districts across VA identify hiring needs and recruit Veterans to fill targeted positions and ongoing vacancy requirements at VA.

Functions and Activities

- Attends nationwide outreach events to build awareness and advise Veterans, HR officers, hiring managers, and HR specialists of the federal non-competitive hiring options and VESO services.
- Assists Veterans in preparing resumes and completing employment application packages.
- Provides follow-up support and advocacy for job placement and retention.
- Manages VA's Disabled Veteran Affirmative Action program.

Human Resources Services

Overview

VESO's team of HR and training specialists 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.

Functions and Activities

- Provides HR support in the areas of Veteran staffing at VA and other Federal agencies through the Feds for Vets initiative.

- Oversees the Uniformed Services Employment and Redeployment Rights Act (USERRA) compliance and case management for the Department.

Resource and Data Management

Overview

Provides and analyzes Veteran employment data to contribute to workforce planning initiatives, identify trends and manage VESO's strategic retention program.

Functions and Activities

- Monitors and tracks VA's performance toward meeting annual Veteran employment goals monitored by OPM.
- Develops reports on Veteran workforce trends and processes VESO's customer requests for Veteran workforce data.
- Manages the newly developed VA-wide Veteran retention strategy that includes Veterans Affinity, Veterans Mentoring and Veterans Onboarding programs.

Strategic Communications

Overview

Coordinates all outreach and communications initiatives for VESO's *VA for Vets* program.

Functions and Activities

- Manages media inquiries and coordinate interviews for customers seeking information on VESO's *VA for Vets* program.
- Manages all written correspondence related to VESO's *VA for Vets* program; coordinates all speaking engagements/briefings.
- Maintains website and social media presence to connect with Veterans and stakeholders.
- Develops and manages communications and outreach.

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 (Employment of Veterans in the Federal Government)

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 U.S.C. 2108 (Veterans Preference)

5 CFR 3.1 (Classes of Persons Who Can Noncompetitively Acquire Status)

38 U.S.C. 4214 (Employment within the Federal Government)

38 U.S.C. Chapter 43 (USERRA)

38 U.S.C. 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)

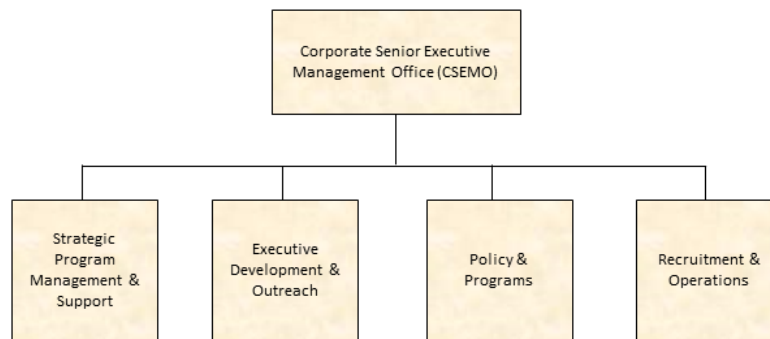


Figure 31 - Office of Human Resources Administration - Corporate Senior Executive Management Office

[Click here for the alternate representation of the chart](#)

Corporate Senior Executive Management

Overview

Corporate Senior Executive Management (CSEMO) supports the entire life-cycle management of VA's senior executives. CSEMO 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. These services include allocation and position management, selection and retention, assessment, compensation, performance management, training and development.

* VA Senior Leaders include: Political Appointees, members of the Senior Executive Service (SES – career, non-career, limited term, and limited emergency), Senior Level (SL), and senior leader Schedule C employees.

Functions and Activities

Strategic Program Management and Support

- 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.

Executive Development and Outreach

- Provides corporate-level personnel services for senior executives, including onboarding and executive development programs, training and coaching, in coordination with the Administrations and Staff Offices.

Policy and Programs

- Administers an effective senior executive compensation, recognition and awards program.
- Administers and provides training for the VA-wide Senior Executive automated performance management system.
- Supports Government-wide initiatives and collaborates with others across Government to develop and deliver new senior executive programs.

Recruitment and Operations

- Manages a proactive recruitment program and manages senior executive allocations to ensure resources are aligned with VA's priorities and vacancies are filled efficiently and expeditiously.

Authorities

Executive Order on Strengthening the Senior Executive Service, December 15, 2015

Office of Personnel Management's SES Desk Guide, December 2015

Department of Veterans Affairs Strategic Plan

Department of Veteran Affairs Office of Human Resources and Administration (HR&A) Strategic Plan FY2014-2020

Veterans Affairs Handbook 5027, Senior Executive Service

5 U.S.C. § 3131.

5 U.S.C. § 2301 Merit Principles

5 U.S.C. §2302 (a)(2)(B) Prohibited Personnel Practices

5 CFR Part 214—Senior Executive Service

38 U.S.C.

Operations Support Staff

Overview

The Operations Support Staff executes HR&A business management practices that enable HR&A to deliver human capital services to the Department.

Functions and Activities

- Leads HR&A strategic planning and MyVA integration efforts.
- Monitors, evaluates, and reports on organizational and program performance, enabling VA 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 over HR&A resources.
- Provides overarching program management guidance, and also manages, facilitates and provides oversight for Human Capital acquisition strategy and efforts across HR&A.

- Provides communications expertise and support to advance the HR&A Assistant Secretary's goals in support of VA's Strategic Plan, the MyVA initiative and VA's I CARE core values

Office of Public and Intergovernmental Affairs

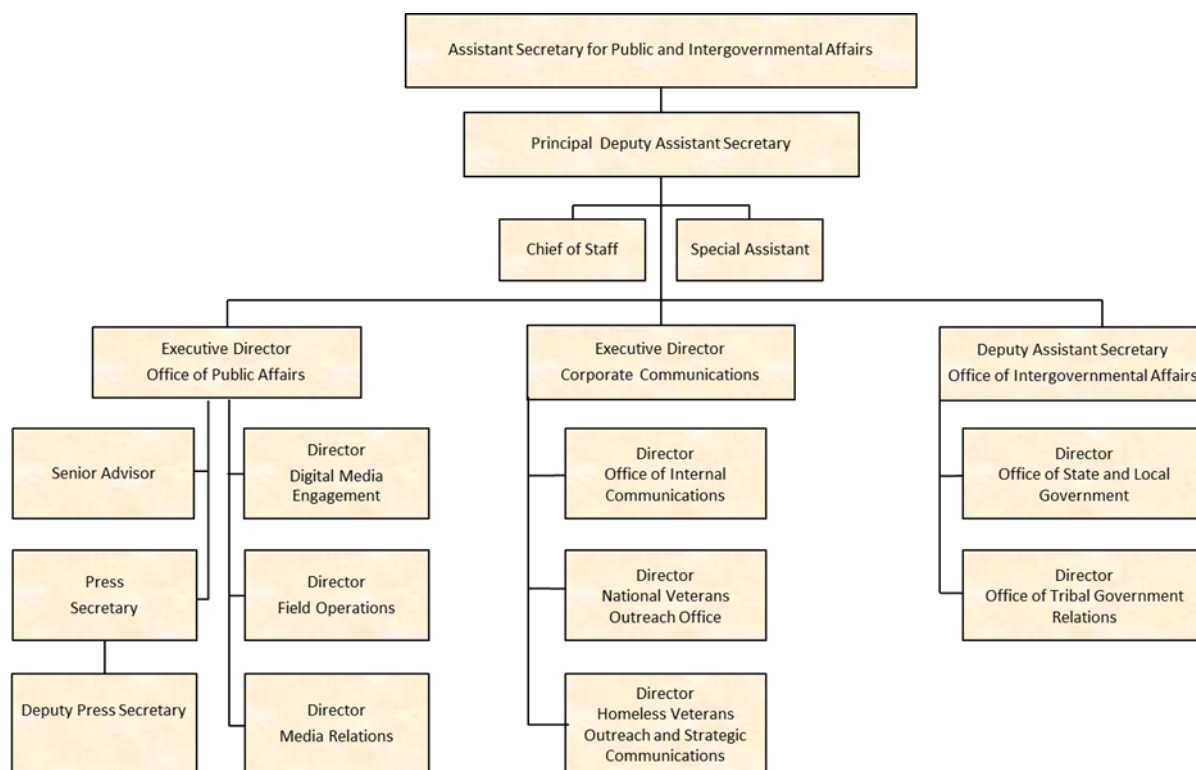


Figure 32 - Office of Public and Intergovernmental Affairs Organization Chart

[Click here for the alternate representation of the chart](#)

Mission Statement

The Office of Public and Intergovernmental Affairs (OPIA) conducts integrated and strategic outreach and engagement to build and maintain public confidence in the Department of Veterans Affairs (VA) in support of VA's strategic goals. OPIA develops, updates, and communicates the Department's key messages to engage many stakeholders and drives an integrated strategy that includes media relations, digital (online and social media), community relations, public affairs special events and strategic outreach, intergovernmental affairs, as well as Veteran engagement to educate and inform Veterans, their families, their survivors, and other beneficiaries about the benefits and care they have earned and deserve.

Office of the Assistant Secretary for Public and Intergovernmental Affairs (002)

Overview

The Office of the Assistant Secretary provides executive oversight, management, and direction to the OPIA and its subordinate activities. The Assistant Secretary oversees VA's communications and outreach programs including media relations, digital media, and special events. The Office of the Assistant Secretary includes the Principal Deputy Assistant Secretary, a Special Assistant, the Chief of Staff, and other program analysts and assistants.

Functions and Activities

- Oversees the Department's outreach and engagement communications with Veterans, their beneficiaries, the general public, VA employees, news and digital media, and other critical stakeholders.
- Develops, maintains, and communicates the Department's messages through media relations, public and intergovernmental affairs and community engagement to empower, educate and inform Veterans, their families, their survivors, and other beneficiaries about the benefits and care they have earned and deserve.
- Directs the Department's Intergovernmental, Tribal Government Relations, National Veterans Outreach Office, Homeless Veterans Outreach and Strategic Communications Office, and the Office of National Veterans Sports Programs and Special Events
- Builds trust and confidence in VA and its readiness to serve America's Veterans of all generations by building and maintaining honest relations with different audiences and articulating a truthful and transparent narrative of VA's activities.

Office of the Executive Director for Public Affairs (80)

Overview

The Office of the Executive Director for Public Affairs provides Veterans, their families, their survivors, and other beneficiaries' 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 integrated media responses with VACO staff, VA Directorates, and VA Administrations.
- Builds and maintains relationships with news media to facilitate ongoing dialogue and balanced news coverage.
- Provides field public affairs support to Veterans Integrated Service Networks (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.

Manages VA's primary digital media presence to educate and inform key internal and external stakeholders via digital technology.

- Maintains the Department's flagship blog, "Vantage Point."
- Manages VA's main Web governance and oversight process, portions of the va.gov Website.
- Manages VA's social media platforms (Facebook, Twitter, Instagram, etc.) and policy.
- Produces, films, and distributes timely video stories and products.
- Provides online stories to complement other VA-generated media products.
- Provides subject matter expert-level training to VACO and other internal VA organizations for online and social media strategy and execution.

Educates and informs internal audiences and key stakeholders through production and distribution of internal media products.

- Composes and publishes the "Vanguard" magazine for VA and key stakeholder organizations.
- Maintains timely and up-to-date photographic records of major VA activities and publishes them for internal organizations and personnel as well as key stakeholder use.
- Provides subject matter expert-level training and video production expertise to VACO and other VA organizations.

Provides public affairs plans, recommendations, and support to SECVA and OSVA.

- Briefs SECVA and other senior VA leaders daily on media reports and trends concerning VA.
- Provides senior advice and counsel to SECVA and OSVA on all media topics.
- Synchronizes the Department's key messages with the Office of Government Relations and other VA organizations or Staff Offices, as appropriate.
- Provides direct support to SECVA while on official travel.

Public Affairs Senior Advisor

Overview

The Public Affairs Senior Advisor is the senior federal civil service public affairs officer and coordinator for external information delivery. Public Affairs encompass the following elements: Media Relations, Field Operations, and Digital Media Engagement. Media Relations focuses on engagement, through media interviews, press conferences, news releases, and coordinated responses to query. Field Operations provides VA Central Office liaison and staff assistance on a regional basis for Veterans Integrated Service Networks (VISN), Veterans Affairs Medical Centers (VAMC), Veterans Benefits Administration (VBA) Regional Offices (RO), and National Cemeteries. Digital Media Engagement is focuses on content material for web operations through blogs and other online publications, engagement on multiple social media platforms, and measurements of effectiveness through social media.

Functions and Activities

- **Media Relations:** Manage accounts by general topics for engagement with print, television, and other electronic media outlet reporters and producers. Coordinate media engagement (i.e. interviews, press conferences, media roundtables etc.) Accept media queries and coordinate and provide responses on behalf of the Department.
- **Field Operations:** Manage media engagements on a national basis using field office personnel. Team members serve as liaison between VA Central Office and the various VA offices nationwide. Team assists and coordinates media functions in respective areas on behalf of the Department. Team members serve as public affairs representatives for the Secretary, Deputy Secretary, and other senior leaders in coordination with the Press Secretary, the Executive Director for Public Affairs, and the Assistant Secretary. Team members also provide preparation and training for public affairs officers and leaders.
- **Digital Media Engagement:** Team manages continue for various pages of the VA main webpage, produces and manages web blog, and creates and distributes a podcast from the VA Central Office. Team manages, provides guidance, and provides content to multiples on various VA controlled social media platforms including (but not limited to): Facebook, Twitter, YouTube, Instagram etc.

Office of Digital Media Engagement (80D)

Overview

The Office of Digital Media Engagement leverages existing and emergent digital communication (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 an integrated content delivery platform, including 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 digital culture across the enterprise to enhance the end-user experience on the Department's primary Website, va.gov. Digital Media Engagement also produces content products for print, broadcast, and digital formats, and distributes them to VA facilities, offices, and sites for use by employees, Veterans, family members, VSOs, and community partners. The products are also used to highlight the daily work, as well as the special achievements of VA employees in delivering care and benefits to our Nation's Veterans.

Conducts outreach via digital and social media.

- Manages the department's primary content delivery system, the Vantage Point blog, by creating content, editing guest submissions and requesting specific content from Veterans, VA employees and various stakeholders to engage in current topics.
- Provides multiple, daily social media updates with valuable VA information, and connects with Veterans through comments, blogs, and discussions. Platforms include Facebook, Twitter, Instagram, and others as appropriate.
- Creates and posts digital news videos that highlight the work of VA employees and provides important information about the benefits and services that VA offers. Videos are shared via Vantage Point, YouTube, and Facebook.
- Creates photos and updates and maintains VA's Flickr site, which contains more than 28,000 photos and has more than 15.6 million views.

Enforces and standardizes social media guidelines.

- Monitors and maintains the standards of VA's Web-based social media tools.

Oversees VA Web Governance.

- Manages the Department's Web Governance Board, which is responsible for standardization and enforcement for VA's primary Web properties.
- On behalf of the Board and with the input and participation of VA's three main Administrations, 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.

Educates and informs internal audiences and key stakeholders through production and distribution of key internal media products.

- Publishes VANGUARD, the national employee magazine of VA, which communicates leadership's priorities to employees and shows how employees can individually contribute to mission success.
- Produces VACO daily broadcast messages, which are internal messages used to inform VACO employees of upcoming events, deadlines, retirements, etc.

- Produces “Hey VA,” a brief message intended for all VA employees, distributed daily through various VA intranet sites, VistA, and VA email networks. Focuses on employee and facility achievements, important policy changes, and Departmental initiatives.
- Provides, publishes official VA biographies for senior leaders
- Distributes key all-employee messages on individual earnings and leave statements.
- Helps develop and publish SECVA messages.
- Informs and educates external audiences and key stakeholders through the production and distribution of outreach products.
- Produces field support packages to support facility involvement in special events, activities, and programs, such as national commemorative programs (Veterans Day) and program events.
- Produces the Federal Benefits for Veterans, Dependents, and Survivors handbook (English, Spanish, digital editions), which is an annually updated handbook that provides a digest of all VA and other Federal benefits for Veterans as well as directory of all VA facilities and benefits access points. Annually ranked by Government Printing Office (GPO) as one of Top Federal publications.

Authorities

VA Directive 6515

VA Directive 6102

VA Web Governance Board Charter

Press Secretary (80)

Overview

The Press Secretary serves as a senior advisor to the Secretary and Deputy Secretary on media engagement and strategic messaging. The Press Secretary also provides departmental guidance on the messaging regarding implementation of the Secretary/Deputy Secretary policies, plans, and goals to serve Veterans, their families, their survivors, and other beneficiaries. The Press Secretary maintains a direct coordination line with the Secretary and Deputy Secretary.

Functions and Activities

- Functions as a liaison to the Office of the Secretary regarding significant media activities and travel support and independently considers a broad spectrum of factors when making recommendations including public, congressional, and public policy stances.
- Coordinates directly with the secretary and senior VA staff, White House officials and other stakeholders on Veterans policy or special projects involving topical Veterans’ issues.
- Provides the Office of Public and Intergovernmental Affairs (OPIA) media responses and materials and ensures accuracy and consistency of policy, style, and quality. Determines which items should be brought to the attention of the Assistant Secretary, the Executive Director for Public Affairs and senior VA officials.

- At the request of the Assistant Secretary for OPIA, conducts special or confidential studies of a complex nature which serve as a basis for recommending changes in program policies or operations.

Office of Field Operations (80E)

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 six 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 OPIA-generated news releases, media advisories, and internal field support packages for designated VA events to ensure synchronization of messages and effectiveness of information distributed to Veterans and key stakeholders.
- Provides onsite support to senior regional and national VA leadership for press interviews and public engagements, including support to SECVA.
- Plans and executes periodic training for VA facility public affairs personnel to ensure presence of a cadre of competent VA public affairs personnel nationwide.
- Provides senior advice and counsel to VA facilities and leaders throughout the country to ensure synchronization of VA's message.
- Plans and administers 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 that is tailored for the Department's Public Affairs Career Specialists (1035-series).

Office of Media Relations (80F)

Overview

The Office of Media Relations (OMR) serves as the Department's conduit with external news media. OMR plans and directs the Department's media engagement program. OMR helps plan issue-driven public communications campaigns; manages, and executes media events (press conferences, interviews, media roundtables, media support to major VA events, etc.); coordinates public affairs events with the Department's three Administrations and key program offices; drafts, distributes, and maintains news releases and fact sheets, communications plans, white papers, and similar products; and trains SMEs and Public Affairs Officers to develop their skills and improve their interactions with the news media.

Functions and Activities

- Drafts, coordinates, and implements media relations portions of communications plans.
- Composes, coordinates, and distributes news releases, talking points and related documents, such as statements articulating the Department's position and Questions and Answers (Q&A) for internal use.
- Identifies key news media personnel appropriate for an event, establish communications, and provide targeted written products to the news media.
- Provides After-Action Reports and lessons learned to continuously improve the Department's public affairs and media efforts and programs.

Coordinates with VA's three Administrations, Staff Offices, and major programs.

- Maintains a roster of VA public affairs professionals and 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

Executive Director of Corporate Communications (002)

Overview

The Executive Director of Corporate Communication is the senior-ranking Federal employee within the Office of Public and Intergovernmental Affairs. As such, the Executive Director of Corporate Communications serves as the Assistant Secretary's senior advisor on all matters pertaining to personnel and operations, advertising, strategic communications, and is a key conduit with other OPIA Federal employees. The Director of Corporate Communications is also responsible for providing oversight, guidance and direction to the Office of National Veterans Outreach Office, the Office of Internal Communications and the Homeless Veterans Outreach and Strategic Communications Office.

Office of Internal Communications

Overview

The Office of Internal Communications is the lead OPIA office charged with improving and spreading internal communications across the enterprise. The goal of the office is to increase employee awareness of VA and VA employee initiatives, programs and achievements; and to increase employee engagement and productivity. By working collaboratively with OSVA, the three Administrations, and VACO staff offices, this office will highlight the great work VA personnel and VA facilities are doing for Veterans. Improving internal communications is a 2017 VA breakthrough priority, and is considered key to Improving the Veteran Experience and Improving the Employee Experience, two other VA breakthrough priorities.

Functions and Activities

- Functions as a liaison to the Office of the Secretary regarding Internal Communications strategy and independently considers a broad spectrum of factors when making recommendations on how to most effectively reach and inspire VA employees.
- Leads multiple enterprise-wide efforts to improve internal communications know-how, align internal communications strategy and increase synergy across VA. That includes:
 - Developing and conducting Internal Communications training for key stakeholders across VA
 - Leading the Internal Points of Contact advisory board with members from each VA administration and staff office.
 - Developing and disseminating Internal Communications toolkit to help key stakeholders become more efficient and effective in communicating with and inspiring excellence among VA employees.
- Manages and produces VA/OPIA-sponsored all-employee communications vehicles, including the MyVA News blog, *Vanguard* magazine and a MyVA News app for employees.
- Manages and produces internal communications campaigns and lead internal communications events.
- Develops internal communications materials and ensures accuracy and consistency of policy, style, and quality. Determines which items should be brought to the attention of the Assistant Secretary and senior VA officials.

National Veterans Outreach Office (002D)

Overview

The National Veterans Outreach Office coordinates integrated and strategic outreach program activities and related communications efforts throughout VA 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.
- Coordinates outreach program communications.
- Develops and maintains the 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, strategic outreach and engagement 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.
- Coordinates communications and outreach efforts to promote common VA goals.
- Manages VAs' national observance and special events functions, such as Veterans Day and Memorial Day.
- Composes and publishes event products such as the Veterans Day Teachers Guide, distributed nationwide, and media products such as posters and Web-based information presentations.
- Maintains the Veterans Day Regional Site program.
- Oversees the Veterans Day National Committee ensuring Veterans Service Organizations are promptly informed of all Veterans Day and Memorial Day Observances.
- Coordinates and orchestrates the National Veterans Day Observance, at Arlington National Cemetery. Supports the Military District of Washington with planning for The Memorial Day Observance.

Authorities

38 U.S.C. § 6301-6308

Homeless Veterans Outreach and Strategic Communications Office (075D)

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 for homeless Veterans

- Leads the planning and execution of outreach and strategic communication activities, which includes the development and distribution outreach materials (brochures, posters, etc.), public service announcements (PSAs), and paid media advertisements (outdoor and online ads).
- Maintains the VA Homeless Programs internet and intranet websites.
- Develops content for internal and external social media platforms about VA homeless programs.
- Participates in local and national outreach events.
- Coordinates participation of senior VA leaders in the annual Point-in-Time (PIT) Count of homeless persons and other high profile events related to ending Veteran homelessness.
- Develops collaborative relationships with internal and external entities to fill identified gaps.
- Convenes meetings for VA subject matter experts to engage with local and national organizations that can help fill gaps in the areas of employment, affordable housing, and move-in essentials for Veterans who are homeless and at-risk of homelessness

Synchronizing messaging with partner agencies.

- Coordinates with Federal partners, as appropriate, to develop press releases for events and special projects and also creates communication products to include strategic communication plans, frequently asked questions (FAQ), talking points, and other tools necessary to support communication activities related to homeless issues.
- Coordinates with partner organizations to ensure information posted on their websites about VA homeless programs is accurate.

Providing Customer Service.

- 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

P.L. 102-590
38 U.S.C. § 101
38 U.S.C. § 7721

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.

Functions and Activities

- Coordinates VA's relations with activities with state, county, municipal, tribal and International governments.
- Manages the Department's relations with States and coordinates VA's government relations with municipalities and 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 and facilitates implementation of VA Tribal Consultation Policy.

Office of State and Local Government

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 Memorandum of Agreement (MOA) signed in 2016.
- 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 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.
- 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 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

Office of Congressional and Legislative Affairs

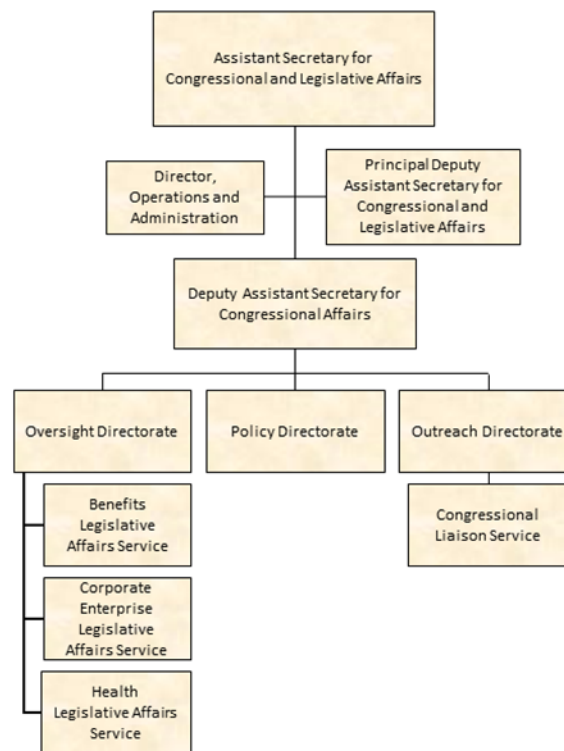


Figure 33 - Office of Congressional and Legislative Affairs Organization Chart

[Click here for the alternate representation of the chart](#)

Office of the Assistant Secretary for Congressional and Legislative Affairs

Mission

The mission of the Office of the Assistant Secretary for Congressional and Legislative Affairs is to improve the lives of Veterans and their families by advancing pro-Veteran legislation and maintaining responsive and effective communications with Congress.

Overview

OCLA coordinates the Department's activities with Congress. It is the Department's focal point for interactions and engagements with Members of Congress, authorization committees, and personal staff. Additionally, the Office is the Department's liaison with the Government Accountability Office (GAO).

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 and priorities and champions them before Congress.
- Leads the preparation and manages the Department’s participation in congressional hearings , briefings, and accompanies VA personnel in meeting with Members of Congress, congressional committees, or staff.
- Coordinates the development of Veteran legislation, requests for views and technical support of the Department on pending or proposed legislation to benefit Veterans and improve the operations and efficiency of the Department.
- Manages the Department’s 38 U.S.C. 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 and 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 and keeps VA leadership apprised of GAO recommended implementations.

Authorities

38 U.S.C. 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 U.S.C. 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 inquires and requests for information.

- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.
- Prepares senior VA officials to testify before Congress and 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 and VA's message to Congressional committees identifying key points and risk areas.
- Services as the Department's liaison with GAO, monitoring GAO activities affecting VA and Veterans.
- Notifies Department of all GAO engagements and keeps VA leadership apprised of GAO recommendation implementations.
- Prepares responses to GAO draft and final reports, and ensures that responses to GAO are provided in a timely manner.

Authorities

38 U.S.C. Part I, Chapter 3

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 through responses to congressional inquiries, requests for information, executive correspondence and concurrence actions.
- Plans and executes proactive briefings to Members of Congress not on Veteran-focused congressional committees.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.
- Provides advice for, prepares, and accompanies VA personnel in meetings with Members of Congress.
- Coordinates VA's message to Congress, identifying key points and risk areas.

- Provides congressional liaison support to Members of Congress and staff and provides administrative and operational support for Departmental activities on Capitol Hill.
- Manages the Congressional Liaison Service on Capitol Hill with offices in Senate and House office buildings.
- Receives, processes, and resolves Member requests for assistance with constituent and policy inquiries and responds to Veteran case inquiries from congressional staffers in Washington, DC, and district offices.
- Provides advanced notifications for SECVA, DEPSECVA, and COS travel.

Authorities

38 U.S.C. 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 readiness support for the front office management and operational continuity throughout the organization.
- Provides assessment, recommendations, and assistance to the Assistant Secretary, Principal Deputy Assistant Secretary for Congressional Affairs, and Deputy Assistant Secretary for Congressional and Legislative 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.
- Oversees day-to-day activities of administrative staff assigned to OCLA.
- Develops and manages the office budget.

Authorities

38 U.S.C. Part I Chapter 3

Office of Veterans Experience

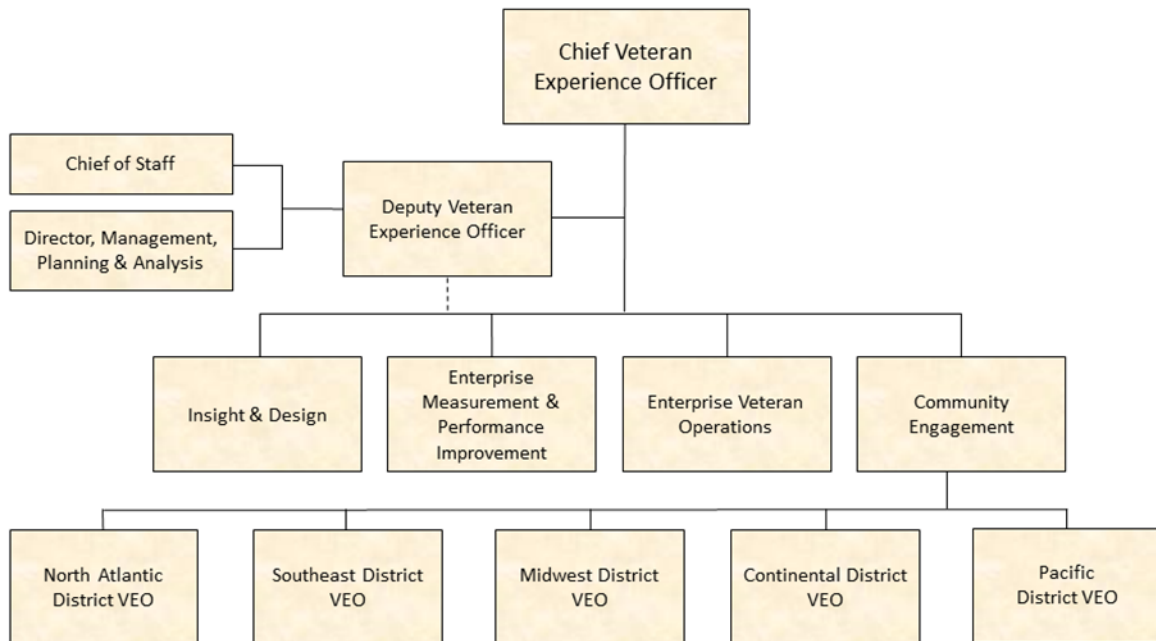


Figure 34 - Office of Veterans Experience Organization Chart

[Click here for the alternate representation of the chart](#)

Mission

Team with our colleagues to align what we do at the Department of Veterans Affairs (VA) with the needs and expectations of those we serve.

Office of the Chief Veterans Experience Officer

Overview

The Office of Veterans Experience (OVE) is headed by the Chief Veterans Experience Officer and immediately supported by the Deputy Chief Veterans Experience Officer (Deputy Chief) and the Chief of Staff. It was created by the Secretary of Veterans Affairs, not by legislative authority. This Office, in close coordination with VA's Administrations and Staff Offices, is creating new capabilities to transform the Department into the most customer-centric agency in the federal government.

The Deputy Chief serves as the second-in-command and OVE's chief operating officer. In this capacity, the Deputy Chief directs the policy and operations, provides broad direction, and ensures coordinated action and conformance with its mission.

Functions and Activities (Chief and Deputy Chief)

- Represents the voice and perspective of Veterans and their families in departmental governance.

- Articulates the needs of the Department’s customers; ensures VA resources are allocated on the basis of the best return to meet those needs.
- Integrates and coordinates VA resources across physical and virtual interactions with Veterans to ensure delivery of excellent healthcare and benefit experiences.
- Designs, implements, and manages a portfolio of enterprise level, customer-centric projects that will simplify customer’s interactions with VA and help Veterans understand and access care and services provided by VA and their local communities.
- Supports VA “mission owners” – those leaders responsible for delivering, day-in and day-out VA care services, and products to Veterans – in meeting their goal for improving customer experience.
- Oversees VEO’s corporate communications processes and efforts to strengthen VA’s relationship with Veterans, Servicemembers, and their families.

Office of the VEO Chief of Staff

Overview

The Chief of Staff (COS) works closely with the Chief Veterans Experience Officer and the Deputy Chief to manage day-to-day operations. In this capacity, the COS serves as the central coordination point for all high-level negotiations involving the establishment or implementation of VEO policies, procedures, management, and project management activities. Additionally, the COS provides executive leadership to the following services and offices: Insight and Design; Enterprise Measurement and Performance Improvement, Community Engagement, and Enterprise Veteran Operations.

Functions and Activities

- Works closely with the Chief Veterans Experience Officer and the Deputy Chief to manage VEO’s day-to-day operations.
- Ensures that VEO’s communications are clear, concise, accurate, and aligned with the Department’s positions and strategic direction.
- Ensures that VEO works closely and effectively with our partners throughout the Department.

Management, Planning and Analysis

Overview

The Management, Planning, and Analysis (MP&A) Directorate is responsible for providing consistent operating practices between the headquarters and community engagement teams related to workforce planning, financial management, budget administration, resource planning, business oversight activities, acquisition and tracking of OVE’s performance measures.

Functions and Activities

- Drafts and disseminates policy and operating procedures

- Develops programming and budgetary requirements for current and future years
- Coordinates with the Central Office Human Resources Teams to address matters related to staffing, employee relations, and labor relations
- Gathers acquisition requirements, assists with drafting associated documentation, and tracks status throughout the acquisition lifecycle
- Provides logistical support, as well as any other operational needs to VE personnel in support of the organizational mission.

Insight and Design

Overview

The Insight and Design Office creates a consistent shared understanding of who VA's customers are, what they want, need and how they perceive their interactions with the Department. It spans the complex system of people, products, interfaces, services and physical spaces that VA's customer encounter in settings such as medical facilities, over the phone, or through digital media (e.g., websites, mobile applications and kiosks). Additionally, this Office undertakes key service design projects in service of seamless end-to-end customer experience.

Functions and Activities

- Gather and analyze qualitative field data to determine what VA's customers want and need and then map the key moments that matter to them.
- Utilize the human-centered design process to design experiences across online and offline touch points that matter to VA's customers, employees, and partners via the utilization of iterative research, idea generation, prototyping, launch and evaluation.
- Provide communication, visual, interaction, and service design that's integrated by various teams within VA.
- Rollout human-centered design through VA to support the Department's transformation toward becoming customer-centric.

Enterprise Measurement and Performance Improvement

Overview

The future of customer experience (CX) at VA is an integrated "outside-in" view of the customers' end-to-end journeys by which the Department is held accountable to its customers. In order to achieve this vision, OVE listens to the agency's customers and ties their experiences back to operational drivers. By understanding VA's performance through the lens of our customers, OVE can prioritize improvements that enhance Veterans experience with VA.

Functions and Activities

- Establish and report on agency-wide CX measures.
- Enhance customer experience feedback around moments that matter to Veterans.

- Improve employee access to integrated actionable customer experience data insights.

Enterprise Veteran Operations

Overview

The Enterprise Veterans Operations Office, in partnership with other VA offices, ensures services offered via web self-service and contact centers are designed and implemented based on customer insights, and are supported by authoritative customer information. The Office partners with VA's Office of Information and Technology to deliver high touch, technology-enabled customer service capabilities throughout the enterprise thus enabling Veterans and others to access information, benefits and services anywhere, anytime.

Functions and Activities

- Ensures a more Veteran-centric VA by integrating and delivering via all customer facing services and channels.
- Builds, deploys and maintains enterprise-applications, tools and infrastructure for the delivery of Veteran Experience products, services and information (e.g., Vets.gov, customer experience management system (VOICE) enterprise interactive voice response or IVR).
- Provides business process management and re-engineering, business requirements development and management, user acceptance testing, deployment, and training of enterprise wide applications to meet clients' needs.

Community Engagement

Overview

OVE's Community Engagement team consists of five District Veterans Experience Officers (DVEO) and a headquarters management and support function. The DVEOs are located in each of the five VA Districts (e.g., North Atlantic, Southeast, Midwest, Continental, and Pacific) and their respective staffs are located across the country in geographic hubs throughout each District. The DVEOs and his/her staff represent the voice of the Veterans in VA and community activities. Their primary responsibility is the local implementation of VEO initiatives designed to improve the veterans' experience and rebuild trust in the VA.

VEO initiatives are developed based on insight obtained through formal and informal channels. DVEO staff share knowledge obtained in local settings with VEO headquarters to improve ongoing initiatives and to help shape future initiatives. In addition, the Community Engagement team delivers the MyVA Veteran Experience through enterprise level navigation, advocacy, education, community engagement and outreach.

Functions and Activities

DVEO staff undertake the following activities:

- Implements OVE initiatives in the Districts.

- Collects and provides feedback on VA initiatives and programs and provide that information to Insight and Design in support of continuous improvement efforts.
- Analyzes available data to identify opportunities for improvement.
- Shares best practices and lessons learned within and across Districts.
- Builds collaborative networks within VA and among state directors, community strategic partners, and other stakeholders to improve outcomes and share information to maximize the effective delivery of services across all regions.

The Community Engagement team executes the following activities:

- Assists DVEO staff by providing tools and guidance to support their mission.
- Supports VEO by collecting and analyzing DVEO information at the national level and identifying trends and tracking resources. Support a national network of Community Engagement Veteran Boards (CVEB) that integrate VA with the broader set of public and private resources available to Veterans in their communities, ensuring Veterans get the support they need and have a forum for their voices to be heard.

Office of Enterprise Support Services

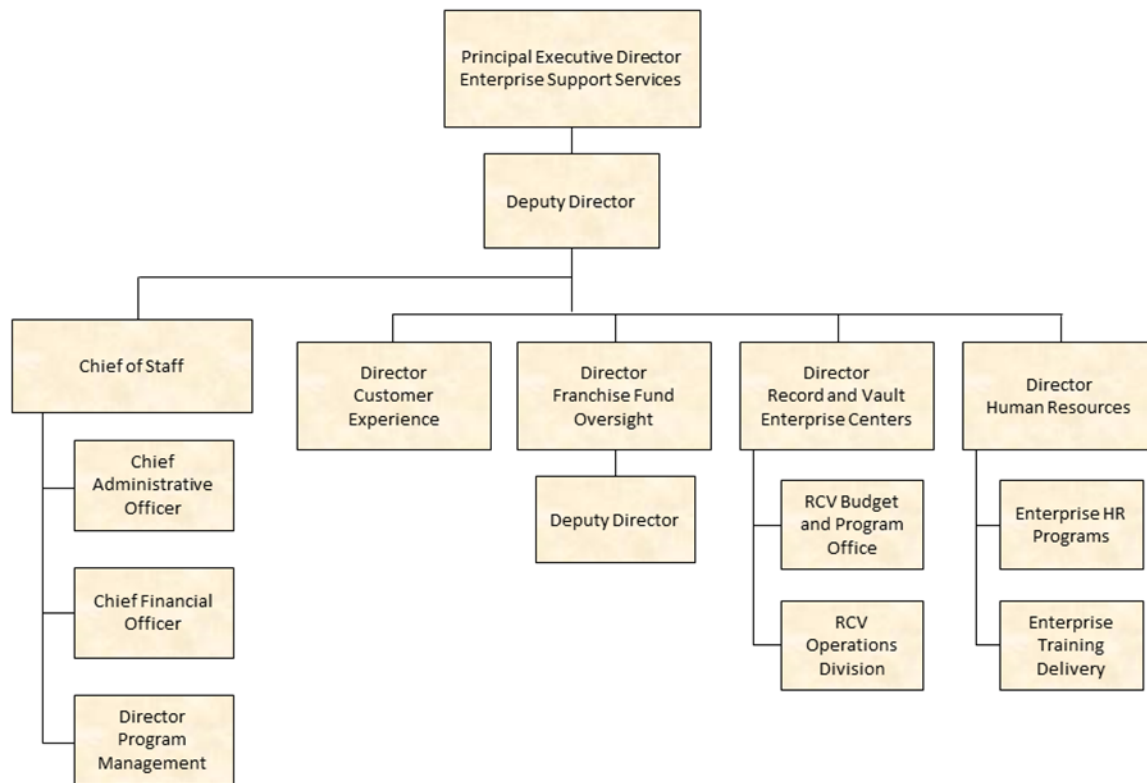


Figure 35 - Office of Enterprise Support Services Organization Chart

[Click here for the alternate representation of the chart](#)

Mission

To deliver best-in-class services and capabilities to VA's organizations and functions that enable them to focus on delivering world-class health care, benefits, and memorial services to Veterans and their eligible family members.

Office of the Principal Executive Director, Enterprise Support Services

Overview

The Office of Enterprise Support Services (OESS) is led by the Principal Executive Director for Enterprise Support Services and is immediately supported by the Deputy Director for Enterprise Support Services and the OESS Chief of Staff. The Office for Enterprise Support Services was created by the Deputy Secretary of Veterans Affairs and approved by the VA Support Services Governance Board (SSGB). The Principal Executive Director for Enterprise Support Services reports directly to the Deputy Secretary of Veterans Affairs and is responsive to guidance and direction from the VA Support Services Governance Board (SSGB) where the Deputy Secretary serves as Chair. At the direction of the SSGB, the Principal Executive Director for the Office of Enterprise Support Services also serves as the Director of the VA Franchise Fund.

The VA Franchise Fund was authorized by the Government Management and Reform Act of 1994, P.L. 103-356. Established in 1997, common VA administrative support services were financed on a fee-for-service

basis rather than through VA's General Administration appropriation. Permanent status was conferred upon the VA Franchise Fund by P.L. 109-114.

The Office of Enterprise Support Services is completely funded through the VA Franchise Fund, not appropriated funds, and serves the VA Administrations and Staff Offices through transparent fee-for-service programs and activities designed to focus on customer service, improve the consistency and quality of VA services, and deliver lower costs. This Office, in direct support of customers in VA's Administrations and Staff Offices, creates new enterprise capabilities and innovation to transform the Department's mission support services to deliver reliable, consistent, cost-effective support services across the VA enterprise for the following: human resource services; debt management; financial and accounting services; payroll processing; travel and payment processing; electronic commerce/electronic data interchange; background investigations and adjudications for employees and contractors; special training for VA police officers; and records storage, protection, and management services.

The Deputy Director serves as the second-in-command and as OESS's chief operating officer. In this capacity, the Deputy Director directs policy and operations, provides broad direction, and ensures coordinated action and conformance with its mission and in partnership with enterprise process improvement and VA transformation efforts.

Functions and Activities (Director and Deputy Director)

- Represents the Department of Veterans Affairs as the single voice of VA shared services to the Federal Government Shared Service Community aligned with the President's Cross-Agency Priority Goal for shared services and in accordance with Office of Management and Budget (OMB) policies and processes. Provides a single VA point of contact to the Unified Shared Service Management (USSM) Office of OMB and the Government Services Agency (GSA).
- Defines the policies, strategies, programs, projects, and activities needed to accomplish the goals, objectives, and outcomes for exceptional support services across the Department of Veterans Affairs.
- In direct support of VA lines of business (VA Administrations and Staff Offices), delivers better services at lower costs, leveraging existing and future Franchise Fund Enterprise Service Centers (ESC) and other VA support services, as measured by agreed-upon Service Level Agreements (SLA) and Key Performance Indicators (KPI).
- Hosts monthly board meetings of the VA Support Services Governance Board (SSGB) and receives direction and guidance from the SSGB. Provides data-driven recommendations for decision, enforces enterprise implementation and execution of decisions, and monitors and updates the SSGB on performance management dashboards and key performance metrics for the Enterprise Service Centers as well as VA functional enterprise shared services for IT, HR, finance, and contracting. Informs the SSGB on the status and compliance of the VA Franchise Fund with statutes, regulations, policies, and fiduciary requirements in coordination with the VA Chief Financial Officer (CFO) and Office of Management (OM).
- Integrates and synchronizes VA enterprise transactional (day-to-day) work performed by the VA Enterprise Service Centers (ESC), VA Administration or Staff Offices for IT, HR, finance, contracting, leasing, enterprise training, law enforcement, and background investigations.

- Designs, implements and manages a portfolio of enterprise-level, customer-centric projects that focus on VA business line customer requirements and delivers reliable, consistent, efficient and cost-effective mission support services. Delivers continuous process improvement through Lean and Lean Six Sigma principles across VA Enterprise Service Centers. Leverages best practices across the federal government and industry to significantly improve enterprise support services.
- Aligns SES performance plans for the Principal Executive Director and Deputy Director with customer satisfaction, quality, cost and other agreed-upon performance metrics from VA customers.
- Innovates and builds organizational capacity within OESS to take on additional enterprise transactional work by defining the work, identifying the people associated with work, and resourcing OESS to perform the work. Aligns performance metrics with service level agreements from VA lines of business and customers.
- Oversees OESS's corporate communications processes and efforts to strengthen VA's relationships with Veterans, Servicemembers, and their families through delivering better services to VA lines of business and VA employees at lower cost, enabling them to focus on delivering better Veteran outcomes.

Office of the OESS Chief of Staff

Overview

The Chief of Staff (COS) works closely with the Principal Executive Director and the Deputy Director, OESS to manage day-to-day operations, programs, contractual support, and OESS outcomes. In this capacity, the COS serves as the central coordination point for all high-level negotiations involving the establishment or implementation of OESS policies, procedures, program management, project management, and contractual support activities. Additionally, the COS provides executive leadership to the following services and offices: Chief Administration Officer, Chief Financial Officer, and Chief Program Management Office.

Functions and Activities

- Accountable to the Principal Executive Director and Deputy Director for Enterprise Support Services to manage OESS's day-to-day operations.
- Drafts and disseminates VA support services policy, operating principals, operating model, and standard operating procedures. Ensures continuous process improvement and Lean/Lean Six Sigma principals for VA support services and Enterprise Service Centers.
- Develops programming and budgetary requirements for current and future years. Supports the Director OESS to ensure compliance with fiscal regulations and policies related to the VA Franchise Fund.
- Supports the VA Support Services Governance Board (SSGB) with data-driven, decision-quality information, data analytics and performance management.

- Develops and implements the VA Program Management Plan (PMP) for Support Services in accordance with Program Management Body of Knowledge (PMBOK) Principals. Delivers regular program management reviews to ensure OESS is meeting cost, schedule and performance metrics focused on the delivery of mission support services aligned with customer expectations and Service Level Agreements.
- Ensures that OESS's communications are clear, concise, accurate, and aligned with the Department's vision and strategic direction. Coordinates communications strategies with the MyVA Task Force, the Office of Enterprise Integration, and the Office of Intergovernmental and Public Affairs.
- Ensures that OESS works closely and effectively with our partners throughout the Department. Ensures engagement with national stakeholders including Congress, Veterans Service Organizations, National and local Labor Unions, other Federal agencies, media, and Veterans.
- Ensures that OESS works closely and is aligned in policy and process with OMB and the Office of Unified Shared Service Management (USSM).

Customer Experience and Customer Experience Directorate

Overview

The Customer Experience Directorate is responsible for providing exceptional customer service to the VA lines of business including the VA Administrations and Staff Offices. The Directorate is accountable to deliver on customer service expectations aligned with the customer journey map and Service Level Agreements (SLA's).

Functions and Activities

- Directly supports the VA Administrations and the Board of Veterans Appeals (BVA) with customer-centric delivery of mission support services aligned with Service Level Agreements (SLA) and Key Performance Indicators (KPI). Has a deep understanding of the VA lines of business for health care, benefits, appeals, and memorial affairs and their requirements for mission support services for IT, HR, contracting, leasing, finance, training, law enforcement, and background investigations.
- Gathers acquisition requirements from the VA lines of business, assists with drafting required artifacts and documents for an acquisition-ready package, and tracks status throughout the acquisition lifecycle for mission support services.
- Provides expert advice, consultation, and data-driven recommendations to improve customer service for all VA mission support services as well as for existing and future VA Enterprise Service Centers (ESC).

Franchise Fund Oversight Office (FFOO)

Overview

The VA Franchise Fund was established under the authority of the Government Management Reform Act of 1994 and the VA and Housing and Urban Development and Independent Agencies Appropriations Act of 1997. VA was selected by the Office of Management and Budget (OMB) in 1996 as one of six Executive

branch agencies to establish a franchise fund pilot program. Created as a revolving fund, the VA Franchise Fund began providing common administrative support services to VA and other government agencies in 1997 on a fee-for-service basis. In 2006, under the Military Quality of Life and Veterans Affairs Appropriations Act, P.L. 109-114, permanent status was conferred upon the VA Franchise Fund. The mission of the VA Franchise Fund is to be the provider of choice of common administrative support services for VA and other government agency customers, enabling them to best meet their primary missions.

The VA Franchise Fund is comprised of an administrative office (Franchise Fund Oversight Office) and seven self-supporting lines of business (Enterprise Service Centers, or ESC). The current VA ESCs include the following: the Financial segment (under the oversight of the Office of Management) including the Financial Services Center (FSC) in Austin, Texas, and the Debt Management Center (DMC) in St. Paul, Minnesota; the Personnel Security and Law Enforcement segment (under the oversight of the Office of Operations, Security, and Preparedness) including the Security and Investigations Center (SIC) and the Law Enforcement Training Center (LETC), both in North Little Rock, Arkansas; the Information Technology segment, including the Enterprise Operations (EO) Center in Austin, TX (under the oversight of the Office of Information and Technology); and the Records Center and Vault in Neosho, Missouri (under the oversight of the Office of Enterprise Support Services).

A seventh Enterprise Service Center will be stood up in FY 2017: the Human Resources Enterprise Center (HREC) in Washington, DC, under the oversight of the Office of Enterprise Support Services. It will be the first new Enterprise Services Center since 1994. The directors of the individual Enterprise Service Centers and their staffs are responsible for customer satisfaction, support to the VA lines of business, Enterprise Service Center business planning and development, staffing, and execution of day-to-day business activities consistent with their annual business plans. The VA Franchise Fund Oversight Office (FFOO) and its Director are accountable for enterprise best practices, standard business plan development, fiduciary audits, and financial stability of the VA Franchise Fund in accordance with statutes, regulations, and policies.

Functions and Activities

- Provide policy, process, guidance, and direction to the seven Enterprise Service Centers (ESC) and any future ESCs for delivering exceptional customer service, high quality, reliable, and consistent mission support services at lower costs.
- Draft, brief to the Support Services Governance Board (SSGB), and implement new policies for the VA Franchise Fund, aligned with OMB policy memoranda and Unified Shared Service Management (USSM) emerging policies and processes. Be accountable to deliver enterprise-wide performance dashboard and transparent performance metrics for enterprise mission support services performed by VA Enterprise Service Centers.
- In coordination with the Office of Management (OM) and the Office of Finance (OF), ensure clean audit results for the VA Franchise Fund. Take appropriate actions related to all OIG and GAO findings on the VA Franchise Fund to ensure compliance with fiduciary requirements and Federal Government best practices.
- In coordination with the seven Enterprise Service Centers and their respective operational headquarters, ensure enterprise-wide performance management through dashboards, leading

indicators, and Key Performance Indicators aligned with customer-focused Service Level Agreements.

Records Center and Vault (RCV)

Overview

Transferred from the Office of Information and Technology (OI&T) to the Support Services Excellence (SSE) initiative in April 2016, the Records Center and Vault (RCV) provides exceptional customer service for long-term storage of Veterans' records and essential VA corporate and business line documents. RCV is certified by the National Archives and Records Administration (NARA) to operate as an agency records center. General, vital, and unscheduled records pending litigation freezes are safely and efficiently stored in paper or film format. Services include records storage and records management at cost-effective price points. Future services include digital records scanning and storage, microfiche scanning, and contract management.

Functions and Activities

- Provide exceptional customer service at high quality and low cost aligned with Service Level Agreements. Deliver on Key Performance Indicators associated with customer SLAs. Drive lower costs through efficiencies in process (Lean and Lean Six Sigma), innovation, and implementation of new technologies.
- Support the VA Franchise Fund Oversight Office to provide key performance metrics for customer service, quality and cost. Provide monthly reports through dashboards to the SSGB on RCV performance.
- Improve customer service through quarterly customer meetings. Develop transactional customer performance survey capture mechanisms to measure performance in near real time. Adjust processes and procedures to capitalize on performance feedback and customer service metrics.
- Develop future capabilities to standardize, consolidate, and optimize enterprise VA records management processes, people, and technologies.

Human Resources Enterprise Center (HREC)

Overview

The Human Resources Enterprise Center (HREC) is first new VA Enterprise Services Center to stand up since 1994. On August 18, 2016, the Secretary of Veterans Affairs made the decision to stand up a new Enterprise Services Center to deliver selected enterprise Human Resource services under the Office of Enterprise Support Services. The HREC will deliver enterprise training and HR programs in support of the MyVA vision for support services excellence. People, process, and technologies will transfer from the Office of Human Resource and Administration (OHRA) to the Office of Enterprise Support Services (OESS) in January 2017 to deliver exceptional customer service for enterprise training and HR programs aligned with Service Level Agreements for performance and cost. The HREC will expand capabilities as necessary to take on additional HR transactional work such as staffing, retirement benefits, and other HR services as the Support Services Governance Board (SSGB) approves and directs.

Functions and Activities

- Deliver enterprise HR services at exceptional levels of customer service, high quality, and lower cost.
- In coordination with the Chief Human Capital Officer (serving as the VA Chief Learning Officer (CLO)), provide exceptional HR enterprise training services including people, process, and technologies. Align VA learning management systems with OMB policies to utilize Federal shared service providers for e-learning solutions. Define transactional costs for e-learning in order to develop and apply activity based costing models for enterprise training service delivery models.
- Deliver enterprise HR program support for White House and VA intern programs, employee notification, safety, and emergency preparedness services with high levels of customer service, quality, and lower costs.
- Develop capacity to deliver future HR enterprise services such as staffing, Position Description (PD) classification, retirements benefits, and other HR transactional services. In coordination with VA Administrations and Staff Offices, develop requirements for enterprise HR services that deliver return on investment for VA lines of business.

Appendix A: List of Acronyms

LIST OF ACRONYMS

Term	Definition
A/E	Architecture and Engineering
A-19	OMB Legislative Coordination and Clearance Circular
AAD	Asset Accountability Division
AAR	After Action Report
AARP	American Association of Retired Persons
ABS	Acquisition Business Service
ACA	Affordable Care Act
ACMO	Advisory Committee Management Office
ACMV	Advisory Committee on Minority Veterans
ACR	American College of Radiology
ACUP	VHA Animal Care and Use Programs
ACWV	Advisory Committee on Women Veterans
ADHC	Adult Day Health Care
ADR	Alternative Dispute Resolution
ADUSH	Assistant Deputy Under Secretary for Health
ADUSH/AO	Assistant Deputy Under Secretary for Health for Administrative Operations
ADUSH/CO	Assistant Deputy Under Secretary for Health for Clinical Operations
ADUSH/OM	Assistant Deputy Under Secretary for Health for Operations and Management
AGC	Assistant General Counsel
AI/AN	American Indian/Alaska Native
AIS	Office of Acquisition Internship School
ALAC	Administrative and Loan Accounting Center
ALS	Amyotrophic Lateral Sclerosis
AMC	Appeals Management Center
AMSUS	Society of Federal Health Agencies
AN-98	Home Health Services Program
AO	OIT CIO Action Officer (AO) Branch
APG	Agency Priority Goal required by the Government Performance and Results Act Modernization Act of 2010
APRN	VHA Advanced Practice Registered Nurses
AR	The Health Executive Council's Annual Report to Congress on the VA/DoD JSP.
ARC	VHA Allocation Resource Center
ARCH	Project Access Received Closer to Home
ASD	Architecture, Strategy and Design
ATR	Active threat response
AWPA	Alternative Workplace Arrangement/Agreement (telework)
BAS	Benefits Assistance Service
BCI	Brain-computer interface
BEC	Benefits Executive Council
BFAD	Benefits Financial Assurance Division
BIM	Building Information Modeling
BIO	Business Intelligence Office
BIRLS	Beneficiary Identification and Records Locator Subsystem database
BOC	Budget Object Codes
BOP	IT Budget Operating Plan

BOSS	Burial Operations Support System
BPR	Business Process Reengineering
BPRO	Business Process Reengineering Office
BPS	Benefits Product Support
BSM	Business Systems Management Office
BT	Beneficiary Travel program
BTT	IT Budget Tracking Tool
BVA	Board of Veterans' Appeals
C&P	Compensation and Pension
CAA	Clean Air Act of 1970, as amended
CAATS	Centralized Administrative Accounting Transaction System
C-ADHC	Community Adult Day Health Care
CAI	Center for Acquisition Innovation
CAI	Capital Asset Inventory
CAO	Chief Acquisition Officer
CAP	Corrective Action Plans
CARF	Commission on Accreditation of Rehabilitation Facilities
CART	Clinical Assessment Reporting and Tracking
CBI	VHA Office of Compliance and Business Integrity
CBO	VHA Chief Business Office
CBOPC	VHA Chief Business Office Purchased Care
CBSO	Clinical Business System Office
CDC	Centers for Disease Control and Prevention
CDI	Customer Data Information
CDW	Corporate Data Warehouse
CEDB	Corporate Employee Development Board
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act of 1980
CFBNP	Center for Faith-based and Neighborhood Partnerships
CFM	Construction, Facilities and Management
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CGE	Concur Government Edition
CHAMPVA	Civilian Health and Medical Program of VA
CHCO	Chief Human Capital Officer
CHGB	Connected Health Governance Board
CHO	Connected Health Office
CHTW	Coming Home to Work Program
CIA	Central Intelligence Agency
CIO	Chief Information Officer
CKMS	Congressional Knowledge Management System
CLC	Community Living Center
CLP	Continuous Learning Points
CM&SWS	Care Management and Social Work Services
CMOP	VA Consolidated Mail Outpatient Pharmacy
CMS	Centers for Medicare and Medicaid Services
CMV	Center for Minority Veterans
CNH	Community Nursing Homes
CNO	VHA Chief Nursing Officer

CNS	Clinical Nurse Specialist
CoE	Center of Excellence
COHRS	Central Office Human Resources Service
COMSEC	Communications Security
COOP	Continuity of Operations Plan
COPD	Chronic Obstructive Pulmonary Disease
CORK	Conference Oversight and Reporting Knowledgebase
COS	Chief of Staff
COSVA	Chief of Staff of Veterans Affairs
COTR	Contracting Officer Technical Representative
COTS	Claim scrubbing software for proper payment.
CP	Compensation and Pension
CPAC	Consolidated Patient Account Centers
CPES	Claims Processing and Eligibility System
CPG	VHA Evidence-Based Clinical Practice Guidelines Program
CPPO	Clinical Pharmacy Program Office
CREW	VA Civility, Respect and Engagement in the Workforce initiative
CRISP	Continuous Readiness in Information Security Program
CRNA	Certified Registered Nurse Anesthetists
CSEMO	Corporate Senior Executive Management Office
CSI	Clinical Specific Initiatives
CSM	Central Business Office (CBO) Systems Management
CSO	Caregiver Support Office
CSR	Continuous Readiness Program
CTRO	Corporate Travel Management and Reporting Office
CWA	Clean Water Act of 1977
CWINRS	An automated case management system supporting the VRE program.
CWV	Center for Women Veterans
CWVW	Children of Women Vietnam Veterans Health Care Program
DAEO	Designated Agency Ethics Official
DAIC	Department of Audits and Internal Controls
DAS	Deputy Assistant Secretary
DASHO	Designated Agency Safety and Health Office
DBQ	Disability Benefits Questionnaire
DCDM	Document Control and Data Management Department
DCID	Director of Central Intelligence Directives
DCIO	Deputy Chief Information Officer
DCSD	Data Center Support Division
DEERS	DoD's Defense Enrollment Eligibility Reporting System
DEMOB	Interagency Health Affairs Demobilization Program
DEPSECVA	Deputy Secretary of Veterans Affairs
DERG	Devolution Emergency Relocation Group
DFAR	Defense Federal Acquisition Regulations
DFAS	Defense Finance and Accounting Service
DGA	Data Governance and Analysis
DHS	Department of Homeland Security
DIC	Dependency Indemnity Compensation
DM&EEO	VBA Office of Diversity Management and Equal Employment Opportunity

DMA	VHA Disability and Medical Assessment Program Office
DMC	Debt Management Center
DOD	Department of Defense
DOD HA	Department of Defense Health Affairs
DOD/VAIPO	DoD/VA Interagency Program Office
DOT	Department of Transportation
DQS	Data Quality Service
DSS	Decision Support System
DUSHOM	Deputy Under Secretary for Health for Operations and Management.
DUSHPS	Deputy Under Secretary for Health Policy and Services
DV/IPV	VHA Domestic Violence and Intimate Partner Violence program
DVAAP	Disabled Veterans Affirmative Action Program
DVC	Deputy Vice Chairman
E2ERM	VA End-to-End Requirements Methodology
EA	Enterprise Architecture
EAC	Enterprise Architecture Council
EAP	Employee Assistance Program
EBP	Evidence-Based Practice
EBPWG	VHA Evidence-Based Practice Working Group
ECF	Executive Career Field
eCMS	VA's Electronic Contract Management System
ECOE	Epilepsy Centers of Excellence
ECST	Enterprise Cybersecurity Strategy Team
EDI	Electronic Data Interchange
EDVOC	Educational Vocational Fund.
EDW	Enterprise Data Warehouse
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EES	Employee Education System
EEV	Eligibility, Enrollment, and Verification (EEV) Departments
EHCPM	VA Enrollee Health Care Projection Model
eHMP	Enterprise Health Management Platform
EHR	Electronic Health Record
EO	Executive Order
EO	Presidential Executive Order
EO	Enterprise Operations
EOB	Emblems of Belief
EPCRA	Emergency Planning and Community Right-to-Know Act of 1986
ePMO	Enterprise Program Management Office
EPRP	External Peer Review Program
EPS	Environmental Programs Service
EPSS	VR&E Electronic Performance Support System
ERG	Emergency Relocation Group
ERM	VHA Office of Enterprise Risk Management
ESC	Executive Synchronization Committee
ESE	Enterprise Systems Engineering
ESF	Emergency Support Functions
ESP	Evidence-based Synthesis Program

ETS1	E-Gov Travel Service 1
ETS2	E-Gov Travel Service 2
EUL	Enhanced Use Lease Program
FA	Field Assistance Unit
FAC	Facility Acquisition Center
FAC-C	Federal Acquisition Certification -- Contracting
FAC-COR	Federal Acquisition Certification -- Contracting Officer's Representative
FAC-P/PM	Federal Acquisition Certification -- Program and Project Management
FAR	Federal Acquisition Regulation
FAR/VAAR	Federal Acquisition Regulation/VA Acquisition Regulation
FARA	Federal Acquisition Reform Act of 1996 (
FAS	Financial Accounting Service
FASA	Federal Acquisition Streamlining Act of 1995
FBCS	Fee Basis Claims Systems
FBO	VHA Finance and Business Operations
FCA	Facilities Condition Assessment
FCEA	Food, Conservation and Energy Act of 2008
FCMT	Federal Case Management Tool
FedRAMP	Federal Risk and Authorization Management Program
FEMA	Federal Emergency Management Agency
FEORP	Federal Equal Opportunity Recruitment Programs
FFO	Franchise Fund Oversight Office
FFRDC	Federally Funded Research and Development Center
FHA	Federal Health Architecture
FHS	Financial Healthcare Service
FHTP	Federal Healthcare Training Partnership, a partnership of federal agencies that have a clinical training mission.
FIPS	Federal Information Processing Standard
FISMA	Federal Information Security Management Act
FIT	Financial Innovation and Transformation initiative
FLRA	Federal Labor Relations Authority
FMFIA	Federal Managers Financial Integrity Act
FMP	Foreign Medical Program
FMR	Federal Management Regulation
FMS	Financial Management System
FMS	VA legacy financial system
FNOD	First Notice of Death
FOH	Federal Occupational Health
FOIA	Freedom of Information Act
FOM	VA Functional Organization Manual
FOS	Financial Operations Service
FPIAR	Financial Process Improvement and Audit Readiness
FPMR	Federal Property Management Regulations
FPMS	IT Financial Planning and Management Service
FRC	Federal Recovery Coordinators
FRCP	Federal Recovery Coordination Program
FRPC	Federal Real Property Council
FSC	Financial Services Center

FSIP	Federal Service Impasses Panel
FSRIA	Farm Security and Rural Investment act of 2002
FSS	Field Security Service
FTF	Freeze the Footprint
FtP PACT	Fix the Phones Patient Aligned Care Teams
GAO	Government Accountability Office
GDR	Ground Defense and Recovery techniques
GEAR	Goals Engagement Accountability Results program
GEC	Office of Geriatric and Extended Care Operations
GEM	Geriatric Evaluation and Management, a specialized program of Geriatric Evaluation in an inpatient or outpatient setting.
GEMS	VHA Green Environmental Management Systems
GenISIS	Genomic Information System for Integrative Service
GERIPACT	Geriatric Patient-Aligned Care Team
GIS	Geographic Information Systems
GMRA	Government Management Reform Act of 1994
GOE	General Operating Expense
GPO	Government Printing Office
GPRA	Government Performance and Results Act
GPRAMA	Government Performance and Results Act Modernization Act of 2010
GRECC	Geriatric Research, Education and Clinical Centers
GSA	General Services Administration
GSAR	General Services Administration Regulations
GTAS	Government-wide Treasury Account Symbol Adjusted Trial Balance System
HACU	Hispanic Association of Colleges and Universities.
HAI	Health Care-Associated Infections
HAISS	Healthcare Associated Infections and Influenza Surveillance System
HARB	Health Architecture Review Board
HBPC	Home-based Primary Care
HC	Human Capital
HCA	Head of Contracting Activity
HCFAD	Health Care Financial Assurance Division
HCIP	Human Capital Investment Plan
HCR	Health Care Reimbursement (HCR) Department
HCV	hepatitis C
HEC	Health Executive Council
Hey VA	“Hey VA” is a brief message intended for all VA employees, distributed daily through various VA intranet sites, VistA, and VA email networks.
HHS	Department of Health and Human Services
HI	VHA Health Informatics
HIG	Health Information Governance
HIPAA	Health Insurance Portability and Accountability Act of 1996
HISD	Health Information Security Division
HIT	Health Information Technology
HIV	Human Immunodeficiency Virus
HM/HHA	Homemaker/Home Health Aide
HMP	Health Management Platform
HPS	Health Product Support

HQ	Headquarters
HR	Human Resource
HR&A	Human Resources and Administration
HR&SS	Human Resources and Staffing Services
HRC	Health Resource Center
HRC	Human Resources Center
HRGT	Highly Rural Transportation Grants program
HRL	Human Resources Liaison
HRMO	VHA Healthcare Retention and Marketing Office
HRPP	VHA Human Research Protection Programs
HSIPC	VHA Health Systems Innovation Planning and Coordination
HSPD	Homeland Security Presidential Directive
HSPD 12	Homeland Security Presidential Directive 12: Policy for a Common Identification Standard for Federal Employees and Contractors
HSPD 20	Homeland Security Presidential Directive 51: National Continuity Policy.
HSPD 5	Homeland Security Presidential Directive 5: Management of Domestic Incidents
HSPD 7	Homeland Security Presidential Directive 7: Critical Infrastructure Identification, Prioritization, and Protection
HTM	Healthcare Talent Management
HUD	U.S. Department of Housing and Urban Development
IAM	Enterprise Identity and Access Management
IC3	Interagency Care Coordination Committee
ICA	Import Compliance Administrators
ICAM	Identity Credentialing and Access Management
ICARE	VA's Core Values
ICBC	Interagency Care and Benefits Coordination
ICD	ISO Consultation Division
ICD	Intelligence Community Directives
ICD-10	International Classification of Diseases version 10
ICIB	Interagency Clinical Informatics Board
ICS	Internal Controls Service
IDES	Integrated Disability Evaluation System
iEHR	Interoperable Electronic Health Record
IFMVM	Identity Fraud Monitoring, Verification and Mitigation
IG	Inspector General
IGA	Office of Intergovernmental Affairs
IHA	VHA Office of Interagency Health Affairs
IHS	Indian Health Service
IHSC	Immigration and Customs Enforcement Health Service Corps
IOC	Integrated Operations Center
IOM	Integrated Operating Model
IOM	Institute of Medicine
IPERA	Improper Payment Elimination and Recovery ACT
IPO	Interagency Program Office (IPO)
IPT	Integrated Project Teams
IRB	VA Central Institutional Review Board
IRIS	Inquiry Routing and Information System
IRM	Information Resource Management

IRR	Individual Ready Reserve (IRR) Musters Program
ISO	International Organization for Standardization
ISO-9001	A benchmark for quality management
ISP	Interim Staffing Program
ITARS	IT Acquisition Requirements System
ITC	Information Technology Center
ITRM	Information Technology Resource Management
ITSM	IT Service Management
ITSS	Information Technology Support Service
ITWD	IT Workforce Development
IV&V	Independent Verification and Validation
JEC	Joint Executive Council
JIF	Joint Incentive Fund
JSP	Joint Strategic Plan
JV	Joint Ventures
KM&CS	Knowledge Management and Communications Service
KMP	VR&E Knowledge Management Portal
LACS	Logical Access Control Systems
LAPP	Lender Appraisal Processing Program
LETC	Law Enforcement Training Center
LGY	Loan Guaranty Service
LMR	Labor-Management Relations
LNO	Library Network Office
LOT	VHA Learning Organization Transformation
LTSS	Purchased Long Term Services and Supports
LVA	Leadership VA
M21-4	VBA Manpower control and utilization procedural manual
M22-4SAH	VBA Education procedures manual
M28	VBA Vocational Rehabilitation and Employment Procedures Manual
MAC	Medicare Administrative Contractors
MAO	Medical Advisory Opinions
MBM	Meds by Mail
MCAO	Managerial Cost Accounting Office
MCCF	Medical Care and Collections Fund
MFH	Medical Foster Home
MHHI	VHA Mental Health Hiring Initiative
MHS	Mental Health Services
MinX	Management Information Exchange
MIRECC	Mental Illness Education, Research and Clinical Centers
MOCHA	Medication Order Check Healthcare Application.
MOU	Memorandum of Understanding
MOVE!	A program of the National Center for Health Promotion and Disease Prevention
MPR	Monthly Performance Review
MQAS	Management Quality Assurance Service
MRS	VHA Management Review Service
MSC	Military Service Coordinators
MSCOE	Multiple Sclerosis Centers of Excellence
MSN	Memorial Services Network

MSO	Medical Sharing Office
MVI	Master Veteran Index
MVP	Minority Veteran Program Coordinator
MVPC	Minority Veteran Program Coordinator
NAC	Office of National Acquisition Center
NADL	Native American Direct Loan
NAO	National Activations Office
NARA	National Archives and Records Administration
NASDVA	National Association of State Directors of Veterans Affairs
NCA	National Cemetery Administration
NCA CFO	NCA Chief Financial Officer
NCA COS	NCA Chief of Staff
NCA IOC	NCA Integrated Operations Center
NCA OAI	NCA Organizational Assessment and Improvement Program
NCA WO	NCA Watch Officer
NCEHC	National Center for Ethics in Health Care
NCOD	National Center for Organization Development
NCP	National Center for Health Promotion and Disease Prevention
NCPIP	National Continuity Policy Implementation Plan
NCPS	National Center for Patient Safety
NCR	National Capitol Region
NCSD	National Communications System Directive
NCVAS	National Center for Veterans Analysis and Statistics
NDAA	National Defense Authorization Act
NDCO	National Data Center Operations
NDMS	National Disaster Medical System
NDS	National Data Systems (NDS): Functions as the central program for managing and tracking all VHA data access requests
NEMA	National Electrical Manufacturers Association
NEPA	National Environmental Policy Act
NFS	Nutrition and Food Services
NFTS	National Finance Training Strategy
NGO	Non-Governmental Organization
NHPA	National Historic Preservation Act of 1966
NHPP	National Health Physics Program
NIDS	National Infectious Diseases Service
NIST	National Institute of Standards and Technology
NLC	National Leadership Council
NLVEC	National Leadership Veteran Experience Committee
NNPO	National Non-VA Medical Care Program Office
NP	Nurse Practitioner
NPDB	National Practitioner Data Bank
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NRM	Non-Recurring Maintenance
NRP	VHA National Recruitment Program
NSD	National Service Desk
NSLI	National Service Life Insurance

NSO	National Surgery Office
NSOC	VA Network Security Operations Center
NSPD	National Security Presidential Directive
NSPD 51	National Security Presidential Directive 51: National Continuity Policy.
NTA	VA National IT Training Academy
NVCC	Non-VA Medical Care Coordination
NVCSO	Non-VA Care Support Office
NVSP&SE	National Veterans Sports Programs & Special Events
O2REG	OGC Office of Regulation Policy and Management
OA	VBA Office of Acquisition
OAA	VHA Office of Academic Affiliations
OAEM	Office of Asset Enterprise Management
OAL	Office of Acquisition and Logistics
OALC	Office of Acquisition, Logistics and Construction
OAO	Office of Acquisition Operations
OBC	Office of Business Continuity
OBO	Office of Business Oversight
OBPI	Office of Business Process Integration
OC	Oleoresin Capsicum (pepper spray)
OCAMES	VHA Office of Capital Asset Management and Engineering
OCFM	Office of Construction, Facilities and Management
OCLA	Office of Congressional and Legislative Affairs
OCR	Optical Character Recognition scanning and verification
OCR	Optical Character Recognition
OCS	Office of Cyber Security
ODA	Office of Disability Assistance
ODI	Office of Diversity and Inclusion
ODNI	Office of the Director of National Intelligence
OEDCA	Office of Employment Discrimination Complaint Adjudication
OEM	Office of Emergency Management
OEO	Office of Economic Opportunity
OERM	Office of Enterprise Risk Management
OESS	Office of Enterprise Support Services
OF	Office of Finance
OFBO	Office of Financial Business Operations
OFO	Office of Field Operations
OFFP	Office of Financial Policy
OFPIAR	Office of Financial Process Improvement and Audit Readiness
OFPP	Office of Federal Procurement Policy
OGA	Other Government Agencies
OGC	Office of General Counsel
OHE	VHA Office of Health Equity
OHRA	Office of Human Resource Administration
OHRM	Office of Human Resources Management
OIA	VHA Office of Informatics and Analytics
OICI	OPP - Office of Interagency Collaboration and Integration
OIG	Office of Inspector General
OIS	Office of Information Security

OIT	Office of Information Technology
OLAP	On Line Analytical Processing: An OLAP cube is a multidimensional database that is optimized for data warehouse and online analytical processing applications
OM	VA Office of Management
OMB	Office of Management and Budget
OMGT	VBA Office of Management
OMHO	Office of Mental Health Operations
OMI	Office of the Medical Inspector
OMLA	VHA Office of Medical-Legal Affairs
OMR	Office of Media Relations
ONC	Office of the National Coordinator
OPA	Office of Public Affairs
OPH	VHA Office of Public Health
OPIA	Office of Public and Intergovernmental Affairs
OPM	US Office of Personnel Management
OPR	Interagency Clinical Informatics Board
OPRM	Office of Privacy and Records Management
OPSIM	Office of Personnel Security and Identity Management
ORAA	VHA Office of Regulatory and Administrative Affairs
ORD	Office of Research and Development
ORM	Office of Resolution Management
ORO	Office of Research Oversight
ORR	Department of Health and Human Services (HHS) Office of Refugee Resettlement
OS	Operations Support
OS&LE	Office of Security and Law Enforcement
OSA	VA Office of Survivors Assistance
OSD	Office of the Secretary of Defense
OSD/RA	Office of the Assistant Secretary of Defense for Reserve Affairs
OSDBU	Office of Small and Disadvantaged Business Utilization
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
OSI	VHA Office of Strategic Integration
OSP	VA Office of Operations, Security, and Preparedness
OSVA	VA Office of the Secretary
OTGR	VA Office of Tribal Government Relations
OUSH	VHA Office of the Under Secretary for Health
P&F	VBA Pension and Fiduciary
P&LO	Procurement and Logistics Office
P&O WG	The VA/DoD Interagency Care Coordination Committee's Policy and Oversight Work Group.
PA&I	VBA Performance Analysis and Integrity
PACS	Physical Access Control Systems
PACT	VHA Patient-Aligned Care Team
PADRECC	Parkinson's Associated Disorders, Research, Education and Clinical Centers
PAID	Personnel and Accounting Integrated Data system
PAO	Public Affairs Officer
PAR	Performance Accountability Report
PAS	VHA Physician Assistant Services

PAS	Program Application Support Council
PBFS	IT Programming and Budget Formulation Service
PBM	VHA Pharmacy Benefits Management
PBMEPS	Emergency Pharmacy Service
PBO	Pharmacy Benefits Office
PC3	Patient-Centered Community Care
PCCC	Patient-Centered Community Care
PCCCT	Patient-Centered Care and Cultural Transformation
PCD	Purchased Care Division
PcM	Process Management
PCMHI	Primary Care-Mental Health Integration
PCP	Primary Care Physician
PCR	Public Contact Representatives
PCS	Patient Care Services
PCTS	Purchase Card and Travel Service
PD	Product Development
PDAS	Principal Deputy Assistant Secretary
PDHRA	Post-Deployment Health Reassessment Program
PDIC	Post-Deployment Integrated Care
PdM	Product managers
PDUSB	Principal Deputy Under Secretary for Benefits
PDUSH	Principal Deputy Under Secretary for Health
PDUSMA	Principal Deputy Under Secretary for Memorial Affairs
PE	Product Effectiveness program, part of the VHA Health Care Value
PII	Personally Identifiable Information
PIT	Program Integrity Tool that supports detection of fraud, waste, and abuse.
PIT	Point in Time Homeless Count
PIV	Personal Identity Verification
PL	Public Law
PLA	Pharmacy Leadership Academy
PLMS	Pathology and Laboratory Medicine Services
PMAS	Program Management Accountability System
PMC	VBA Pension Management Centers
PMC	NCA Presidential Memorial Certificate Program
PMFP	Presidential Management Fellows Program
PMO	Program Management Office
PMWG	Performance Management Work Group
POI	Program Oversight and Informatics Division
POLARIS	VA OI&T Integrated Calendar
POWER	VHA's Performance and Operations Web-Enabled Reports
PPA	Pollution Prevention Act of 1990
PPACA	Patient Protection and Affordable Care Act
PPBE	VA's Planning, Programming, Budgeting and Execution system
PPD 8	Presidential Policy Directive 8: National Preparedness
PPE	Property Plant and Equipment
PPM	Product and Platform Management
PRE	Pharmacy Re-engineering and Clinical Informatics,
PRPO	Pharmacy Residency Program Office

PRRO	Pharmacy Recruitment and Retention Office
PSHN	Purchased Skilled Home Nursing
PSO	Program Support Operations
PTSD	Posttraumatic Stress Disorder
PVTS	Privacy Verification Tracking System
Q&A	Question and Answer
QCAP	Quality and Corrective Action Plans
QPO	Quality, Performance & Oversight
QSPP	VA Quadrennial Strategic Planning Process
QSV	The Office of the Assistant Deputy Under Secretary (ADUSH) for Quality, Safety and Value
QUERI	VHA Quality Enhancement Research Initiative
R&DC	VHA Research and Development Committee -- Human Research Protection Program
R&R	Review and Resolution (R&R) Department
RAM	OI&T ERM Risk Assessment and Mitigation
RAMS	Research Administrative Management System
RCEP	VHA Research Compliance Education Program
RCO	VHA Research Compliance Officer
RCRA	Resource Conservation and Recovery Act of 1976
RCS	VHA Office of Readjustment Counseling Services
RCV	Records Center and Vault
RERG	Reconstitution Emergency Relocation Group
RFL	Revolving Fund Loan
RISP	VHA Research Information Security Program
RMC	Records Management Center
RMIR	Office of Risk Management and Incident Response
RN	Registered Nurse
RO	Regional Offices
ROFAC	VHA Radiation Oncology Field Advisory Committee
RONA	VA Release of Names and Addresses program.
RRTF	Ruthless Reduction Task Force
RS AW	VHA Research Safety and Animal Welfare
RSD	Review Services Division
RSSP	VHA Research Safety and Security Programs
RVECS	Regional Veteran Employment Coordinators
SAA	State Approving Agencies
SAC	Strategic Acquisition Center
SAPP	Servicer Appraisal Processing Program
SARA	Services Acquisition Reform Act
SB PROGRAM	Spina Bifida Program
SCI/D	Spinal Cord Injury and Disorders
SCIP	Strategic Capital Investment Planning
SCM	Supply Chain Management
SCS	Specialty Care Services
SDWA	Safe Drinking Water Act of 1974
SEA	VA Strategic Environmental Assessment
SECVA	Secretary of Veterans Affairs
SES	Senior Executive Service

SG	Staff Group
SHA	Separation Health Assessments
SHEP	Survey of Health Experiences of Patients
SIC	Security and Investigations Center
SIM	Strategic Investment Management
SIMLEARN	VHA Simulation Learning Education and Research Network
SL	Senior Level employees
SME	Subject Matter Expert
SMI	Serious Mental Illness
SOP	Standard Operating Procedure
SPE	Senior Procurement Executive
SPS	VHA Sterile Processing Services
SSE	Support Services Excellence, one of 5 strategic MyVA priorities
SSGB	VA Support Services Governance Board
STAR	Systematic Technical Accuracy Review
SVH	State Veterans Homes
TAA	Transition Assistance Advisors Program
TAC	Technology Acquisition Center
TAP	Transition Assistance Program
TBI	Traumatic Brain Injury
TDA	Transfer of Disbursing Authority
TEE	Training-Exposure-Experience Tournament
TELE-ICU	Tele-Intensive Care Unit (Tele-ICU) supports the management of critically-ill patients by providing physicians and nurses remote access to other physicians and nurses with critical care expertise.
THP	Tribal Health Programs
TIC	Trusted Internet Connections
TMO	Technology Management Office
TMS	Talent Management System
TPSS	Training Performance Support Systems
TRA	Technical Reference & Assessments
TRB	Technical Review Board
TRICARE	A major part of the Military Health System; TRICARE is the health care program for uniformed service members (active, Guard/Reserve, retired) and their families around the world.
TRM	OneVA Technical Reference Model
TROR	Treasury Report on Receivables
TSGLI	Servicemembers' Group Life Insurance Traumatic Injury Protection
UM	VHA Utilization and Efficiency Management Program
URAC	Utilization Review Accreditation Commission
USStaffing	U.S. Office of Personnel Management's hiring software solution for Federal agencies.
USB	Under Secretary for Benefits
USC	United States Code
USERRA	Uniformed Services Employment and Reemployment Rights Act
USGLI	United States Government Life Insurance
USH	Under Secretary for Health
USICH	U.S. Interagency Council on Homelessness
USMA	Under Secretary for Memorial Affairs

USSM	Unified Shared Services Management Office
USOC	US Olympic Committee
USVETS	A multidimensional Veteran database
VA NDF	PBM VA National Drug File, an open-source system for drug terminology
VAAA	VA Acquisition Academy
VAAOB	VA Advertising Oversight Board
VAAR	VA Acquisition Regulation
VACO	VA Central Office
VA-ECSIP	VA Enterprise Cybersecurity Strategy & Implementation Plan
VAIOC	VA Integrated Operations Center
VAIQ	Veterans Affairs Internet Quorum
VAKMS	VA Knowledge Management System
VALOR	VA Learning Opportunities Residency
VALU	VA Learning University
VAMC	Veterans Affairs Medical Centers
VAMEDSAFE	A drug safety program with an emphasis on integrated database utilization, communication, and education
Vanguard	VA's national employee magazine
VA-TAMMCS	Vision, Analysis Team, AIM, Map, Measure, Change, Sustain, part of the VHA Systems Redesign and Continuous Improvement program
VATAS	VA Time and Attendance System
VBA FC	VBA Finance Center
VBA/DOD	Veterans Benefits Administration VBA-Department of Defense
VBMS	Veterans Benefits Management System
VCE	VA/DoD Vision Center of Excellence
VCIP	Veterans Claim Intake Program
VCS	Veterans Canteen Service
VDHCBC	Veteran-Directed Home and Community Based Care
VE	VistA Evolution
VEI	Veterans Employment Initiative
VEO	Veterans Experience Office
VEITF	Veterans Employment Initiative Task Force
VERA	Veterans Equitable Resource Allocation model
VERC	Veteran Engineering Resource Centers
VESO	Veteran Employment Services Office
VETSNET	Veterans Service Network - A database that supports Veterans Benefits Administration systems used to administer Veterans benefits.
VHA CEMP	VHA Comprehensive Emergency Management Program
VHA COS	VHA Chief of Staff
VHA DMA	Office of Disability and Medical Assessment
VHA HA	VHA Office of Health Affairs
VHA HEC	VHA Health Eligibility Center
VHA OCLA	VHA Office of Congressional and Legislative Affairs
VHA OSD	VHA Operations and Standardization Department
VHA PIV	VHA Personnel Identity Verification
VHA SPS	National Program Office for Sterile Processing
VHA VOCUS	VHA on-line news media software
VHIC	Veteran Health Identification Card

VISN	Veterans Integrated Service Network
VISTA	A VA imaging system used for the Electronic Health Record
VLER	Virtual Lifetime Electronic Record
VLJ	Veterans Law Judge
VOA	IT Virtual Office of Acquisition
VORS	Veterans Outreach Reporting System
VOW Act	VOW To Hire Heroes Act of 2011
VPN	One-VA Virtual Private Network
VPS	VA Point of Service Program
VR&E	Vocational Rehabilitation and Employment Program
VRC	Vocational Rehabilitation Counselor
VR&E	Vocational Rehabilitation and Employment
VRI	Veterans' Reopened Insurance
VRM	Veterans Relationship Management
VSLI	Veterans' Special Life Insurance
VSO	Veterans Service Organization
VSOC	VetSuccess on Campus
VSSC	VISN (Veterans Integrated Service Network) Support Services Center
VTS	Veterans Transportation Program
W2W	Warriors to Workforce, an intern program to train and educate wounded Veterans
WC	Workers Compensation
WHOFBNP	White House Office of Faith-Based and Neighborhood Partnerships
WM	Workforce Management Branch
WMC	VHA Workforce Management and Consulting
YRRP	DoD Yellow Ribbon Reintegration Program

Appendix B: Organization Charts -- Alternate Representations

PURPOSE

This appendix provides an alternate representation of each organization chart and figure in the document, for those who may be accessing it using a screen reader. Each section below lists the corresponding figure, and provides a list of organizations and sub organizations depicted in each organization chart. Indentations are used to represent the hierarchical relationships among organizations and sub organizations. For the other illustrations in the document, this section provides a short description of the graphic and its purpose. Each section provides a hyperlink to the corresponding figure.

Figure 1: Department of Veterans Affairs

[Click here to go to Figure 1](#)

- ❖ Secretary
 - Chief of Staff
 - Deputy Secretary
 - Inspector General
 - General Counsel
 - Board of Veterans' Appeals
 - Acquisition, Logistics, and Construction
 - Office of Enterprise Support Services
 - Chief Veterans Experience Officer
 - Veterans Benefits Administration
 - Veterans Health Administration
 - National Cemetery Administration
 - Assistant Secretary for Congressional and Legislative Affairs
 - Assistant Secretary for Information and Technology
 - Assistant Secretary for Enterprise Integration
 - Assistant Secretary for Management
 - Assistant Secretary for Human Resources and Administration
 - Assistant Secretary for Public and Intergovernmental Affairs
 - Assistant Secretary for Operations, Security and Preparedness

Figure 2: Office of the Secretary of Veterans Affairs

[Click here to go to Figure 2](#)

- ❖ Secretary of Veterans Affairs
- ❖ Deputy Secretary of Veterans Affairs
 - Office of Employment Discrimination Complaint Adjudication
 - Office of Small and Disadvantaged Business Utilization
 - Senior Advisor to the Secretary
 - Senior Advisor to the Deputy Secretary
 - Chief Technology Officer

- Chief of Staff

- Deputy Chief of Staff
- Executive Secretariat
- Office of Mission Operations
- Office of Protocol
- Office of Administrative Operations
- White House Liaison
- Office of Strategic Engagement
 - Veterans Service Organization Liaison
- Office of Client Relations
- Center for Strategic Partnerships
- 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 Regulatory Policy and Management
- Speechwriters

Figure 3: Office of the Inspector General

[Click here to go to Figure 3](#)

- ❖ Inspector General
- ❖ Deputy Inspector General
 - Special Assistant to the Inspector General
 - Congressional Relations
 - Counselor to the Inspector General
 - ◆ Office of Contract Review
 - ◆ Release of Information Office
 - Chief of Staff Healthcare Oversight Integration
 - Assistant Inspector General Investigations
 - ◆ Deputy Assistant Inspector General Investigations – HQ Operations
 - ◆ Deputy Assistant Inspector General Investigations – Field Operations
 - Assistant Inspector General Audits and Evaluations
 - ◆ Deputy Assistant Inspector General Audits and Evaluations – HQ Operations
 - ◆ Deputy Assistant Inspector General Audits and Evaluations – Field Operations
 - Assistant Inspector General Management and Administration
 - ◆ Deputy Assistant Inspector General
 - Assistant Inspector General Healthcare Inspections
 - ◆ Deputy Assistant Inspector General Healthcare Inspections (Medical Consultation and Review)
 - ◆ Deputy Assistant Inspector General Healthcare Inspections (Operations)

Figure 4: Board of Veterans Appeals

[Click here to go to Figure 4](#)

- ❖ Chairman
 - Vice Chairman
 - Principal Deputy Vice Chairman Appellate Group
 - Chief Counsel for Policy and Procedure
 - Chief Counsel for Operations
 - Director for Management, Planning, and Analysis
 - Deputy Vice Chairman (1)
 - Deputy Vice Chairman (2)
 - 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)

Figure 5: Office of General Counsel

[Click here to go to Figure 5](#)

- ❖ General Counsel
 - Executive Director, Management, Planning and Analysis
 - Deputy General Counsel (Legal Operations and Accountability)
 - North Atlantic District (North)
 - North Atlantic District (South)
 - Midwest District (East)
 - Midwest District (West)
 - Pacific District (North)
 - Pacific District (South)
 - Southeast District (North)¹
 - Southeast District (South)
 - Continental District (East)
 - Continental District (West)
 - Loan Guaranty National Practice Group
 - Collections National Practice Group
 - Torts Law Group
 - Personnel Law Group
 - Office of Accountability Review
 - Deputy General Counsel (Legal Policy)
 - Benefits Law Group
 - Health Care Law Group

¹ Chief Counsel, Southeast District (North) also serves as the Designated Agency Ethics Official.

- Veterans Claims Litigation Law Group
- Information Law Group
- Real Property Law Group
- Procurement Law Group
- District Contracting National Practice Group
- Administrative Law Group
- Counselors to the General Counsel

Figure 6: Map of States within VA Districts

[Click here to go to Figure 6](#)

There are five administrative districts in VA: North Atlantic, Southeast, Continental, Midwest, and Pacific. The Office of General Counsel has subdivided each of these into two sub districts. Figure 6 shows a map of the United States, subdivided into Districts, sub Districts, and States. Here are the Districts and the States belonging to each:

North Atlantic North:	Delaware Maine Massachusetts New Hampshire New Jersey New York Pennsylvania Rhode Island Vermont
North Atlantic South:	Maryland North Carolina Virginia West Virginia
Southeast North	Alabama Georgia Kentucky South Carolina Tennessee
Southeast South	Florida
Continental East	Arkansas Louisiana Mississippi
Continental West	Colorado Montana Oklahoma Texas Utah Wyoming
Midwest West	Illinois

	Iowa
	Kansas
	Minnesota
	Missouri
	Nebraska
	North Dakota
	South Dakota
	Wisconsin
Midwest East	Indiana
	Michigan
	Ohio
Pacific North	Alaska
	California (north)
	Hawaii
	Idaho
	Nevada
	Oregon
	Washington
Pacific South	Arizona
	California (south)
	New Mexico

Figure 7: Office of Acquisition, Logistics, and Construction

[Click here to go to Figure 7](#)

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

Figure 8: Office of Acquisition and Logistics

[Click here to go to Figure 8](#)

- 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

O

- 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

Figure 9: Office of Acquisition Operations

[Click here to go to Figure 9](#)

- ❖ Executive Director, Office of Acquisition Operations
 - Senior Acquisition Technical Advisor
 - Associate Executive Director, Technology Acquisition Center (TAC)
 - TAC Procurement Service A
 - TAC Procurement Service B
 - TAC Procurement Service C
 - TAC Procurement Service D
 - TAC Procurement Service E
 - 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

Figure 10: Office of Construction and Facilities Management

[Click here to go to Figure 10](#)

- ❖ 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
 - Real Property Service
 - Associate Executive Director, Office of Programs and Plans
 - Project Control Service
 - Quality Assurance Service
 - Consulting Support Service

Figure 11: Veterans Benefits Administration

[Click here to go to Figure 11](#)

- ❖ 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
 - North Atlantic District Office
 - Southeast District Office
 - Midwest District Office
 - Records Management Center
 - Pacific District Office
 - Continental District Office
 - Appeals Management Center
 - National Work Queue
- ❖ 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
 - Office of Employee Engagement, Diversity, and Inclusion
 - Office of Acquisition
 - Office of Resource Management
 - Administrative and Loan Accounting Center
 - Hines Finance Center
 - Office of Performance, Analysis and Integrity
 - Executive Review
 - Congressional Affairs
 - Corporate Communications
 - Communications and Case Management

Figure 12: Veterans Health Administration

[Click here to go to Figure 12](#)

- ❖ Under Secretary for Health
 - Readjustment Counseling Service
 - Office of Research Oversight
 - Nursing
 - Chief of Staff
 - Deputy Chief of Staff
 - Executive Correspondence
 - Communications
 - Congressional/Legislative Affairs
 - Regulatory and Administrative Affairs
 - National Leadership Council
 - Client Relations

- ❖ Principal Deputy Under Secretary for Health
 - Assistant Deputy Under Secretary for Health for Workforce Services
 - Workforce Management and Consulting
 - Employee Education System
 - National Center for Organization Development
 - Academic Affiliations
 - Finance
 - Strategic Integration
 - Deputy Under Secretary for Health Policy and Services
 - Assistant Deputy Under Secretary for Health for Policy and Planning
 - Assistant Deputy Under Secretary for Health for Patient Care Services
 - Assistant Deputy Under Secretary for Health for Informatics and Information Governance
 - Interagency Health Affairs
 - Research and Development
 - Connected Health and Telehealth
 - Deputy Under Secretary for Health for Operations and Management
 - Assistant Deputy Under Secretary for Health for Administrative Operations
 - Emergency Management
 - Procurement and Logistics
 - Capital Asset Management and Engineering
 - Veterans Canteen Service
 - Environmental Programs
 - Occupational Safety, Health and GEMS Programs
 - Healthcare Technology Management
 - Engineering and Occupational Safety & Health
 - Assistant Deputy Under Secretary for Health 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
 - Spinal Cord Injury and Disorders Operations
 - Access and Clinical Administration
 - Patient-Centered Care and Cultural Transformation
 - Network Support
 - Veterans integrated Service Networks (VISN)
 - Deputy Under Secretary for Health for Organizational Excellence
 - Chief Improvement Officer
 - Health Equity
 - Assistant Deputy Under Secretary for Health for Integrity

- Office of the Medical Inspector²
- Compliance and Business Integrity
- Internal Audits and Risk Assessment
- Management Review Service
- Ethics in Healthcare
- Assistant Deputy Under Secretary for Health for Quality, Safety and Value
 - Quality Standards and Programs
 - Safety and Risk Awareness
 - Health Equity
 - Healthcare Value
 - High Reliability Systems and Consultation
 - Analytics and Business Intelligence
- Deputy Under Secretary for Health for Community Care
 - Provider Engagement and Services
 - Clinical Program Management
 - Decision support and Reporting
 - Operations/Chief Business Office
 - Membership and Health Benefits
 - Care Coordination

Figure 13: National Cemetery Administration

[Click here to go to Figure 13](#)

- ❖ Under Secretary for Memorial Affairs
- ❖ Principal Deputy Under Secretary for Memorial Affairs
 - Veterans Cemetery Grant Program
 - Alternative Dispute Resolution and Diversity
 - Chief of Staff
 - Deputy Under Secretary for Field Programs
 - District Offices
 - National Cemeteries
 - Office of Field Programs
 - Scheduling and Eligibility Office
 - Policy, Planning, and Communications
 - Current and Integrated Operations
 - Emergency Preparedness
 - Memorial Programs Service
 - Operations
 - Program Support
 - Presidential Memorial Certificates
 - Applicant Assistance

² The Medical Inspector has a dashed-line relationship to the Principal Deputy Under Secretary for Health.

- Centralized Processing Appeals
- MPS Processing Sites
- First Notice of Death
 - Cemetery Development and Improvement Service
- ❖ 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 and Safety
 - Human Resources Center – Indianapolis, IN
 - Policy and Programs
 - Information Management and Business Support Service
 - Business Transformation, Sustainment and Requirements Service
 - Management and Communication Service
 - History
 - Executive Correspondence
 - Communications and Outreach Support
 - Contracting Service
 - Contracting – Stafford, Virginia
 - Contracting – Washington, D.C.
 - Design and Construction Service

Figure 14: High Level Overview of the Office of Management

[Click here to go to Figure 14](#)

- ❖ Office of Management
 - Office of Budget
 - Office of Asset Enterprise Management
 - Office of Finance
 - Office of Programming, Analysis, and Evaluation

Figure 15: Office of Management – Detailed Overview

[Click here to go to Figure 15](#)

- ❖ Assistant Secretary for Management and Chief Financial Officer
- ❖ Principal Deputy Assistant Secretary
 - Deputy Assistant Secretary for Budget
 - Assistant Deputy Assistant Secretary for Budget

- 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
- Deputy Assistant Secretary for Finance
 - Office of Financial Business Operations
 - Office of Financial Process Improvement and Audit Readiness
 - Office of Financial Policy
 - Improper Payments Remediation and Oversight Office
 - Office of Internal Controls
 - Debt Management Center
 - Financial Services Center
- Director, Office of Corporate Analysis and Evaluation
 - Programming Service
 - Analysis and Evaluation Service

Figure 16: Overview of the Office of Budget

[Click here to go to Figure 16](#)

- ❖ Assistant Secretary for Management and Chief Financial Officer
- ❖ Principal Deputy Assistant Secretary
 - Deputy Assistant Secretary for Budget
 - Assistant Deputy Assistant Secretary for Budget
 - Director, Medical Programs
 - Director, Benefits Programs
 - Director, Management Programs
 - Director, Budget Process and Data Management
 - Director, IT Programs

Figure 17: Office of Asset Enterprise Management

[Click here to go to Figure 17](#)

- ❖ Assistant Secretary for Management and Chief Financial Officer
- ❖ Principal Deputy Assistant Secretary
 - 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

Figure 18: Office of Finance

[Click here to go to Figure 18](#)

- ❖ Assistant Secretary for Management and Chief Financial Officer
- ❖ Principal Deputy Assistant Secretary
- ❖ Deputy Assistant Secretary for Finance
 - Office of Financial Business Operations
 - Financial Management Transformation Service
 - Financial Management System Service
 - Business Intelligence and Analytics Service
 - Office of Financial Process Improvement and Audit Readiness
 - Financial Process Improvement and Audit Readiness Service
 - Office of Financial Policy
 - Accounting Policy Office
 - Grants Management Service
 - Management and Financial Reports Service
 - Improper Payments Remediation and Oversight Office
 - Office of Internal Controls
 - Internal Controls Program Management Office
 - Internal Controls Over Operations Office
 - Internal Controls Over Financial Reporting 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 Payroll Service
 - Financial Support Service
 - Information Technology Service
 - Purchase Card and Travel Service

Figure 19: Office of Programming, Analysis, and Evaluation

[Click here to go to Figure 19](#)

- ❖ Director, Programming, Analysis, and Evaluation Service
 - Director, Programming Service
 - Director, Analysis and Evaluation Service

Figure 20: Office of Information and Technology

[Click here to go to Figure 20](#)

- ❖ Assistant Secretary and Chief Information Officer
 - VA Chief Technology Officer
 - Chief of Staff

- Deputy Director, VA/DoD Interagency Program Office
- Principal Deputy Assistant Secretary and Deputy Chief Information Officer
- Deputy Chief Information Officer, Privacy and Risk
 - Executive Director, Privacy
 - Executive Director, Quality and Compliance
- Deputy Assistant Secretary, Service Delivery and Engineering
 - Field Operations
 - Systems Engineering
 - Enterprise Operations
- Deputy Chief Information Officer Enterprise Data Management
 - Health Data Management
- Deputy Chief Information Officer, Architecture, Strategy, and Design
 - Chief Architecture
- Chief Financial Officer, Technology Resource Management
 - Budget and Finance
 - Chief Learning Officer
- Deputy Chief Information Officer, Account Manager Corporate
- Deputy Chief Information Officer, Account Manager Health
 - Customer Engagement
 - Customer Engagement
 - Customer Engagement
- Deputy Chief Information Officer, Account Manager Benefits
 - Customer Engagement
 - IT Knowledge Management
 - Customer Engagement
- Deputy Chief Information Officer, Chief Information Security Officer
 - Cyber Security Strategy
 - Field Security Service
 - Security Operations
- Deputy Assistant Secretary, Enterprise Program Management Office
 - Application Support
 - Enterprise Project Management
 - Application Management
 - Lean Systems Engineering
- Deputy Chief Information Officer, Strategic Sourcing
 - Acquisition Strategy Vendor Relationship

Figure 21: Office of Enterprise Integration

[Click here to go to Figure 21](#)

- ❖ Assistant Secretary Office of Enterprise Integration
 - Principal Deputy Assistant Secretary
- ❖ Office of Planning and Performance Management
 - Strategic Foresight and Risk Management
 - Strategic Planning
 - Integrated Enterprise Planning
 - Performance Management

- ❖ Office of Data Governance and Analytics
 - Statistics and Analytics
 - Predictive Analytics and Actuary
 - Data Governance and Management
- ❖ Office of Policy and Interagency Collaboration
 - Interagency Collaboration
 - Integrated Disability Evaluation System
 - Policy Management and Analysis
- ❖ Office of Performance Improvement
- ❖ VA Center for Innovations
- ❖ Office of Transformation (MyVA)

Figure 22: Office of Operations, Security, and Preparedness

[Click here to go to Figure 22](#)

- ❖ 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 and Budget
 - 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

Figure 23: Office of Human Resources and Administration

[Click here to go to Figure 23](#)

- ❖ Assistant Secretary for Human Resources and Administration
 - Corporate Senior Executive Management Office
- ❖ Principal Deputy Assistant Secretary
 - Operations Support Staff*
 - 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)

* Operations Support Staff Functions: Budget and Risk Management; Program Management/Acquisition Support; MyVA Integration; HR&A Communications; Strategic Planning and Organizational Performance

Figure 24: Office of Administration

[Click here to go to Figure 24](#)

- ❖ Office of Administration
 - Occupational Safety and Health
 - Transit Benefits
 - Space and Renovations
 - Facilities
 - Support
 - Performance Improvement and Accountability

Figure 25: Office of Diversity and Inclusion

[Click here to go to Figure 25](#)

- ❖ Office of Diversity and Inclusion
 - Workforce Analysis
 - Outreach and Retention
 - Training and Communications
 - Employee Engagement

Figure 26: Office of Human Resources Management

[Click here to go to Figure 26](#)

- ❖ Office of Human Resources Management
 - HR Policy Advisor
 - Business Operations and Oversight

- HR Policy and Planning
- HR Automation, Systems and Analytics

Figure 27: Office of Labor-Management Relations

[Click here to go to Figure 27](#)

- ❖ Office of Labor-Management Relations
 - HR Staff Office
 - Training and Intervention
 - Executive Office

Figure 28: Office of Resolution Management

[Click here to go to Figure 28](#)

- ❖ Office of Resolution Management
 - Region 1
 - Region 2
 - Region 3
 - Business Operations
 - Management Services
 - Anti-Harassment

Figure 29: VA Learning University

[Click here to go to Figure 29](#)

- ❖ VA Learning University
 - Leadership Development
 - Career and Employee Development
 - Program Accountability and Risk Management
 - Learning Infrastructure
 - Business Office
 - Budget and Travel

Figure 30: Veteran Employment Services Office

[Click here to go to Figure 30](#)

- ❖ Veteran Employment Services Office
 - Field Operations
 - Human Resources Services
 - Resource and Data Management
 - Strategic Communications

Figure 31: Corporate Senior Executive Management Office

[Click here to go to Figure 31](#)

- ❖ Corporate Senior Executive Management Office
 - Strategic Program Management and Support
 - Executive Development and Outreach
 - Policy and Programs
 - Recruitment and Operations

Figure 32: Office of Public and Intergovernmental Affairs

[Click here to go to Figure 32](#)

- ❖ Assistant Secretary for Public and Intergovernmental Affairs
- ❖ Principal Deputy Assistant Secretary
 - Chief of Staff
 - Special Assistant
 - Executive Director Office of Public Affairs
 - Senior Advisor
 - Director, Digital Media Engagement
 - Director, Field Operations
 - Press Secretary
 - Deputy Press Secretary
 - Director, Media Relations
 - Executive Director, Corporate Communications
 - Director, Office of Internal Communications
 - Director, National Veterans Outreach Office
 - Director, Homeless Veterans Outreach and Strategic Communications
 - Deputy Assistant Secretary, Office of Intergovernmental Affairs
 - Director, Office of State and Local Government
 - Director, Office of Tribal Government Relations

Figure 33: Office of Congressional and Legislative Affairs

[Click here to go to Figure 33](#)

- ❖ Assistant Secretary for Congressional and Legislative Affairs
 - Director, Operations and Administration
 - Principal Deputy Assistant Secretary
 - Deputy Assistant Secretary for Congressional Affairs
 - Oversight
 - Benefits Legislative Affairs Service
 - Corporate Enterprise Legislative Affairs Service
 - Health Legislative Affairs Service
 - Legislative Affairs
 - Outreach
 - Congressional Liaison Service

Figure 34: Chief Veterans Experience Office

[Click here to go to Figure 34](#)

- ❖ Chief Veterans Experience Officer
 - Deputy Chief Veterans Experience Officer
 - Chief of Staff
 - Director, Management, Planning and Analysis
 - Insight and Design
 - Enterprise Measurement and Performance Improvement
 - Enterprise Veteran Operations
 - Community Engagement
 - North Atlantic District Veterans Experience Office
 - Southeast District Veterans Experience Office
 - Midwest District Veterans Experience Office
 - Continental District Veterans Experience Office
 - Pacific District Veterans Experience Office

Figure 35: Office of Enterprise Support Services

[Click here to go to Figure 35](#)

- ❖ Principal Executive Director, Enterprise Support Services
 - Deputy Director
 - Chief of Staff
 - Chief Administrative Officer
 - Chief Financial Officer
 - Director, Program Management
 - Director, Customer Experience
 - Director, Franchise Fund Oversight
 - Deputy Director
 - Director, Record and Vault Enterprise Centers
 - RCV Budget and Program Office
 - RCV Operations Division
- ❖ Director, Human Resources
 - Enterprise HR Programs
 - Enterprise Training Delivery

