

**VA**



U.S. Department  
of Veterans Affairs

# Functional Organization Manual

Version 8

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

Volume 2: Staff Offices

Department of Veterans Affairs  
Office of Enterprise Integration

Department of Veterans Affairs

# Functional Organization Manual

Version 8

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Volume 2 of 2: Staff Offices

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## *Introduction*

The Functional Organization Manual (FOM) is the foundational source that documents the current organizational structure, missions, functions and tasks of the Department of Veterans Affairs (VA) and its organizations. The FOM is compiled by the Office of Enterprise Integration (OEI) from submissions prepared and approved by VA Administrations and Staff Offices.

The FOM is a core reference document for the Department that describes what gets done by whom, for whom and under what Authorities. It is a “living document” that, over time, reflects key changes that lead to refined organizational processes and procedures, and further enhance synchronized and coordinated actions across the Department to ensure optimal execution of VA’s mission and strategy.

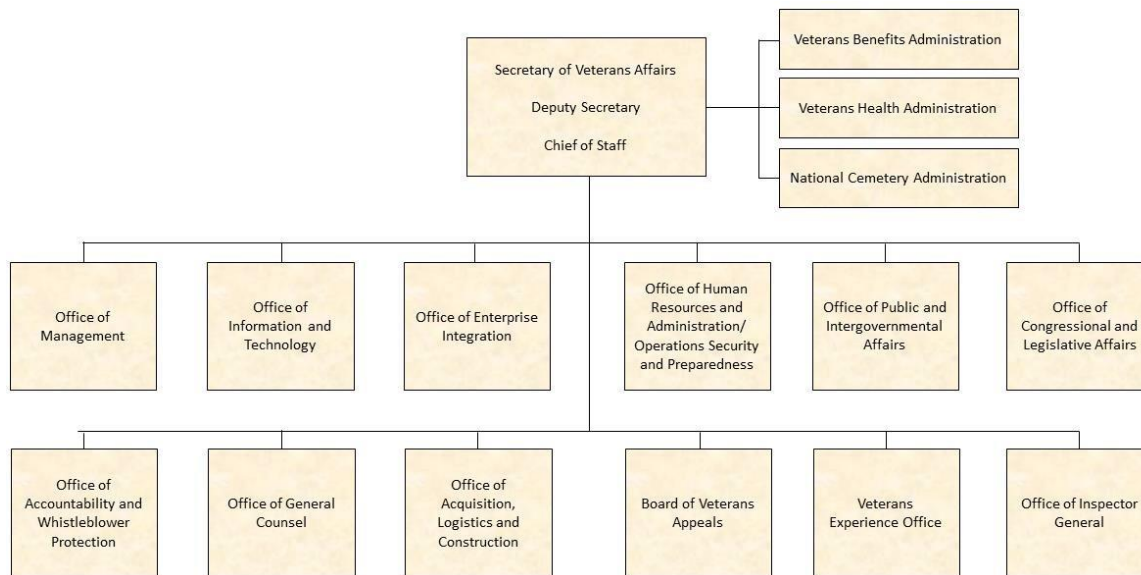
FOM Version 8 is produced in two volumes. Volume 1 contains information on the three Administrations (Veterans Benefits Administration, Veterans Health Administration and National Cemetery Administration). Volume 2 contains information on the VA Staff Offices.

The Office of Enterprise Policy and Governance, within OEI, is responsible for the maintenance and updating of the FOM.

## *Background*

- VA was established as an independent agency under the President by Executive Order No. 5398 on July 21, 1930, and was redesignated as the Department of Veterans Affairs on March 15, 1989 (Pub. L. 100-527).
- The Department’s mission is to serve America’s Veterans and their families with dignity and compassion, and to be their principal advocate in ensuring that they receive medical care, benefits, social support and lasting memorials promoting the health, welfare and dignity of all Veterans in recognition of their service to this Nation.
- VA is the second largest Federal Department and has over 400,000 employees. Among the many professions represented in the vast VA workforce are physicians, nurses, counselors, statisticians, architects, computer specialists and attorneys. As advocates for Veterans and their families, the VA community is committed to providing the very best services with an attitude of caring and courtesy.
- VA comprises a Central Office (VACO), which is in Washington, D.C., and field facilities throughout the Nation administered by its three major service line organizations: Veterans Health Administration, Veterans Benefits Administration and National Cemetery Administration.
- Services and benefits are provided through a nationwide network of 144 acute inpatient sites, 1,138 VA outpatient only sites, 1,321 VA sites, 300 Vet Centers, 56 Regional Offices, 155 VA National Cemeteries (statistics current as of April 28, 2023).<sup>1</sup>

## ORGANIZATION OF THE DEPARTMENT



### Secretary of Veterans Affairs

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

### Deputy Secretary of Veterans Affairs

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

### Chief of Staff of Veterans Affairs

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

### Administrations and Staff Offices

The Department has three Administrations that provide for the delivery of services and benefits, seven Assistant Secretaries, and five key officials: the General Counsel, the Chairman of the Board of Veteran Appeals, the Chief Acquisition Officer, the Chief Veterans Experience Officer and the Inspector General. These officials advise and support the SECVA, and the Administrations and Staff Offices provide specific

assistance to the SECVA.

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

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

### **Assistant Secretary for Accountability and Whistleblower Protection**

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

### **Assistant Secretary for Congressional and Legislative Affairs**

The mission of the Office of the Assistant Secretary for Congressional and Legislative Affairs (OCLA) is to improve the lives of Veterans and their families by advancing pro-Veteran legislation and maintaining responsive and effective communications with Congress. OCLA coordinates the Department's Activities with Congress. It is the Department's focal point for all interactions and engagements with Members of Congress, authorization committees and personal staff. Additionally, the Office is the Department's liaison with the Government Accountability Office (GAO). The Assistant Secretary advises the Secretary of the Department of Veterans Affairs (VA) and serves as the Department's primary point of contact with Congress. The Assistant Secretary also serves as the Department's principal point of contact between OCLA and the White House Office of Legislative Affairs as well as other federal agency legislative operations.

### **Assistant Secretary for Enterprise Integration**

OEI's mission is to drive unity of effort across the Department in support of Veterans, their family members, caregivers and survivors by providing complementary capabilities to enhance VA's operations, inform decision-making and policy, and integrate initiatives within the Department as well as with other agencies. OEI functional offices include the Office of Planning and Performance Management (PPM), the Office of Data Governance and Analytics (DGA), the Office of Enterprise Policy and Governance (EPG), and the Enterprise Program Integration Office (EPIO). These offices lead Departmental efforts in strategic and future foresights, strategy and strategic planning, integrated enterprise planning, enterprise risk management, policy research, data analytics and statistics, performance management, policy management and analysis, actuarial science, data governance and VA-DoD Collaboration.

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

The mission of the Office of Human Resources and Administration/Operations, Security and Preparedness (HRA/OSP) is to lead the development and oversight of human capital strategies, policies and practices; manage the Department’s preparedness, law enforcement and security capabilities; and provide or oversee VA Central Office infrastructure and support services to cultivate an engaged, skilled and resilient workforce. HRA/OSP also coordinates VA’s “Fourth Mission” supporting national efforts to prepare for, respond to and recover from disasters and acts of terrorism. HRA/OSP provides critical mission support for VA Administrations and Staff Offices through a diverse portfolio of programs that include policy, governance, oversight and some direct operations work. HRA/OSP develops policy, guidance, oversight and technical assistance in the areas of human capital management and information services, law enforcement and physical security, workforce development and training, labor relations and bargaining, national security and emergency preparedness, workforce planning and position management, personnel security and suitability, and Equal Employment Opportunity (EEO), diversity, equity and inclusion. HRA/OSP also provides direct operational support by managing human resources services for VA senior executives, providing basic and sustainment training for all VA police officers, providing background investigations and adjudications for VA employees and contractors, issuing personal identity verification badges and coordinating support services for VA Central Office (VACO) facilities.

### **Assistant Secretary for Information and Technology**

The mission of the Office of Information and Technology (OIT) is to collaborate with our business partners to create the best experience for all Veterans. Information technology (IT) is an essential enabler to the mission of the Department of Veterans Affairs (VA)—serving our Nation’s Veterans and their families. The Assistant Secretary (AS) 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, to deliver adaptable, secure, and cost-effective technology services to the Department. The AS/CIO is the principal advisor to the Secretary for Veteran Affairs (SECVA) on matters relating to information and technology management as delineated in P.L. 104-106, the Clinger-Cohen Act, the Paperwork Reduction Act, Chapter 35 of Title 44 U.S.C. and, other associated legislated or regulatory media. The role of the CIO is to understand the department’s administrations and staff offices’ mission areas, goals, objectives, and operational processes. Armed with this information and the knowledge of technologies, the CIO leads OIT in applying the best and most effective technical solutions that address mission requirements. The CIO manages a more than \$7B Information and Technology (IT)

Congressional appropriation, safeguards space and facilities services for OIT’s 28 locations nationwide, ensures talent management services for OIT’s currently authorized 8,668 appropriated and funded positions, and has 35 areas of responsibilities across six key functions: (1) IT Leadership and Accountability; (2) IT Strategic Planning; (3) IT Workforce; (4) IT Budgeting; (5) IT Investment Management; and (6) Information Security. These efforts are supported through operational transparency, effective communication, and management of people, technology, business requirements, and financial processes. CIO directs the tactical and strategic operations of three key offices and six divisions: Principal Deputy Assistant Secretary and Deputy Chief Information Officer; Executive Director of Information Technology Program Integration and Chief of Staff; Office of Chief Technology Officer; Compliance, Risk, and Remediations; Office of People Science; IT Budget and Finance; Office of Strategic Sourcing; Office of Information Security; Account



Management Office; End User Services, Product Engineering, Software Product Management, Infrastructure Operations, and Solution Delivery. OIT's team of skilled technical experts collaborates with business partners, internal and external stakeholders to make VA a world-class organization that provides seamless unified services and benefits to our Nations' Veterans and their families.

### **Assistant Secretary for Management**

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.

### **Assistant Secretary for Public and Intergovernmental Affairs**

The Office of Public and Intergovernmental Affairs (OPIA) helps build and maintain public confidence in the Department of Veterans Affairs by positively reinforcing its commitment and readiness to serve America's Veterans of all generations. OPIA accomplishes this by developing, routinely updating and communicating the Department's key messages to many audiences through media relations, public affairs, intergovernmental affairs, outreach and Veteran engagement to reach Veterans and their families, other beneficiaries and other stakeholders. Under VA's modernization effort, OPIA is designated as the enterprise policy and functional coordinator of internal employee and external communications to ensure consistent messaging and to be the unified voice of the department. OPIA provides executive oversight, management and direction to OPIA. The Assistant Secretary oversees VA's communications and outreach programs including media relations, internal communications and media products, social media and intergovernmental affairs. The Office of the Assistant Secretary includes the Principal Deputy Assistant Secretary, the Chief of Staff, Special Assistant, Executive Assistant and other program analysts and assistants.

### **The General Counsel**

The Office of General Counsel (OGC) provides legal advice and services to the Secretary of Veterans Affairs (SECVA) and all organizational components of the Department. The General Counsel is, by statute, 38 U.S.C. 311, the Department's Chief Legal Officer. OGC serves as VA's in-house counsel and is committed to ensuring that every member of OGC is focused on how OGC's work impacts Veterans and has an understanding and commitment to the business priorities of our VA clients many of whom directly serve Veterans. OGC's attorneys act as business partners, providing sound legal expertise, and as needed, critical problem-solving skills and risk-management advice.

### **Chairman of the Board of Veterans' Appeals**

The mission of the Board is to conduct hearings and decide appeals properly before the Board in a timely manner. The Board is the agency within the Department of Veterans Affairs (VA or Department) responsible for making final decisions on behalf of the Secretary for appeals for Veterans' benefits and services from all three administrations – Veterans Benefits Administration, Veterans Health Administration, and National Cemetery Administration – and the Office of General Counsel (OGC) that are presented to the Board for appellate review. The Board's mission is to conduct hearings and issue timely decisions for Veterans and

other Appellants in compliance with the law. 38 U.S.C. 7101. This involves expediting remands by the Court of Appeals for Veterans Claims, expediting certain cases in special circumstances, and conducting hearings at alternate locations. 38 U.S.C. 7112; 38 U.S.C. 7107(b), (c). The Board's jurisdiction extends to all questions in a matter involving a decision by the Secretary under a law that affects a provision of benefits by the Secretary to Veterans, their dependents, or their Survivors. 38 U.S.C. 511; 7104. Final decisions on such appeals are made by the Board based on the entire record in the proceeding and upon consideration of all evidence and applicable provisions of law and regulation.

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

The Principal Executive Director for Acquisition, Logistics and Construction provides a full range of innovative, cost-effective business solutions, and responsible services tailored to meet the ongoing and emerging needs of our customers in their support of America's Veterans and their families.

### **Chief Veterans Experience Officer**

The Veterans Experience Office (VEO) supports VA as the Secretary of Veterans Affairs' (SECVA) customer experience (CX) insight engine and a shared service to partner with, support, and enable VA Administrations and Staff Offices to provide the highest quality CX in the delivery of care, benefits and memorial services to Servicemembers, Veterans, their families, caregivers and survivors.

### **The Inspector General**

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

### **Authorities**

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

## *OSVA-00 Office of the Secretary*

### **Mission**

To fulfill President Lincoln's promise-"To care for him who shall have borne the battle, and for his widow, and his orphan"-by serving and honoring the men and women who are America's Veterans.

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

### **Activities**

- Provides Organizational Leadership and Oversight consisting of internal oversight functions of
- leadership offices over their subsidiary organizations. Leadership offices consist of organizational units lead by Under/Under Secretaries, AS, DAS, ADAS, Chief of Staff and equivalent organizations.

### **Business Functions**

Develop and Codify Functional Policy  
Provide Organizational Leadership and Oversight

### **Authorities**

VA Directive 0008. Developing Public-Private Partnerships With, and Accepting Gifts to VA From, Non-Governmental Organizations.

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

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

38 U.S.C. § 318. Center for Women Veterans.

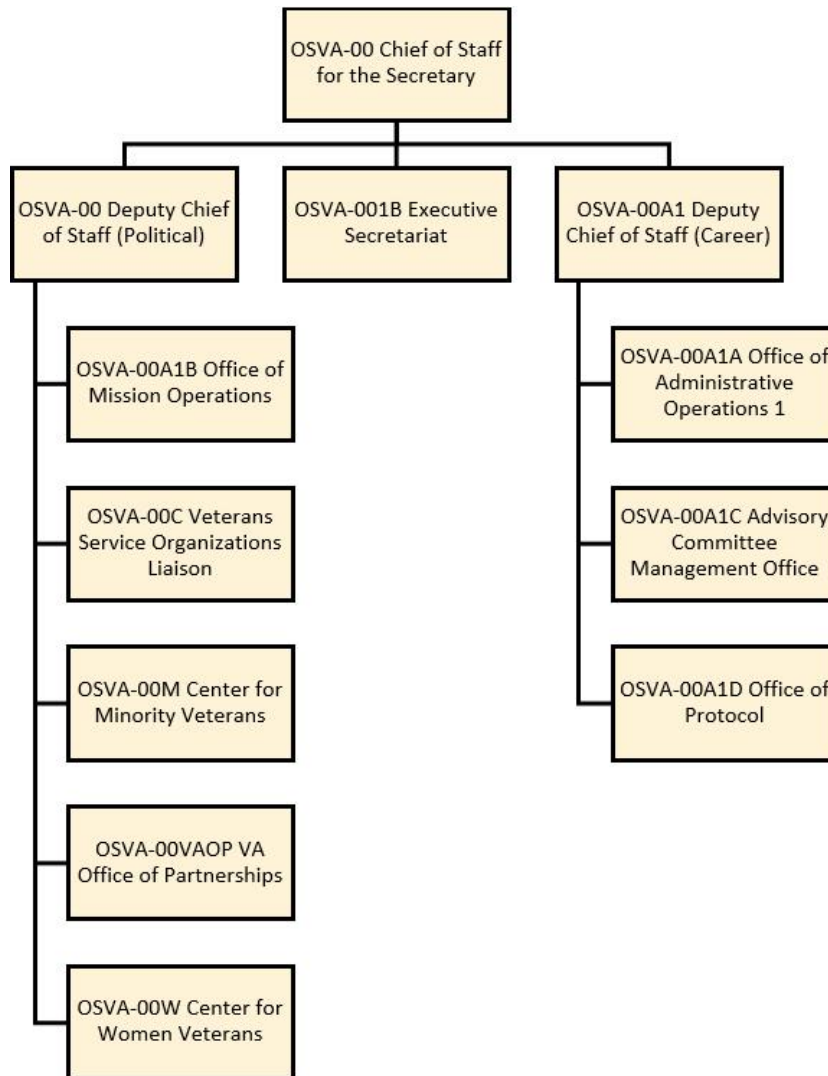
Pub. L. 103-446 § 509. Center for Minority Veterans and Center for Women Veterans. 5 U.S.C. app. § 2. The Federal Advisory Committee Act {FACA} of 1972.

Pub. L. 103-446 § 510. Advisory Committee on Minority Veterans.

13 C.F.R. §§ 125.12 - 125.16. Eligibility Requirements for the SDVO SBC Program. VA Directive 0803. Women Veterans Program.

38 U.S.C. Veteran' Benefits.

## OSVA-00 Chief of Staff for the Secretary



### Overview

The COSVA is the senior advisor to the Secretary and Deputy Secretary. The COSVA synchronizes and coordinates SECVA policy guidance and direction with VA's Administrations, Staff Offices, and key officials. 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.

### Activities

- Ensure Accountability and Compliance is the system and processes utilized to ensure individuals and board members are accountable for compliance to laws, regulations, policies, procedures and standards.
- Oversees all activities associated with supporting internal staffing functions required to maintain the organization's operational readiness.

- Provides Employee Customer Services consisting of all employees facing customer services (e.g., HR, Finance, IT, acquisition, facilities, and space management).

## **OSVA-00 Deputy Chief of Staff {Political}**

### **Overview**

The Deputy Chief of Staff (Political) oversees and coordinates the political appointment process and serves as liaison to the White House. The DCOS provides management oversight and administrative support to the Veterans Service Organization Liaison, Center for Strategic Partnership, Center for Minority Veterans, Center for Women Veterans and the Office of Missions Operations.

### **Activities**

- Serves as liaison between VA and the White House Presidential Personnel Office coordinating the political appointment process.
- Facilitates partnership opportunities through VA initiatives, programs, and services that complement VA's mission, priorities, goals, objectives and strategies.
- Advises the Department leadership regarding VSO policy statements or specific positions on Veterans' issues.

## **OSVA-00A1B Office of Mission Operations**

### **Overview**

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

### **Activities**

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

## **Business Functions**

Manage physical and personnel security  
Manage Partnerships  
Manage Temporary Duty and Local Travel Processing  
Manage Activities with Congress, GAO, and Veteran Stakeholders  
Perform Administrative Financial Management  
Provide Organizational Leadership and Oversight  
Perform Administrative Acquisition and Contract Management  
Perform Internal VA Communications and Coordination  
Perform Administrative Human Resource Management  
Perform Administrative IT Management  
Manage Correspondence  
Provide Employee Customer Services  
Provide Media Services  
Respond to Freedom of Information Act Requests  
Manage Office Supply Inventory and Distribution  
Perform Office Administrative Support Functions

## **OSVA-00C Veterans Service Organizations Liaison**

### **Overview**

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

### **Activities**

- Communicates regularly with VSO officials to help VA respond effectively to the needs of Veterans represented by the organizations.
- Attends VSO conferences and national conventions and communicates with Veterans concerning issues they feel strongly about.
- Informs the Department about VSO members' testimony on Veterans' issues to the House and Senate Veterans' Affairs Committees.
- Supports Department leadership in their engagements with VSO and Veteran advocacy groups by developing pre-briefings and topic recommendations.
- Advises the Department leadership regarding VSO policy statements or specific positions on Veterans' issues.

### **Business Functions**

Conduct Outreach to Veterans and Beneficiaries  
Conduct Public Relations  
Manage Partnerships  
Manage Activities with Congress, GAO, and Veteran Stakeholders  
Conduct Congressional Liaison Operations  
Perform Internal VA Communications and Coordination  
Provide Organizational Leadership and Oversight

## OSVA-00M Center for Minority Veterans

### Overview

The Center for Minority Veterans (CMV) promotes increased access to, and use of, VA services and benefits by minority and historically underserved Veterans. CMV champions minority and underserved Veterans by ensuring awareness of, and equal access to, the benefits and services they have earned by serving our Nation, with the ultimate goal of enhancing the well-being of Veterans, their families, and survivors.

### Activities

- Serves as the principal advisor to the SECVA and senior leaders on the unique needs of minority Veterans.
- Identifies barriers to benefits and health care access, promotes awareness of minority Veteran- related issues, develops strategies for improving minority Veterans' participation in existing VA programs, conducts outreach activities with minority Veteran stakeholders, and coordinates outreach activities conducted by Minority Veterans Program Coordinators (MVPC) assigned to the three VA Administrations.
- Manages the activities of the Advisory Committee on Minority Veterans, including site visits and Veterans Town Hall Meetings.
- Conducts outreach to communities with high-minority Veteran populations and minority-serving institutions.
- Consults with key representatives from major VSOs, local agencies and other Federal agencies to increase outreach activities to designated minority Veteran groups.
- Conducts joint outreach with other VA Staff Offices/Administrations.
- Provides training to MVPC representatives from each VA Administration based on an analysis of best practices and areas for possible improvement. Coordinates outreach activities of MVPCs with local affiliates of national level minority stakeholders.
- Collaborates with the Center for Faith-Based and Neighborhood Partnerships (CFBNP) to conduct outreach programs to faith-based organizations.
- Work together with the Center for Women Veterans to coordinate outreach, engagement and enrollment programs to women Veterans.
- Publicizes the results of medical research that is particularly significant to minority Veterans.

### Business Functions

Manage Benefits and Services Outreach Conduct Outreach to Veterans and Beneficiaries

Communicate Benefits and Services Availability Respond to Freedom of Information Act Requests Publish Research Results

Manage Activities with Congress, GAO, and Veteran Stakeholders Perform Administrative Acquisition and Contract Management Manage Correspondence  
Coordinate External Partnerships  
Perform Administrative Financial Management  
Perform Administrative Human Resource Management Provide Communications and Outreach  
Provide Employee Customer Services Conduct Advisory Committees and Councils  
Provide Organizational Leadership and Oversight Provide Media Services  
Manage Office Supply Inventory and Distribution Promote Awareness of Veteran Issues

### **Authorities**

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

## **OSVA-00VAOP VA Office of Partnerships**

### **Overview**

Veterans Affairs Office of Partnerships (VAOP) oversees and facilitates non-monetary public-private partnership (P3) requirements as outlined in VA Directive 0008 and ensures compliance with all established ethical standards and best practices for partnerships with non-governmental organizations (NGO). The VAOP works in close collaboration with OGC and programmatic offices to ensure P3s are implemented and managed transparently and consistent with all applicable laws, policies, and regulations. VAOP SMEs are experienced to provide supports that better enable programmatic offices to explore, establish, manage, and report on partnerships that further enhance VA's mission, goals, strategies, objectives, priorities, services, and supports.

### **Activities**

- Advises the Secretary and other senior leadership on matters related to responsible and productive P3s with NGOs.
- Oversees the effective establishments and implementation of P3s with NGOs.
- Provides advice, guidance, and tools to empower employees with effective and efficient processes necessary to establish and manage P3s with NGOs.
- Facilitates P3s opportunities in coordination with programmatic offices that complement VA's mission, goals, strategies, objectives, priorities, services, and supports.
- Provides direct and indirect oversight for the establishment and implementation of non-monetary P3s with NGOs, in accordance with VA Directive 0008 and other relevant regulations.
- Minimizes and/or eliminates partnership risks through transparency and compliance strategies through the use of standardized tools, templates, processes, procedures, and educational resources.



- Provides NGOs with a primary access point to VA leadership and programmatic offices to explore and discuss potential P3 opportunities.

### **Business Functions**

Develop New Approaches and Models of Service Delivery Manage Correspondence

Provide Media Services

Provide Employee Customer Services

Perform Administrative IT Management

Manage Office Supply Inventory and Distribution Coordinate External Partnerships

Perform Administrative Financial Management Provide Organizational Leadership and Oversight

Perform Administrative Acquisition and Contract Management Perform Administrative Human Resource Management Respond to Freedom of Information Act Requests

Perform Internal VA Communications and Coordination

## **OSVA-00W Center for Women Veterans**

### **Overview**

The Center for Women Veterans (CWV) monitors and coordinates VA's health care, benefits, services, programs, and opportunities 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.

### **Activities**

- Serves as the principal advisor to the SECVA and senior leaders on the unique needs of women Veterans.
- Promotes awareness of women Veteran-related issues; conducts external outreach activities throughout the nation and OCONUS for women Veterans in support and/or collaboration with women Veteran stakeholders, organizations, and institutions.
- Coordinates and participates in joint VA outreach efforts targeting women Veterans with other VA Staff Offices/Administrations.
- Consults and collaborates with key representatives from major VSOs, federal, state, and local agencies to increase outreach activities and on strategies to support women Veteran constituencies to engage in VA healthcare, benefits, services, and program opportunities.
- Identifies barriers to benefits and health care access and other VA program opportunities.
- Promotes collaboration and engages with VA Administrations/Staff Offices to examine issues affecting women Veterans and synchronize activities to advocate for enrollment, engagement, and utilization of healthcare, benefits, services and programs for women Veterans.

- Develops strategies for improving women Veterans' participation in existing VA programs.
- Advises on Department's strategic plan so women Veterans' issues are included and taken into account, ensuring that healthcare, benefits, services, and programs for women Veterans are part of VA's institutional consciousness.
- Briefs Congress, VSOs, Non-governmental organizations (NGO) and other community partners on women Veterans' issues.
- 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.
- Develop strategic partnerships with public, private, and nonprofit organizations to amplify awareness of VA programs and services provided for women Veterans, educate their audiences about issues related to women Veterans, and explore ways for organizations to support women Veterans in their communities.
- Publicizes the results of medical research of particular significance for women Veterans.

### **Business Functions**

Communicate Benefits and Services Availability Conduct Public Relations

Manage Partnerships

Manage VA's Legislative Strategy and Priorities Perform Administrative Financial Management Conduct Outreach to Veterans and Beneficiaries

Manage Activities with Congress, GAO, and Veteran Stakeholders Provide Communications and Outreach Respond to Congressional, Constituent, and GAO Inquiries Perform Administrative Human Resource Management

Coordinate External Partnerships

Publish Research Results

Perform Administrative Acquisition and Contract Management Manage Office Supply Inventory and Distribution

Prepare VA Officials for Congressional Briefings and Hearings Conduct Advisory Committees and Councils

Manage Correspondence

Provide Organizational Leadership and Oversight Provide Employee Customer Services

Provide Media Services

Respond to Freedom of Information Act Requests Promote Awareness of Veteran Issues

Conduct Congressional Liaison Operations Conduct Strategic Planning

Perform Office Administrative Support Functions

### **Authorities**

38 U.S.C. § 318. Center for Women Veterans.

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

## OSVA-001B Executive Secretariat

### Overview

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

### Activities

- Serves as the principal staff-action control point for the Department on internal and external items and directs/assigns all administrative tasks on behalf of the SECVA. Coordinates with other Federal agencies and departments on joint letters and memorandums.
- Prepares responses to letters from Members of Congress and reviews all packages that require SECVA, DEPSECVA and/or COSVA signature or approval to ensure they are properly formatted, consistent, and appropriately concurred upon.
- Is solely authorized to authenticate documents transmitting policy, procedure, or information to the Department "by order of the Secretary." Provides correspondence policy and procedures for the Department.
- Serves as the Department's point of contact for the U.S. Office of Special Counsel's disclosure cases and coordinates VA's response.
- Provides records management as the Office of Record for all documents signed by the SECVA, DEPECVA and COSVA.
- Receives and processes all Freedom of Information Act and Privacy Act requests for the Office of the Secretary.
- Serves as the Department's point of contact for the Plain Writing Act.
- Processes and routes case mail from the White House.
- Provides Action Officer Training to the Department as requested or as needed.

### Business Functions

Manage Partnerships

Respond to Freedom of Information Act Requests Manage Official Government Records

Manage Interagency Mail Delivery

Prepare VA Officials for Congressional Briefings and Hearings Provide Media Services

Provide Employee Customer Services

Provide Organizational Leadership and Oversight Manage Office Supply Inventory and Distribution Perform Internal

#### VA Communications and Coordination

Respond to Congressional, Constituent, and GAO Inquiries

Manage Activities with Congress, GAO, and Veteran Stakeholders Perform Administrative Financial Management

Prepare VA Nominees for Confirmation Hearings

Perform Administrative Acquisition and Contract Management Perform Administrative Human Resource Management

Perform Administrative IT Management Manage Correspondence

Conduct Congressional Liaison Operations Manage Service Recovery

## **OSVA-00AI Deputy Chief of Staff {Career}**

### **Overview**

The Deputy Chief of Staff {Career} provides management oversight and administrative support to the Office of Administrative Operations, Office of Protocol and the Advisory Committee Management Office.

### **Activities**

- Provides advice and guidance to VA Central Office {VACO} and field facilities on protocol matters as they relate to visitors, both foreign and domestic, ceremonies and other special events.
- Provides Human Resource guidance, personnel recruitment, and staffing support through coordination with servicing human resource center.
- Ensures that all VA Advisory Committees comply with the provisions of the FACA and other Federal laws and regulations.

### **Business Functions**

Ensure Accountability and Compliance

Provide Organizational Leadership and Oversight

Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management

Perform Administrative IT Management Manage Correspondence

Provide Media Services

Provide Employee Customer Services

Respond to Freedom of Information Act Requests

## **OSVA-00AIA Office of Administrative Operations**

### **Overview**

The Office of Administrative Operations carries out OSVA executive administrative support with full

responsibility for human resources, budget, financial management, personnel records management, acquisitions, correspondence, information technology, emergency preparedness and space and property management.

### Activities

- Develops and manages the OSVA budget, to include authority to expend funds as delegated by the COSVA.
- Manages and maintains OSVA property, inventory and expendable supplies.
- Provides Human Resource guidance, personnel recruitment and staffing support through coordination with servicing human resource center.
- Manages OSVA's acquisitions process to procure supplies, and services necessary for day-to-day operations.
- Manages OSVA'S records management program and it's allied sub-component.

### Business Functions

Perform Administrative IT Management Manage Correspondence

Provide Employee Customer Services Provide Media Services

Respond to Freedom of Information Act Requests Perform Administrative Financial Management Manage Office

Supply Inventory and Distribution

Perform Internal VA Communications and Coordination Perform Office Administrative Support Functions

Perform Administrative Acquisition and Contract Management Perform Administrative Human Resource Management

Manage Continuity of Operations Manage Service Recovery

## OSVA-00AIC Advisory Committee Management Office

### Overview

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

### Activities

- Establishes clear goals, standards, and uniform procedures for Advisory Committee activities.
- Ensures that all VA Advisory Committees comply with the provisions of the Federal Advisory Committee Act (FACA) 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.

## **Business Functions**

Conduct Advisory Committees and Councils

## **Authorities**

5 U.S.C. app. § 2. The Federal Advisory Committee Act {FACA} of 1972.

# **OSVA-00A1D Office of Protocol**

## **Overview**

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

## **Activities**

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

## **Business Functions**

Provide Protocol Services

Perform Internal VA Communications and Coordination

Conduct Ceremonial Services associated with National Holidays and Events Perform Administrative Financial Management

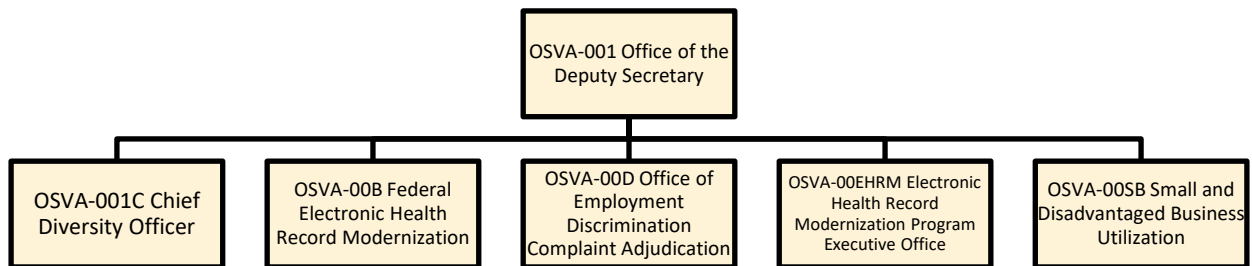
Respond to Freedom of Information Act Requests Manage Office Supply Inventory and Distribution Conduct Advisory Committees and Councils Provide Organizational Leadership and Oversight

Perform Administrative Acquisition and Contract Management Perform Administrative Human Resource Management

Provide Employee Customer Services Manage Correspondence

Provide Media Services

## OSVA-001 Office of the Deputy Secretary



### Overview

The DEPSECVA serves as the second in command and Chief Operating and Management Officer for the Department. He is responsible for a nationwide system of health care services, benefits programs, and national cemeteries for America's Veterans and their dependents.

### Activities

- Responsible for the Develop and Codify Functional Policy which includes all activities associated with the development, approval and formal codification of Department-wide policies by functional domain owners and relevant internal stakeholders.

### Business Functions

Develop and Codify Functional Policy  
 Provide Organizational Leadership and Oversight  
 Perform Administrative Human Resource Management

## OSVA-001C Chief Diversity Officer

### Overview

The Chief Diversity Officer reports to the VA Deputy Secretary and prepares authoritative recommendations and through evaluations of proposed, new, or revised policies and legislation affecting Departmental programs and procedures related to VA's efforts to cultivate a safe, supportive, and equitable work environment for Veterans and employees. Brokering key relationships with mid-to- senior level White House Staff and Federal Agency equity leads to guide VA's contributions to Inclusion Diversity Equity and Access (I-DEA) related interagency policy committees.

### Activities

- Conducts expert in-depth analysis of such legislation to determine any potential impact, conflict, or other issues that may adversely affect Departmental programs, policies, or procedures that support VA's I-DEA efforts.
- Offers Recommendations to the Deputy Secretary on sensitive policy, program and project developments, which have Departmental implications on Diversity Equity & Access (DE&I) strategy and operations.
- Undertakes and directs broad confidential studies which examine Departmental DE&I practices and procedures to resolve controversial issues affecting the Departments activities.
- Produces extensive and complex assess of various Departmental DE&I programs and develops and presents recommendations to the Secretary regarding program effectiveness.
- Coordinates with key officials internal (Office of Resolution Management, Diversity and Inclusion, Center for Minority Veterans, and Center for Women Veterans) and external to the Department to facilitate consistent communication with appropriate partners.
- Performs baseline assessment of I-DEA current state performance, identifies gaps, and establishes an aspirational I-DEA vision to support Veterans and employees.

## OSVA-00B Federal Electronic Health Record Modernization

### Overview

The FEHRM is the Congressionally mandated single point of accountability in the delivery of a single common federal electronic health record (EHR) that enhances patient care and provider effectiveness, regardless of the location of care. In this effort, the FEHRM employs a strategy of operationalization and convergence and delivers the common capabilities that enable the Department of Defense (DOD), the Department of Veterans Affairs (VA), the Department of Homeland Security's United States Coast Guard (USCG) and other partners to deploy a single, common federal EHR. These common capabilities refer to the common solutions, tools and Activities the DOD, VA and USCG identify as needed in order for them to effectively deploy the federal EHR. A modern, secure EHR enables an integrated, patient-centered continuum of care that includes nationwide health information exchange and adoption of health care standards. The single, common federal EHR helps DOD, VA, USCG and other partners effectively deliver health care and benefits to millions of beneficiaries by bringing a common record to patients and providers. This effort is vital; the DOD and VA's separate, legacy EHR systems are outdated and unable to create the seamless care experience offered by the federal EHR.



Ultimately, the federal EHR supports more effective and efficient clinical decision-making and provides enhanced patient care. To deliver this needed capability, the FEHRM minimizes risk to EHR deployments, and identifies opportunities for EHR efficiency, standardization and system/process optimization. Further, the FEHRM partners with multiple stakeholders at an unmatched scale and complexity to address technical, functional and programmatic issues, to include the Office of National Coordinator for Health Information Technology (ONC) and national standards organizations to improve the continuity of care among and between public- and private-sector providers.

### Activities

- Manages the Federal Enclave, which is a shared environment to contain the federal EHR and supporting systems.
- Manages the joint health information exchange (HIE).
- Leads analysis and integration of deployment activities at joint sharing sites where DOD and VA resources are shared.
- Oversees configuration and content changes to the EHR that are agreed on by the Departments through a joint decision-making process facilitated by the FEHRM.
- Provides software upgrades and solutions to optimize EHR performance.
- Tracks joint risks, issues and opportunities as well as lessons learned regarding EHR implementation to inform continuous improvement.
- Maintains an integrated master schedule to help coordinate EHR activities.
- Advances interoperability, which refers to the meaningful use and exchange of data, including working closely with the ONC and national standards organizations to improve the continuity of care among and between public- and private-sector providers.
- Maintains transparency with Congress through testimony, recurring briefings, reporting requirements and timely responses to correspondence.

### Authorities

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

## OSVA-000 Office of Employment Discrimination Complaint Adjudication

### Overview

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

## Activities

- Issues final Department decisions and orders on the substantive merits of employment discrimination complaints filed by employees, former employees or applicants for employment with the Department.
- Prepares and issues Department final decisions and final orders on the substantive merits of individual and class complaints of employment discrimination, and determines a prevailing party's entitlement to compensatory damages, equitable relief and attorney fees.
- Reports findings of intentional discrimination and retaliation to the SECVA or DEPSECVA for appropriate follow-up action.
- Refers findings of discrimination to the Deputy Assistant Secretary, Office of Resolution Management, Diversity and Inclusion to implement compliance with the Order of Relief, and to the Assistant Secretary, Office of Accountability and Whistleblower Protection to request follow-up regarding consideration of disciplinary action, as appropriate.
- Conducts outreach across the Department and with principal Department stakeholders.

## Business Functions

Respond to Freedom of Information Act Requests Perform Administrative IT Management

Provide Employee Customer Services Manage Correspondence

Manage Equal Opportunity and Grievance Processes Provide Organizational Leadership and Oversight

Perform Administrative Human Resource Management Conduct Outreach to Veterans and Beneficiaries

Manage Office Supply Inventory and Distribution Perform Internal VA Communications and Coordination

Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management

Provide Media Services

Manage Administrative Grievances and Third Party Proceedings Evaluate Negotiated Grievances and Third Party Proceedings Conduct and Manage Audits and Audit Findings

Manage Employee Inquiry Processing

## Authorities

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

# OSVA-00EHRM Electronic Health Record Modernization Program Executive Office

## Overview

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

Electronic Health Record Modernization to provide program management and oversight to ensure VA successfully transitions to the new HER solution. The office was reorganized as the Electronic Health Record Modernization Integration Office (EHRM-IO) in December 2021.

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

### Activities

- Provides oversight of the preparation, deployment and implementation of VA's new EHR system to support delivery of quality care for Veterans and interoperability objectives between VA and DOD.
- Provides cross-organizational coordination of implementation strategies for the new EHR system, to include clinical, technical and program management.
- Collaborates with the Electronic Health Record Modernization (EHRM) Integration Council to ensure expertise from all VA stakeholders is integrated into the new EHR system deployment.
- Collaborates with the Veterans Health Administration (VHA) and Office of Information and Technology (OIT) on the physical and IT infrastructure upgrades required to deploy the EHR system.
- Ensures appropriate clinical involvement from VHA, including having a principal role in processing and resolving patient safety concerns and helping to bridge gaps among IT and the health care delivery teams to ensure clinicians and support staff have a system facilitates delivery of high quality care.
- Manages all technology integration functions for the EHRM program, in alignment with OIT, including the design, build and validation of interfaces to VA applications and biomedical devices that require integration with the core EHR system to ensure uninterrupted health care delivery during the transition.
- Works with VHA leadership to set national clinical standards through the design and configuration of the new EHR system, enhancing quality, safety and patient outcomes.
- Oversees key technical and functional activities, including testing, data migration, change management and end-user training to support the transition to the new EHR system.
- Provides integrated scheduling, cost estimates, contract management and risk management to support program implementation and oversight reporting.
- Maintains transparency with external oversight bodies, including Congress, through recurring briefings, reporting requirements and timely responses to correspondence.

### Business Functions

Perform Planning and Requirements Analysis  
Perform Design  
Perform Development

Perform Integration and Testing  
Conduct Congressional Liaison Operations Perform Implementation  
Perform Evolution, Maintenance, and Disposition Conduct IT Project Management  
Perform Release Management Conduct IT Change Management  
Manage Activities with Congress, GAO, and Veteran Stakeholders Prepare VA Officials for Congressional Briefings and Hearings Respond to Congressional, Constituent, and GAO Inquiries Conduct Enterprise Program Management  
Provide Organizational Leadership and Oversight Provide Media Services  
Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management  
Perform Administrative Human Resource Management Perform Administrative IT Management  
Manage Correspondence  
Provide Employee Customer Services  
Respond to Freedom of Information Act Requests Manage Office Supply Inventory and Distribution Perform Internal VA Communications and Coordination

### **Authorities**

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

## **OSVA-00SB 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), and other Federal agencies for matters dealing with small and disadvantaged business Activities. OSDBU's mission is to enable Veterans to gain access to economic opportunities by developing policies and programs, informed by customer feedback, that improve market research, increase direct access and maximize the participation of procurement ready Veteran- Owned Small Businesses (VOSBs) and Service-Disabled Veteran-Owned Small Businesses (SDVOSBs) in Federal contracting.

### **Activities**

- Provides verification of eligibility for VA's Veterans First Contracting Program in support of SDVOSBs and VOSBs. Extends eligibility for set-asides and sole source contracts to SDVOSBs and VOSBs.
- Ensures eligible businesses that meet SBA and VA requirements receive designation as VA verified SDVOSB and VOSB. Businesses meeting the eligibility requirements are maintained in the Vendor Information Pages database of verified SDVOSBs and VOSBs.
- Provides acquisition support to access VA's Forecast of Contracting Opportunities, oversees and reviews VA subcontracting, provides overall direction on small business program policies and procedures, and works with contracting teams to help small businesses maximize VA procurement opportunities.
- Enhances the ability of VA program offices to conduct effective and efficient market research through the deployment of a range of enabling processes, tools and technologies.

- Manages the Veteran Business web portal (VetBiz) to provide quick and easy online access to information, resources and applications to assist SDVOSBs, VOSBs, other small and large businesses, and acquisition professionals.
- Assists small businesses in resolving payment or other contracting issues with VA.
- Plans and implements the Direct Access Program, which offers SDVOSBs, VOSBs and other small businesses unique opportunities to develop partnerships, maximize networking and secure connections at procurement events such as the National Veterans Small Business Engagement, which enables small businesses to gain access to VA procurement decision makers.
- Ensures firms interested in doing business with the VA are aware of VA small business programs and resources, small business goals and training opportunities through the Strategic Outreach and Communication Program.
- Equips, empowers and educates Women Veteran entrepreneurs for success and economic opportunities, through the Women Veteran-Owned Small Business Initiative (WVOSBI).
- Implements a program of quality control and compliance reviews to monitor performance goals, promote consistent application of standards, and assist programs to meet and exceed Agency's performance goals and objectives.

### **Business Functions**

Assist Veteran Small and Disadvantaged Business Perform Procurement Request (PR) Processing  
Perform Payment Processing - Commercial Payments Perform Acquisition Reporting  
Perform Acquisition and Procurement Audits Provide Organizational Leadership and Oversight Perform  
Administrative Financial Management Respond to Freedom of Information Act Requests Conduct Advisory  
Committees and Councils Manage Correspondence  
Perform Administrative Acquisition and Contract Management Perform Administrative Human Resource  
Management  
Perform Administrative IT Management  
Manage Office Supply Inventory and Distribution Provide Media Services  
Provide Employee Customer Services Manage Partnerships  
Oversee Vendor Relationship Management Develop Acquisition Strategy/Plan

### **Authorities**

Pub. L. 95-507. Small Business Act and Small Business Investment Act of 1958, Amendment. 38 C.F.R. pt. 74. Veterans Small Business Regulations.  
Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. Pub. L. 106-50. Veterans Entrepreneurship and Small Business Development Act of 1999. Pub. L. 108-183. Veterans Benefits Act of 2003.  
Pub. L. 110-389. Veterans' Benefits Improvement Act of 2008. Pub. L. 111-275. Veterans' Benefits Act of 2010.  
13 C.F.R. §§ 125.12 - 125.16. Eligibility Requirements for the SDVO SBC Program.

## **OSVA-WHL White House Liaison**

### **Overview**

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

### **Activities**

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

### **Business Functions**

Manage Partnerships

Conduct Congressional Liaison Operations

Respond to Freedom of Information Act Requests

Provide Organizational Leadership and Oversight

Manage Activities with Congress, GAO, and Veteran Stakeholders Provide Media Services

Manage Office Supply Inventory and Distribution

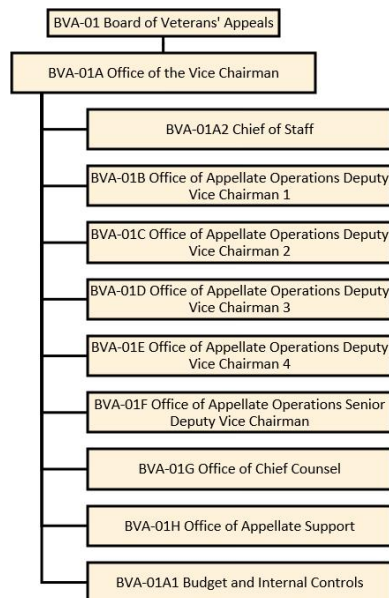
Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management

Perform Administrative IT Management Provide Employee Customer Services

Perform Administrative Human Resource Management Manage Correspondence

Perform Internal VA Communications and Coordination

## *BVA-01 Board of Veterans' Appeals*



### **Mission**

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

### **Overview**

The Board is the agency within the Department of Veterans Affairs (VA or Department) responsible for making final decisions on behalf of the Secretary for appeals for Veterans' benefits and services from all three administrations - Veterans Benefits Administration, Veterans Health Administration, and National Cemetery Administration - and the Office of General Counsel (OGC) that are presented to the Board for appellate review. The Board's mission is to conduct hearings and issue timely decisions for Veterans and other Appellants in compliance with the law. 38 U.S.C. 7101. This involves expediting remands by the Court of Appeals for Veterans Claims, expediting certain cases in special circumstances, and conducting hearings at alternate locations. 38 U.S.C. 7112; 38 U.S.C. 7107(b), (c). The Board's jurisdiction extends to all questions in a matter involving a decision by the Secretary under a law that affects a provision of benefits by the Secretary to Veterans, their dependents, or their Survivors. 38 U.S.C. 511; 7104. Final decisions on such appeals are made by the Board based on the entire record in the proceeding and upon consideration of all evidence and applicable provisions of law and regulation.

### **Activities**

- Resolves appeals and remands issues for further development.
- Conducts hearings, to include Travel Board hearings, video teleconferences, virtual tele-hearings and hearings at Central Office.
- Conducts stakeholder engagement.

## Authorities

38 U.S.C. § 7104 (a). Jurisdiction of the Board.

38 U.S.C. § 1701. Veterans' Benefits: Definitions. 38 U.S.C. § 511(a). Decisions of the Secretary.

## BVA-0A Office of the Vice Chairman

### Overview

The Office of the Vice Chairman consists of a Vice Chairman who is designated by the Secretary and is both a member of the Senior Executive Service (SES) and a Member of the Board (Veterans Law Judge). The Office includes the Chief of Staff and the Office of Budget and Internal Controls. The Vice Chairman is the Chief Operating Officer of the Board, responsible for overseeing the Office of Appellate Operations, the Office of the Chief Counsel, and the Office of Appellate Support.

### Activities

- Manages the overall operations of the Board.
- Manages all executive personnel of the Board.
- Provides overall financial management for the Board.
- Develops and executes the Board's annual budget.
- Assesses and manages the organizational resources to provide Veteran-facing services to include hearings and appellate decisions.
- Assesses and manages certification of all Veterans Law Judges (VLJs).

### Business Functions

Provide Organizational Leadership and Oversight Manage Correspondence

Coordinate External Partnerships

Perform Administrative Financial Management

Perform Internal VA Communications and Coordination Conduct Certification and Credit Management

## BVA-01A2 Chief of Staff

### Overview

The Chief of Staff provides general management and administrative support for the Board's senior leadership.

### Activities



- Coordinates Veterans Affairs Integrated Enterprise Workflow Solution {VIEWS} tasker inputs and other non-VIEWS related tasker inputs, tracks suspense dates, and submits taskers for the Chairman's concurrence.
- Reports Board data to both internal and external customers.
- Monitors the progress and status of special projects.

### **Business Functions**

Provide Organizational Leadership and Oversight Manage Correspondence

Perform Internal VA Communications and Coordination

## **BVA-01B Office of Appellate Operations Deputy Vice Chairman 1**

### **Overview**

The Office of Deputy Vice Chairman 1 {DVC 1} provides appeals adjudication services. DVC 1 reports directly to the Vice Chairman and assists in carrying out the Board's initiatives as part of the senior leadership team.

DVC 1 is responsible for approximately 30 Veterans Law Judges, 5 Supervisory Senior Counsel, 200 attorneys, and several administrative staff.

DVC 1 is both an SES and a Member of the Board. Veterans Law Judges are appointed by the Secretary with the approval of the President based on recommendation by the Chairman.

### **Activities**

- Processes incoming appeals and establishes appropriate administrative controls.
- Secures the translation of foreign language documents contained in claims files.
- Provides logistical and administrative support for scheduling and conducting Board hearings.
- Issues final decisions, preliminary orders, and rulings on motions.
- Manages the storage and flow of appeals throughout the Board in close coordination with Board leadership.
- Reviews the record on appeal, researches the applicable law, and prepares comprehensive draft decisions/remands for review by a Veterans Law Judge.

### **Business Functions**

Provide Organizational Leadership and Oversight Manage Correspondence

## **BVA-01C Office of Appellate Operations Deputy Vice Chairman 2**

## Overview

The Office of Deputy Vice Chairman 2 {DVC 2} provides appeals adjudication services. DVC 2 reports directly to the Vice Chairman and assists in carrying out the Board's initiatives as part of the senior leadership team.

DVC 2 is responsible for approximately 30 Veterans Law Judges, 5 Supervisory Senior Counsel, 200 attorneys, and several administrative staff.

DVC 2 is both an SES and a Member of the Board. Veterans Law Judges are appointed by the Secretary with the approval of the President based on recommendation by the Chairman.

## Activities

- Processes incoming appeals and establishes appropriate administrative controls.
- Secures the translation of foreign language documents contained in claims files.
- Provides logistical and administrative support for scheduling and conducting Board hearings.
- Issues final decisions, preliminary orders, and rulings on motions.
- Manages the storage and flow of appeals throughout the Board in close coordination with Board leadership.
- Reviews the record on appeal, researches the applicable law, and prepares comprehensive draft decisions/remands for review by a Veterans Law Judge.

## Business Functions

Provide Organizational Leadership and Oversight Manage Correspondence

Perform Internal VA Communications and Coordination

## **BVA-O1D Office of Appellate Operations Deputy Vice Chairman 3**

### Overview

The Office of Deputy Vice Chairman 3 {DVC 3} provides appeals adjudication services and administrative support for the Clerk of the Board, for Case Review and Inventory, and for Veterans Law Judges. DVC 3 reports directly to the Vice Chairman and assists in carrying out the Board's initiatives as part of the senior leadership team.

DVC 3 is responsible for approximately 30 Veterans Law Judges, 5 Supervisory Senior Counsel, 200 attorneys, and several administrative staff.

DVC 3 is both an SES and a Member of the Board. Veterans Law Judges are appointed by the Secretary with the approval of the President based on recommendation by the Chairman.

### **Activities**

- Processes incoming appeals and establishes appropriate administrative controls.
- Secures the translation of foreign language documents contained in claims files.
- Provides logistical and administrative support for scheduling and conducting Board hearings.
- Issues final decisions, preliminary orders, and rulings on motions.
- Manages the storage and flow of appeals throughout the Board in close coordination with Board leadership.
- Reviews the record on appeal, researches the applicable law, and prepares comprehensive draft decisions/remands for review by a Veterans Law Judge.

### **Business Functions**

Provide Organizational Leadership and Oversight Manage Correspondence  
Perform Internal VA Communications and Coordination

## ***BVA-01D1 Case Review, Inventory and Veterans Law Judge Support***

### **Overview**

Case Review, Inventory and Veterans Law Judge Support is supervised by the Office of Deputy Vice Chairman. This office manages the storage and flow of appeals throughout the Board in close coordination with Board leadership. It reviews records on appeal, researches the applicable law, and prepares comprehensive draft decisions/remands for review by a Veterans Law Judge.

### **Activities**

- Updates Powers of Attorney {POA} in VBMS based on OGC's Private Attorney Accreditation Website.
- Provides VBMS access for Board-based Veterans Service Organizations.
- Updates POAs for the legacy system of appeals in VACOLS and for the modernized system in Caseflow.
- Manages Board merge requests.
- Processes and manages Informal Hearing Presentations submitted by appellant representatives.
- Processes extension requests for the Office of Deputy Vice Chairman 2 and the Office of Deputy Vice Chairman 3.

## **BVA-01E Office of Appellate Operations Deputy Vice Chairman 4**

## Overview

The Office of Deputy Vice Chairman 4 (DVC 4) provides appeals adjudication services as well as administrative support for hearing management. DVC 4 reports directly to the Vice Chairman and assists in carrying out the Board's initiatives as part of the senior leadership team.

DVC 4 is responsible for approximately 30 Veterans Law Judges, 5 Supervisory Senior Counsel, 200 attorneys and several administrative staff.

DVC 4 is both an SES and a Member of the Board. Veterans Law Judges are appointed by the Secretary with the approval of the President based on recommendation by the Chairman.

## Activities

- Processes incoming appeals and establishes appropriate administrative controls.
- Secures the translation of foreign language documents contained in claims files.
- Provides logistical and administrative support for scheduling and conducting Board hearings.
- Issues final decisions, preliminary orders, and rulings on motions.
- Manages the storage and flow of appeals throughout the Board in close coordination with Board leadership.
- Reviews the record on appeal, researches the applicable law, and prepares comprehensive draft decisions/remands for review by a Veterans Law Judge.

## Business Functions

Provide Organizational Leadership and Oversight Manage Correspondence

Perform Internal VA Communications and Coordination

## *BVA-O1E1 Hearing Management*

### Overview

Provides logistical and administrative support for scheduling and conducting of Board hearings.

### Activities

- Stakeholder outreach and management of virtual tele-hearings.
- Docket Scheduling and notification.
- Docket Maintenance and Hearing execution.

## *BVA-O1E1A Team South and Texas*

### **Overview**

Provides logistical and administrative support for scheduling and conducting Board hearings in the South and Texas regions.

### **Activities**

- Managing virtual tele-hearings.
- Docket scheduling and notification.
- Docket maintenance and hearing execution.

## *BVA-O1E1B Team Southeast and Atlantic*

### **Overview**

Provides logistical and administrative support for scheduling and conducting Board hearings in the Southeast and Atlantic regions.

### **Activities**

- Managing virtual tele-hearings.
- Docket scheduling and notification.
- Docket maintenance and hearing execution.

## *BVA-O1E1D Team Northwest and Southwest*

### **Mission**

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

### **Overview**

Provides logistical and administrative support for scheduling and conducting Board hearings in the Northwest and Southwest regions.

### **Activities**

- Managing virtual tele-hearing.
- Docket scheduling and notification.

- Docket maintenance and hearing execution.

### **Business Functions**

Adjudicate Appeals via Hearing

## **BVA-01F Office of Appellate Operations Senior Deputy Vice Chairman**

### **Overview**

The Office of the Senior Deputy Vice Chairman (SDVC) provides appeals adjudication services. Senior Deputy Vice Chairman reports directly to the Vice Chairman and assists in carrying out the Board's initiatives as part of the senior leadership team.

### **Activities**

- Processes incoming appeals and establishes appropriate administrative controls.
- Secures the translation of foreign language documents contained in claims files.
- Provides logistical and administrative support for scheduling and conducting Board hearings.
- Issues final decisions, preliminary orders, and rulings on motions.
- Manages the storage and flow of appeals throughout the Board in close coordination with Board leadership.
- Reviews the record on appeal, researches the applicable law, and prepares comprehensive draft decisions/remands for review by a Veterans Law Judge.

### **Business Functions**

Provide Organizational Leadership and Oversight Manage Correspondence

Perform Internal VA Communications and Coordination

## ***BVA-01F1 Clerk of the Board***

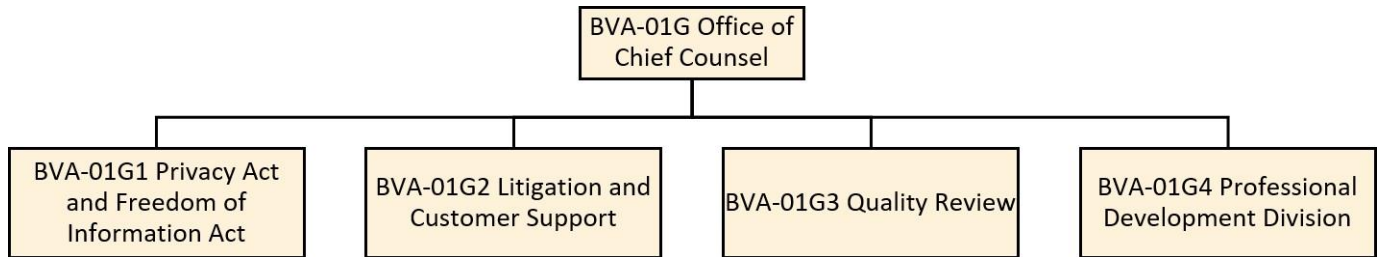
### **Overview**

The office of the Clerk of the Board consists of Veterans Law Judges (on a rotating basis) and a team of attorneys that oversee and provide legal guidance on inquiries related to the docketing of appeals under the modernized system of appeals contemplated by the Appeals Modernization Act (AMA). The Clerk of the Board is currently supervised by Deputy Vice Chairman 3.

### **Activities**

- Answers complex legal questions regarding AMA.
- Manages and maintains a shared mailbox.
- Fixes AMA docketing errors.
- Performs data tracking.
- Creates and updates AMA letter templates.
- Provides legal guidance to administrative staff responsible for docketing AMA appeals.

## BVA-01G Office of Chief Counsel



### Overview

The Office of Chief Counsel consists of a Chief Counsel who is a member of the SES and who oversees the following offices: Litigation and Customer Support, Privacy and Freedom of Information Act, and Quality Review. The Office of Chief Counsel works as external and internal liaison and provides legal advice and support to the Board and other VA business lines including Veterans Benefits Administration, Veterans Health Administration, and the Office of General Counsel. The Chief Counsel reports directly to the Vice Chairman.

### Activities

- Develops Board-wide guidance documents and procedures.
- Communicates Government Records Office procedures to department/agency staff on record transfers, retention, search, recovery, disposal schedules and record disposition.
- Provides legal advice and assistance on complex and novel questions of Veterans law.
- Engages with internal offices at all levels within the Board and coordinates with other VA administrations and groups on issues impacting Veterans benefits law.
- Responds to records requests made pursuant to Freedom of Information Act and the Privacy Act.
- Designs, develops and delivers training at the Board, including administrative professionals training, leadership development and career development.

### Business Functions

Provide Organizational Leadership and Oversight Manage Correspondence  
 Perform Internal VA Communications and Coordination

## *BVA-01G1 Privacy Act and Freedom of Information Act*

### Overview

The Privacy and Freedom of Information Act Office is responsible for responding to records requests from the public,



veterans, and appellate, and their representatives under the appropriate access law. The office ensures that reported privacy incidents and breaches are reported and resolved.

### **Activities**

- Privacy Program oversight.
- Privacy Breach reporting.
- Freedom of Information Act oversight.
- Responds to records requests made pursuant to Freedom of Information Act (FOIA) and Privacy Act.

### **Business Functions**

Respond to Freedom of Information Act Requests Manage Information Privacy

### **Authorities**

38 C.F.R. pt. 16. Protection of Human Subjects.

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966. 5 U.S.C. § 552a. The Privacy Act of 1974.

## ***BVA-01G2 Litigation and Customer Support***

### **Overview**

The Office of Litigation and Customer Support responds to inquiries and requests for assistance from veterans, representatives, Members of Congress and the White House. In addition, the office manages appeals returned to the Board from Federal courts. The office also handles the Board's motion practice.

### **Activities**

- Manages appeals returned to the Board from Federal courts and processes motions from Veterans and their representatives.
- Responds to inquiries and requests for assistance from Veterans, representatives, Members of Congress and the White House.
- Works with Attorney's within Department of Veteran's Affairs Office of General Counsel on appeals pending before the Court of Appeals for Veterans Claims.

### **Business Functions**

Manage Customer Relationship

## *BVA-01G3 Quality Review*

### **Overview**

The Office of Quality Review (QR) reviews a statistically significant number of Appeals Modernization Act (AMA) and Legacy cases for substantive errors prior to those decisions being dispatched to Veterans and appellants. QR also leads discussions with Veterans Law Judges and Board attorneys on numerous topics involving the AMA.

### **Activities**

- Reviews signed decisions for specific legal and procedural substantive errors.
- Develops resources aimed at improving the quality of Board decisions targeting areas identified during decision review.
- Develops and presents Grand Rounds, a Board wide presentation that is aimed at improving the quality of decision and educating the Board on new case law.
- Represents the Board at the Court of Appeals for Veterans Claims (CAVC) Litigation Group in VA's Office of General Counsel.
- Prepares case summaries addressing CAVC and Federal Circuit decisions.
- Tracks the reasons for remand in CAVC joint motions for remand and memoranda decisions.

### **Business Functions**

Develop Internal Controls Evaluate Internal Controls Conduct Program Evaluations Conduct Quality Assurance

## *BVA-01G4 Professional Development Division*

### **Overview**

The Professional Development Division designs, develops and delivers training at the Board, including administrative professionals training, leadership development, and career development.

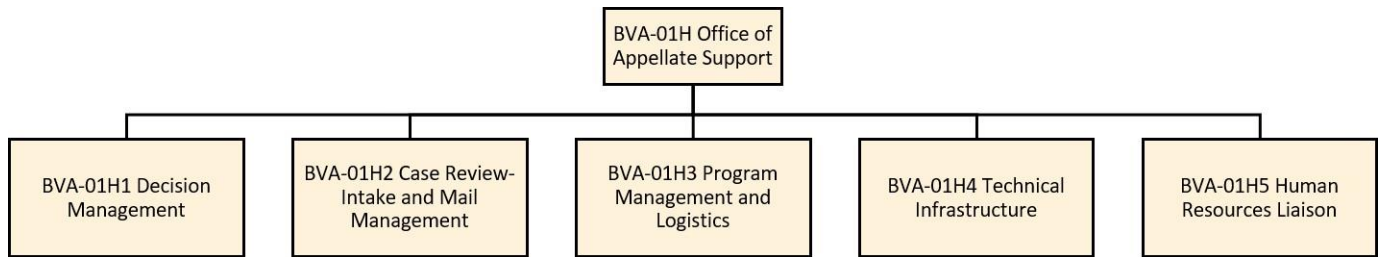
### **Activities**

- Develops and runs the new attorney training program.
- Develops and presents Board-wide legal training.
- Administers and facilitates professional development programs internal to the Board.
- Provides Board-wide career development training, including programs on Individual Development Plans, writing

Accomplishment Statements, and Federal resumes.

- Offers training to administrative professionals to improve work processes and develop new skills.
- Coordinates and supports employee engagement throughout the Board.
- Administers Talent Management System requirements and external training requests.
- Coordinates with Human Resources Management and Consulting Services, Office of Resolution Management and Diversity and Inclusion and other agencies for training to meet the needs of the Board.
- Serves as a voting member on the VA Talent Development Counsel which supports Department- wide training initiatives and policy.

## BVA-01H Office of Appellate Support



### Overview

The Office of Appellate Support consists of five branches: Decision Management; Technology Infrastructure; Human Resource Liaisons; Case Review and Intake/Mail Management; and Program Management & Logistics. The Office is overseen by the Executive Director, Senior Deputy Director and Deputy Director. The Executive Director reports directly to the Vice Chairman.

### Activities

- The Office of Appellate Support provides infrastructure support to ensure that the Board accomplishes its mission-critical goals.
- Dispatches all decisions and Court Orders from the Board.
- Provides project management and business sustainment support on a variety of technical projects.
- Assists with all Human Resources {HR} processes and procedures.
- Process all mail received at the Board.
- Provides space management, facility support, emergency contact program, telework program oversight, and contract actions.

### Business Functions

Provide Organizational Leadership and Oversight

Perform Administrative Human Resource Management Manage Correspondence

Manage USPS Mail Delivery

Perform Administrative Acquisition and Contract Management Manage Office Supply Inventory and Distribution

Perform Room Management

Perform Administrative IT Management

### Authorities

38 U.S.C. Ch. 71. Board of Veterans Appeals.

38 C.F.R. pt. 19. Board of Veterans' Appeals: Legacy Appeals Regulation.

38 C.F.R. pt. 20. Board of Veterans' Appeals: Rules of Practice.

## *BVA-O1H1 Decision Management*

### **Overview**

Decision Management dispatches all Board decisions and orders.

### **Activities**

- Charged with the timely delivery of decisions to Veterans and other appellants.
- Returns paper files for completed appeals to the agency of original jurisdiction for safekeeping.
- Provides copies of decisions to Congressional staff and Members of Congress when requested.
- Addresses returned mail {e.g., Board decisions) and additional correspondence to Veterans, Veterans' representatives and Members of Congress.

## *BVA-O1H2 Case Review-Intake and Mail Management*

### **Overview**

Case Review, Intake and Mail Management processes all mail received at the Board. It addresses returned mail {e.g., Board decisions) and additional correspondence to Veterans and other appellants, appellant representatives, and Members of Congress.

### **Activities**

- Places appeals on the Board's docket.
- Responds to inquiries received via the Case Support Branch inquiry mailbox.
- Supports the Board's Veterans Service Organization liaison in responding to inquiries.
- Coordinates with VA agencies of original jurisdiction and the Office of General Counsel to resolve issues with appeals.
- Performs translation services.

### **Business Functions**

Manage USPS Mail Delivery Manage Mail Delivery to USPS

Manage Knowledge Capture Services

Manage Knowledge Distribution Services Manage Documentation

## *BVA-01H3 Program Management and Logistics*

### **Overview**

Program Management and Logistics provides space management and facility support, and it facilitates contracts with external parties. It also oversees the emergency contact program and the telework program.

### **Activities**

- Manages space, to include validating personnel positions and controlling seat assignments.
- Coordinates with property managers and VA Central Office to ensure high-quality facility support.
- Oversees contract actions, manages supply and office stock, and leverages blanket purchase agreements and Government Purchase Cards.
- Manages PIV card issuance and renewal for new and current staff.
- Manages the Board's telework program, to include reviewing and processing required documents, validating information, and tracking telework employees to support optimal space management.

### **Business Functions**

Perform Administrative Financial Management

Perform Administrative Acquisition and Contract Management Manage Correspondence

Manage Office Supply Inventory and Distribution Perform Room Management

## *BVA-01H4 Technical Infrastructure*

### **Overview**

Provides project management and business sustainment support on a variety of technical projects as well as on data research, business analytics and report development across the Department.

### **Activities**

- Liaisons and monitors OIT development and sustainment regarding appeals modernization technology.
- Provides IT equipment and establishes accounts for Board employees, Veterans Service Organizations and contractors.
- Maintains and enhances appeals processing technologies to maximize business functionality.

- Supports and develops the Board's SharePoint, internet and intranet sites.

### **Business Functions**

Perform Administrative IT Management

## ***BVA-01H5 Human Resources Liaison***

### **Overview**

Assists with all Human Resources (HR) processes and procedures in areas such as: employee relations, staffing and recruitment, benefits and leave, performance evaluation, employee recognition, workforce and succession planning, classification and compensation, position management and workers' compensation.

### **Activities**

- Advises on policy and program changes.
- Provides guidance on compliance for equal opportunity and for HR administrative processing and reporting.
- Tracks an array of personnel actions to support mission and compliance goals and for publication in reports issued by the Department, the Congress, and other stakeholders.
- Coordinates personnel actions for all SES and GS levels assigned to the Board.

### **Business Functions**

Perform Administrative Human Resource Management

## **BVA-01A1 Budget and Internal Controls**

### **Overview**

Overall BVA Financial Management.

### **Activities**

- Develops and executes the Board's annual budget.
- Assesses and manages the organizational resources to provide Veteran-facing services to include hearings and appellate decisions.

### **Business Functions**

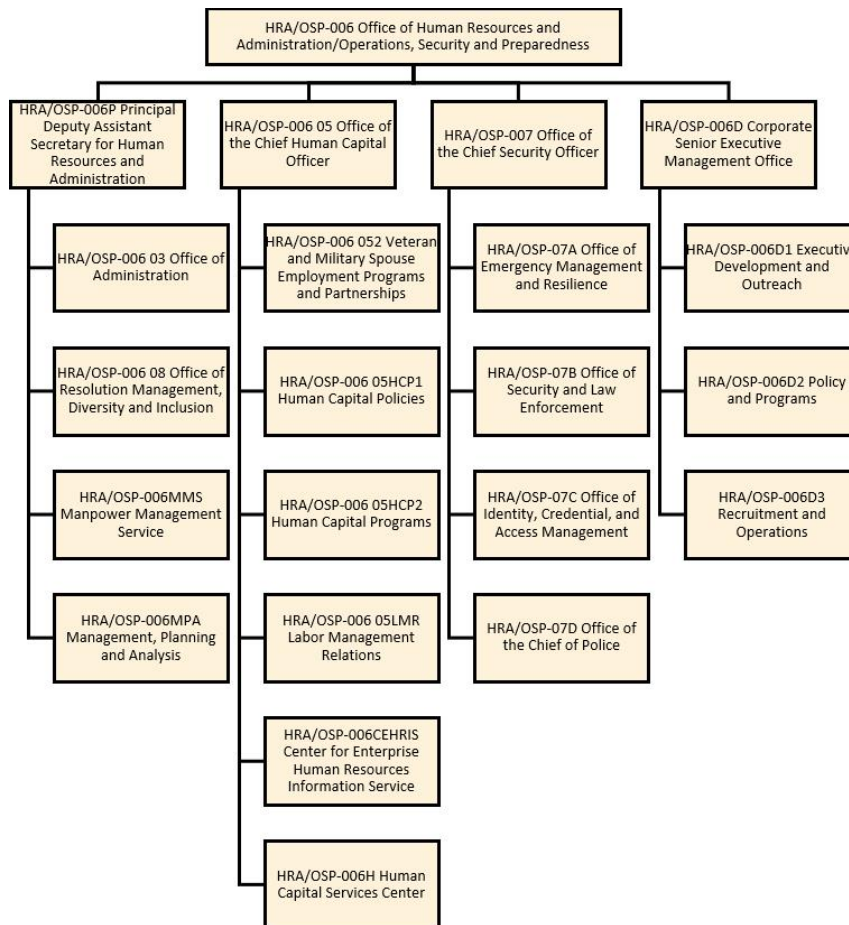
Manage Budget Set-Up and Maintenance Manage Fund Allocation and Control

Perform Budgetary Reporting

Perform Administrative Financial Management



## *HRA/OSP-006 Office of Human Resources and Administration/Operations Security and Preparedness*



### **Mission**

The mission of the Office of Human Resources and Administration/Operations, Security and Preparedness (HRA/OSP) is to lead the development and oversight of human capital strategies, policies and practices; manage the Department's preparedness, law enforcement and security capabilities; and provide or oversee VA Central Office infrastructure and support services to cultivate an engaged, skilled and resilient workforce. HRA/OSP also coordinates VA's "Fourth Mission" supporting national efforts to prepare for, respond to and recover from disasters and acts of terrorism.

### **Overview**

The Office of Human Resources and Administration/Operations, Security and Preparedness {HRA/OSP} provides critical mission support for VA Administrations and Staff Offices through a diverse portfolio of programs that include policy, governance, oversight and some direct operations work.

HRA/OSP develops policy, guidance, oversight and technical assistance in the areas of human capital management and information services, law enforcement and physical security, workforce development and

training, labor relations and bargaining, national security and emergency preparedness, workforce planning and position management, personnel security and suitability, and Equal Employment Opportunity (EEO), diversity, equity and inclusion.

HRA/OSP also provides direct operational support by managing human resources services for VA senior executives, providing basic and sustainment training for all VA police officers, providing background investigations and adjudications for VA employees and contractors, issuing personal identity verification badges and coordinating support services for VA Central Office (VACO) facilities.

### **Activities**

- Equal Employment Opportunity, diversity, equity and inclusion policy and programs; prevention and resolution of workplace disputes.
- Centralized management of VA's national security, preparedness and continuity portfolios.
- Labor management relations policy and guidance.
- Law enforcement and physical security training, policy and oversight.
- Occupational safety and health policy and oversight.
- Personnel security and suitability policy and oversight.
- VACO campus support services (e.g., facilities, transportation, space, etc.).
- Human capital management policies and strategy to support critical business goals.
- Centralized life-cycle management of VA Senior Executives.
- Leadership and talent development policy and oversight.
- Policy and support for support for Veteran and military spouse recruitment and retention.

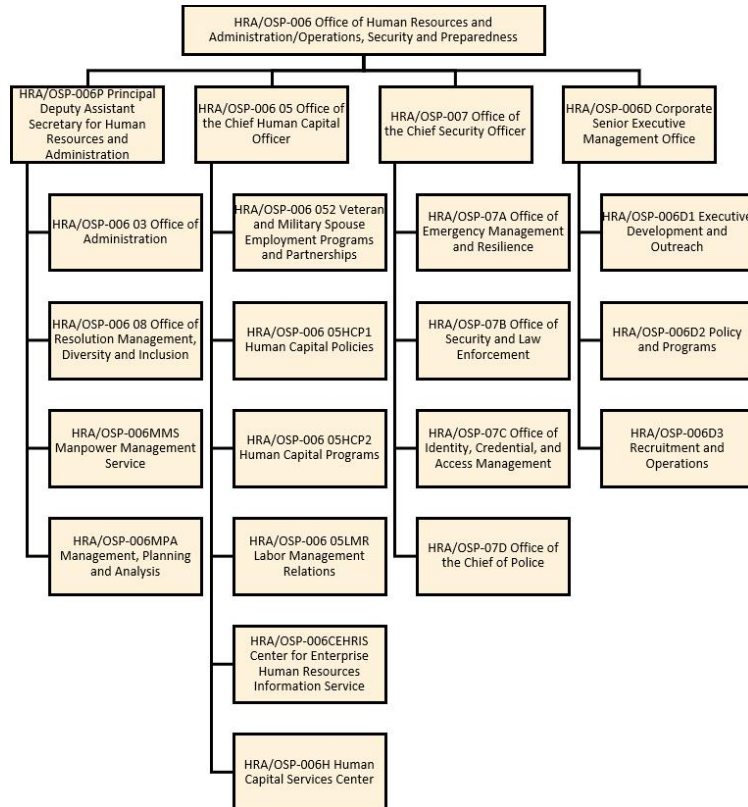
### **Business Functions**

Provide Organizational Leadership and Oversight

### **Authorities**

38 U.S.C. § 308. Assistant Secretaries; Deputy Assistant Secretaries.

## HRA/OSP-006P Principal Deputy Assistant Secretary for Human Resources and Administration



### Overview

The Office of the Principal Deputy Assistant Secretary {PDAS} directly oversees the Office of Administration, Office of Resolution Management, Diversity and Inclusion, Management Planning and Analysis, and Manpower Management Service while providing strategic leadership and guidance to the Office of the Chief Human Capital Officer, Office of the Chief Security Officer and the Corporate Senior Executive Management Office.

### Activities

- Provides executive leadership over programmatic and planning functions of subordinate HRA/OSP organizations.
- Oversees budget operations, program reviews, data analytics and staffing assessments/models.

### Business Functions

Provide Organizational Leadership and Oversight

## HRA/OSP-006 03 Office of Administration

## Overview

Provides services and support to VA employees nationwide

## Activities

- Advises the Deputy Assistant Secretary and the Associate Deputy Assistant Secretary on a wide range of matters for over 16 lines of business that support nationwide and VACO-only programs to include: Facilities Services, Space and Renovations, Strategy and Integration, Support Services,
- Transportation Services and Occupational Safety and Health.
- Manages and provides direct oversight on all Human Capital, administrative and correspondence matters relating to the organization including budget, operational matters, personnel and implementation of policies/procedures.

## Business Functions

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions

## Authorities

Pub. L. 103-172. Federal Employees Clean Air Incentives Act, 1993. Pub. L. 103-3. Family and Medical Leave Act of 1993.

Pub. L. 103-62 § 1116 (d) (5). Government Performance and Results Act of 1993 (GPRA). Pub. L. 91-956. Occupational Safety and Health.

18 U.S.C. § 1001. Fraud and False Statements; Statements or Entries Generally. 5 U.S.C. § 8101, et seq. Compensation for Work Injuries.

50 U.S.C. §§ 1701-1706. Presidential POWER Initiative: Protecting Our Workers and Ensuring Reemployment (FR Doc. 2010-18176).

38 C.F.R. Ch. 1. Department of Veterans Affairs.

Exec. Order No. 12196 § 2-201(c). Occupational Safety and Health Programs for Federal Employees. 26 U.S.C. § 132(f)(2). Certain Fringe Benefits.

5 U.S.C. § 7905. Programs to Encourage Commuting by Means Other Than Single-Occupancy Motor Vehicles.

29 C.F.R. § 1960.6 (a). Designation of Agency Safety and Health Officials. 41 C.F.R. Ch. 102 suCh. G.

Administrative Programs.

48 C.F.R. Ch. 1 pt. 13. Simplified Acquisition Procedures. 41 C.F.R. Ch. 102 suCh. B. Personal Property.

Exec. Order No. 13150. Federal Workforce Transportation.

48 C.F.R. Ch. 8. Federal Acquisition Regulation System - Department of Veterans Affairs. VA Directive 5810.

Managing Workers' Compensation Cases and Costs.

OMB Circular A-11. Preparation Submission and Execution of the Budget. Pub. L. 111-352. GPRA

Modernization Act of 2010.

## *HRA/OSP-006 032 Support Services*

### Overview

Provides Support Services support across the VACO campus. This includes the VACO Health and Wellness Centers (5 Health Units), Fitness Center, EAP, Records Management, Executive Correspondence, and the Property Management Division that oversees VACO mail services, Material Management and the Warehouse.

### **Activities**

- Oversees the Interagency Agreement with Federal Occupational Health, which includes related on-site facilities and the Employee Assistance Program.
- Oversees VACO's asset management program (equipment inventory listing of nonexpendable, non-Information Technology (IT) property).
- Directs all mail U.S. Postal Service (USPS) mail operations (metered, FedEx, UPS) for VACO, which include two mailrooms outside of 810 Vermont Avenue.
- Provides records management support, oversight and guidance for VACO organizations.
- Triage all incoming mail to the Secretary.

### **Business Functions**

Conduct Work-Life Wellness/Employee Assistance Program

## ***HRA/OSP-006 032A Material Management***

### **Overview**

Provides centralized control of property management and maintains records, code transactions and ensures the accuracy and accountability of Non-IT property via scheduled inventories. Also responsible for releasing Integrated Funds Distribution, Control Point Activity, Accounting and Procurement (IFCAP) transactions.

### **Activities**

- Provides for the accountability of all property/equipment for the VACO Campus Asset Property accountability system, VACO property book, property passes, office moves, Report of Surveys and all IFCAP Requisition request for VACO.

## ***HRA/OSP-006 032B Warehouse***

### **Overview**

Provides logistical support to the entire VA Central Office (VACO) campuses located in 49 buildings in Maryland, West Virginia and Richmond, VA. Provides a full range of logistical support services and warehouse operations for processing expendable and non-expendable property, office supplies (i.e., envelopes and copier paper), furniture (desks, chairs and tables); distribution of furniture, equipment and

supplies and staff office moves (furniture relocation).

### **Activities**

- Managers the receipt, storage, disposal and distribution of all property and equipment for the VACO campus

## *HRA/OSP-006 032C Records Management*

### **Overview**

Provides guidance and assistance to offices in the areas of records management policy, training, legal requirements, records pick up, records destruction, record retrieval, and archiving and digitization. Records are stored at our off-site facility and with the National Archives and Records Administration.

### **Activities**

- Manage, maintain, archive, retrieve and digitize all records for the VACO campus

## *HRA/OSP-006 0320 Executive Correspondence Office*

### **Overview**

Responsible for processing all Miscellaneous/Case Mail for the Secretary of Veteran Affairs. This Customer Service office replies to inquiries pertaining to Miscellaneous/Case Mail, rectifying issues, and the dispersal of mail going to outside agencies.

### **Activities**

- Triages all the SECVA's miscellaneous Business Case mail to the appropriate Office of Responsibility.

## *HRA/OSP-006 032E Mailroom*

### **Overview**

The VACO mail system is used for official mail only. VACO has three contracted mailroom sites located at 810 Vermont Avenue, NW {Room B-6}, TechWorld {Room 1243}, and 425 I Street, NW {Room 1W403D}

### **Activities**

- Performs all mail operations for the VACO campus.

## *HRA/OSP-006 032F Federal Occupational Health*

### **Overview**

Health and Wellness Centers, Gyms and Employee Assistant Program-This program provides brief counseling, assessment and referral services, as well as health promotion seminars and management consultations. All services are confidential and voluntary.

### **Activities**

- Responsible for providing Health and Wellness programs to VACO employees.

### **Business Functions**

Perform Benefits Management

## *HRA/OSP-006 033 Facilities Services*

### **Overview**

Provides a wide range of facility related services to the tenants of the various VACO buildings such as building maintenance, safety, recycling, janitorial and locksmith services.

### **Activities**

- Oversees the GSA contract for building management in VACO, including interior and exterior building maintenance and janitorial support services.
- Administers the Safety and Emergency Preparedness Program for VACO and provides emergency support to VACO campus facilities.
- Leads and directs the Media Services program which provides critical services for VACO including executive photography, audio visual support for conferences and special events, and graphical design services.

### **Business Functions**

Manage Official Government Records

Perform Facilities Operation and Maintenance Manage Continuity of Operations

## *HRA/OSP-006 033A Building Operations*

### **Overview**

Provides direct oversight of all functions with respect to the operation, maintenance, repair, preservation,

contracting and interior building systems of the main VACO building and Campus.

### **Activities**

- Maintain and operate the buildings for the VACO Campus with conjunction with GSA.

### **Authorities**

41 C.F.R. sub. C. Federal Property Management Regulations System.

## ***HRA/OSP-006 033B Media Services***

### **Overview**

Media Services Division (MSD) provides graphic design, photography, audiovisual, video production, and digital signage support to the Secretary of Veterans Affairs, Department, and VA staff offices. The division consists of three branches: Design, Photography and Audiovisual, which enable individuals and organizations that support and provide services to Veterans to accomplish their mission; allow effective communication of vital information throughout the organization, and provide historical records of VA events and Activities.

### **Activities**

- Creates and develops digital and print designs, including branding, brochures, flyers, annual reports, digital marketing, social media marketing and more.
- Provides group and individual photography, including official portraiture. The group captures historical and noteworthy events across the Washington metropolitan DC campus involving the VA or its employees.
- Provides digital images of previously captured events and portraiture; provides official passport images and imagery for use in videos, graphic design requests and other projects assigned.
- Provides meeting support to the Secretary's conference room, the Omar Bradley Conference Room, and conference rooms throughout VA Central Office, including audiovisual equipment such as PA systems, media players, flipcharts and computer connections.
- Manages and posts digital signage at VACO and provides video production services, including consultation, recording, editing, narration and post-production. In the G.V. Sonny Montgomery Conference Room 230, they provide live and live-to-tape video support.

## ***HRA/OSP-006 034 Transportation Services***

### **Overview**

The transit benefit program is designed to improve air quality, reduce traffic congestion and conserve energy by encouraging employees to commute by means other than single-occupancy motor vehicles. Other



services offer vehicle parking across numerous garages in the VACO vicinity, rideshare service for employees between multiple VACO facilities and an executive driving program that serves senior management in VACO.

### **Activities**

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

## ***HRA/OSP-006 034A Executive Transportation Services***

### **Overview**

Delivers comprehensive amenities including rail, shuttle bus, carpool and executive vehicle services.

### **Activities**

- Provides parking and executive transportation services to the VACO Campus and Senior Executive Officers as required.
- Oversees all transit benefits for the National Capital Region.

### **Authorities**

VA Directive 0633. Transit Benefit Program.

VA Handbook 0634. Transit Benefit Bicycle Program.

## ***HRA/OSP-006 035 Occupational Safety and Health Service***

### **Overview**

The Office of Occupational Safety and Health (OSH) provides policy and oversight for VA's occupational safety and health, and workers' compensation programs. OSH supports the Assistant Secretary for Human Resources and Administration as

VA's Designated Agency Safety and Health Official (DASHO), responsible for VA's Occupational Safety and Health and Workers' Compensation Programs.

### **Activities**

- Provides technical support for SWIMS to improve VA enterprise-wide workers' compensation case management.
- Promotes achieving the Department of labor's, Enabling Reemployment Initiative (PEER} performance goals for Federal agencies.
- Promotes efforts to maintain safe workplaces VA enterprise-wide.
- Provides transparency on safety and workers' compensation efforts among stakeholders via steering committees.
- Provides contract services to VA organization who need help with their workers' compensation cases.
- Assembles the OSHA Annual Report for the Department of Labor, as required under the OSH Act.

### **Business Functions**

Manage Compensation and Benefits Perform Benefits Management

## *HRA/OSP-006 036 Space and Renovations*

### **Overview**

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

### **Activities**

- Manages the space needs of VACO organizations within the NCR including redesign, consolidations and space reallocations.
- Administers leases through the GSA within the NCR and works with GSA on lease renewals and terminations.
- Oversees all electrical work, painting, construction, exterior signage upgrades and related alterations work in VACO space.

### **Business Functions**

Perform Space Management

## *HRA/OSP-006 036A Minor Construction*

## Overview

Conducts building alterations including electrical work, painting, construction, and related work in VA Central Office Space.

## Activities

- Provides space, oversees minor constructions projects, renews/monitors leases, signage and furniture acquisition for the VACO campus.

## Authorities

OMB M-21-15. COVID-19 Safe Federal Workplace: Agency Model Safety Principles.

Exec. Order No. 13991 Protecting the Federal Workforce and Requiring Mask-Wearing. Exec. Order No. 13999. Protecting Worker Health and Safety.

## *HRA/OSP-006 03A Strategy and Integration*

### Overview

Strategy and Integration proactively synchronizes OA efforts to leverage and incorporate opportunities within OA. Employs efficiencies and best practices to centralize Activities across multiple business lines. Manages all aspects of OA's Continuous Process Improvement (CPI) Activities including technology integration.

### Activities

- Internal Steering Committee sponsors resource allocation and project priorities, and provides progress updates to leadership to include cost savings, resources and project profiles.
- Measures business performance through the interactive Business Performance Metric Review (BPMR), Program audits, Problem Identification Selection Workshop, utilizing SharePoint technology.
- Leverages the efficiency of the CPI program; institutionalizes, integrates and oversees the Lean Six Sigma methodologies for OA.
- Cultivates CPI practitioners to find potential areas of improvement, discard wasteful processes and assess quality of products.
- Manages shared vision and information management technologies to enhance maintenance and implementation of new strategies.
- Gathers data and integrates external practices to leverage business advances for OA.

## **HRA/OSP-006 08 Office of Resolution Management, Diversity and Inclusion**

## Overview

The Office of Resolution Management, Diversity and Inclusion (ORMDI) supports the Secretary, Deputy Secretary, Under Secretaries and Assistant Secretaries in their actions to achieve and sustain a healthy, civil, diverse and inclusive workplace. ORMDI offers programs such as civil treatment of others, reasonable accommodation services and managing difficult conversations, to ensure managers and employees have the resources needed to build more ideal work environments. Furthermore, ORMDI provides tools, available to all employees, to effectively engage and manage workplace conflict, thereby preempting disputes and complaints.

## Activities

- Advises and supports the Assistant Secretary for HRA/OSP and PDAS in civil treatment of others, cognitive and demographic diversity and workplace inclusion of all employees.
- Provides EEO complaint processing services to include counseling, case management, administrative functions, investigations, and investigations.
- Provides policy and oversight of the Department's Harassment Prevention Program to include developing policy, monitoring reports and training to prevent and appropriately respond to allegations of harassment. Offers options for resolving workplace disputes and to advise managers on issues that often lead to EEO complaints.
- Develops programs to improve the overall management of building diverse and inclusive organizations and EEO discrimination complaint processing services within the Department, including training and preventive services for employees, managers and supervisors.
- Ensures VA compliance with final decisions on EEO complaints and settlement agreements, and fully investigates claims for compensatory damages. Prepares Federal and Congressionally mandated reports, such as the Notification and Federal Anti-Discrimination and Retaliation Act of 2002 {No FEAR} Act and the Senior Managers Report.
- The ORMDI External Civil Rights Complaints Program, or External Civil Rights Complaints Program {ECP}, has oversight responsibility for the processing of external civil rights discrimination complaints it receives from Veterans or other individuals alleging discrimination against the VA or organizations/entities receiving VA funds.
- Ensures the Managed Settlement Program provides transparency and accountability around the settlement process, and to ensure settlements are in the best interest of all concerned and that monetary relief is justified in writing. The initiative supports VA's efforts to comply with Pub. L. 115- 41 {Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017}.
- Ensures the Reasonable Accommodation program provides Agency oversight and governance of the policies, process and procedures to include policy compliance; proactive and preventive training; and guidance under Title VII, the ADA, Health Insurance Portability and Accountability Act {HIPAA} and section 501 of the Rehabilitation Act of 1973

## Business Functions

## Manage Equal Opportunity and Grievance Processes

### Authorities

Pub. L. 105-114. Veterans Benefits Act of 1997.

5 U.S.C. § 7201. Antidiscrimination Policy; Minority Recruitment.

Pub. L. 107-174. Notification and Federal Employee Antidiscrimination and Retaliation (NO FEAR) Act of 2002, as Amended in 2009.

6 U.S.C. §§ 571-584. Administrative Dispute Resolution Act.

VA Handbook 5975.6. Compliance Procedures Implementing Section 504 of the Rehabilitation Act of 1973. 29 C.F.R. pt. 1614. Federal Sector Equal Employment Opportunity.

VA Directive 5978. Alternative Dispute Resolution. 38 C.F.R. § 15.170. Compliance Procedures.

VA Directive 5977. Equal Employment Opportunity Discrimination Complaints Process. VA Handbook 5975.5. Special Emphasis Program Management.

VA Handbook 5975.4. Transgender Employee Transition Guidance.

VA Handbook 5975.1. Processing Requests for Reasonable Accommodation from Employees and Applicants with Disabilities.

38 U.S.C. § 516. Equal Employment Responsibilities.

29 U.S.C. § 621-634. Age Discrimination in Employment Act of 1967, as amended. 42 U.S.C. §12101 et seq. Americans with Disabilities Act of 1990.

42 U.S.C. §4151 et seq. Architectural Barriers Act.

42 U.S.C. §2000e et seq. Civil Rights Act of 1964, as Amended.

H.R. 135. Elijah E. Cummings Federal Employee Antidiscrimination Act of 2019. 29 U.S.C. § 206(d). Equal Pay Act of 1963.

42 U.S.C. § 2000ff. Genetic Information Nondiscrimination Act (GINA) of 2008. Exec. Order No. 12067. Agency and EEOC Authority and Responsibility.

Pub. L. 95-955. Pregnancy Discrimination Act of 1978.

Pub. L. 101-12, as amended by Pub. L. 103-424. Whistleblowers Protection Act of 1989. Exec. Order No. 11478. Prohibiting Discrimination on the Basis of Sexual Orientation.

Exec. Order No. 12106. Transfer of Certain Equal Employment Enforcement Functions. Exec. Order No. 13152. Prohibiting Discrimination on the Basis of Parental Status.

Exec. Order No. 13145. To Prohibit Discrimination in Federal Employment Based on Genetic Information.

Exec. Order No. 13160. Nondiscrimination on the basis of multiple categories stipulated.

Exec. Order No. 13164. Federal Agencies to Establish Procedures to Facilitate Reasonable Accommodation.

VA Directive 5979. Harassment Prevention Program (HPP) Procedures.

Exec. Order No. 13171. Hispanic Employment in the Federal Government.

Exec. Order No. 13548. Increasing Federal Employment of Individuals with Disabilities. Exec. Order No. 13270. Tribal Colleges and University (July 3, 2002).

Exec. Order No. 13515. Increasing Participation of Asian Americans and Pacific Islanders in Federal Programs.

Exec. Order No. 13532. Promoting Excellence, Innovation and Sustainability at Historically Black Colleges and Universities.

Exec. Order No. 13583. Establishing A Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce.

EEO MD-715. Federal Responsibilities Under Section 717 of Title VII and Section 501 of the Rehabilitation Act. Pub. L. 115-41. Accountability and Whistleblower Protection Act of 2017. 5 U.S.C. § 2301. Merit Principles. 38 C.F.R. § 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. § 512). Exec. Order No. 13988. Preventing Discrimination on the Basis of Gender Identity or Sexual Orientation. Exec. Order No. 14035. Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. Pub. L. 101-12. The Whistleblower Protection Act of 1989. Pub. L. 95-955. Pregnancy Discrimination Act of 1978. VA Directive 5979. Harassment Prevention Program (HPP) Procedures. 29 U.S.C. §§ 791, 793, 794(a) in §§ 503 and 504. Rehabilitation Act of 1973, As Amended. 29 U.S.C. § 626. Older Worker's Benefit Protection Act.

## *HRA/OSP-006 08A Resolution Management*

### **Overview**

Provides equal employment opportunity (EEO) complaint processing services.

### **Activities**

- Complaint process includes confidential counseling, mediation, and investigation.
- Promotes a healthy working environment through prevention, resolution, and processing of workplace disputes, including complaints of discrimination.

## *HRA/OSP-006 08A1 Business Operations*

### **Overview**

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

### **Activities**

- Provides policy and compliance, data and IT solutions and services to manage our complaints automated tracking system, SharePoint, heatmaps and a variety of business intelligence dashboards in support of ORMDI's mission.
- Provides EEO complaint processing policies, procedures and forms for regional and district offices.
- Monitors compliance with all findings of discrimination and EEOC appellate decisions.
- Investigates breach of settlement agreement allegations and monitors breach compliance.
- Responds to Congressional Inquiries, White House Correspondence, Controlled Correspondence and claims of

dissatisfaction with the processing of EEO complaints.

- Prepares quarterly and annual reports to Congress and other Federal agencies to include the No FEAR Act Report, the Senior Managers Report, the Annual Findings of Discrimination Analysis, and input for EEOC-462 and MD-715 Reports.
- Manages the ORMDI Internal Complaints/Conflict of Interest Complaints Program.
- Tracks pre-approvals and final EEO settlement agreements in excess of \$5,000.00.
- Manages the ORMDI Freedom of Information Act and Privacy Act programs.

### **Business Functions**

Manage Equal Opportunity and Grievance Processes

## *HRA/OSP-006 08A2 Management Services*

### **Overview**

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

### **Activities**

- Provides quality customer service support to over 300 employees assigned to two regions and six field sites geographically dispersed across the U.S. In the following areas: human capital management/employee engagement, financial management, space and facility support, and contracting liaison assistance.

## *HRA/OSP-006 08A3 Eastern Region*

### **Overview**

The dual Eastern/Western regions ensure VA is compliant with legal and statutory Authorities to administer the EEO program. The regions deliver the following products and services to each VA organization: Harassment Prevention Program, External Civil Rights Complaints Program, Reasonable Accommodation Services, EEO Complaint Processing and training.

Through a national network of district offices:

Eastern Region: North Atlantic 1 and 2, Southeast and VA Central Office Districts;

Western Region: Midwest, Continental and Pacific Districts and OICT (ORMDI Investigations and Contracting Team)

The dual regions provide timely and fair processing of EEO complaints for VA employees, applicants for

employment and former employees. The regions resolve complaints at the lowest level possible, prepare reports on allegations of discrimination and provide training when discrimination is found.

### **Activities**

- Provides EEO complaint processing services to include counseling, case management, investigations and training.
- Provides agency oversight for Harassment Prevention Program, and External Civil Rights Complaints Program.

## ***HRA/OSP-006 08A4 Western Region***

### **Overview**

The dual Eastern/Western regions ensure VA is compliant with legal and statutory Authorities to administer the EEO program. The regions deliver the following products and services to each VA organization: Harassment Prevention Program, External Civil Rights Complaints Program, Reasonable Accommodation Services, EEO Complaint Processing and training.

Through a national network of district offices:

Eastern Region: North Atlantic 1 and 2, Southeast and VA Central Office Districts;

Western Region: Midwest, Continental and Pacific Districts and OICT (ORMDI Investigations and Contracting Team),

The dual regions provide timely and fair processing of EEO complaints for VA employees, applicants for employment and former employees. The regions resolve complaints at the lowest level possible, prepare reports on allegations of discrimination and provide training when discrimination is found.

### **Activities**

- Provides EEO complaint processing services to include counseling, case management, investigations and training.
- Provides agency oversight for Harassment Prevention Program, and External Civil Rights Complaints Program.

## ***HRA/OSP-006 08AS Harassment Prevention***

### **Overview**

Provides policy and oversight of the Department's Harassment Prevention Program to include developing policy, monitoring reports and training to prevent and appropriately respond to allegations of harassment. Offers options for resolving workplace disputes and to advise managers on issues that often lead to EEO complaints.



### **Activities**

- Reports harassment allegations to VA leadership in order to ensure that prompt corrective measures are taken to decrease harassing behavior in the workplace.
- Provides the centralized tracking, monitoring and reporting processes to.
- proactively respond to allegations of harassment.
- Provides education and awareness training.

### **Business Functions**

Manage Equal Opportunity and Grievance Processes

## *HRA/OSP-006 08A6 External Complaints*

### **Overview**

Provides oversight responsibility for the processing of external civil rights discrimination complaints it receives from Veterans or other individuals alleging discrimination against the VA or organizations/entities receiving VA funds.

### **Activities**

- Provides oversight responsibility for the processing of external discrimination complaints.

## *HRA/OSP-006 08B Diversity and Inclusion*

### **Overview**

The purpose of Diversity and Inclusion is to grow a diverse workforce and cultivate an inclusive work environment, where employees are fully engaged and empowered to deliver the outstanding services to our Nation's Veterans, their families and beneficiaries.

### **Activities**

- Establishes and maintains effective EEO training and discrimination prevention programs of equal employment opportunity as well as effective affirmative action programs.
- Provides support for various Special Emphasis areas, such as Federal Women's Program, American Indian Alaskan Native and LGBTQ.

### **Business Functions**

Manage Diversity and Inclusion

Administer Employee Engagement

## Authorities

Exec. Order No. 13163. Individuals With Disabilities to be Employed in the Federal Government. Exec. Order No. 11478. Prohibiting Discrimination on the Basis of Sexual Orientation.

5 C.F.R. §§ 720.201-207. Federal Equal Opportunity Recruitment Program.

EEO MD-715. Federal Responsibilities Under Section 717 of Title VII and Section 501 of the Rehabilitation Act. 29 C.F.R. pt. 1614. Federal Sector Equal Employment Opportunity. 29 C.F.R. pt. 1614. Federal Sector Equal Employment Opportunity.

## *HRA/OSP-006 08B1 Outreach and Retention*

### Overview

Provides consultative services and integrates organizational development initiatives. Administers special emphasis programs to include special observances, often held monthly {for example: Black History Month, Women's History Month and so on). Helps towards building healthy organizations by identifying customizable solutions for implementation based on the organization's needs, wants and behaviors. Develops programs and initiatives designed to enhance the recruitment, hiring, promotion and retention of underserved groups and promotes a spectrum of diversity strategies across the VA enterprise. Provides guidance on hiring, placement, promotion and retention of individuals with disabilities and targeted disabilities. Integrates cognitive and demographic diversity of thinking into agency strategic plans; deploys strategies for leadership buy in; provides agency consultation on proactive prevention of unlawful discrimination. Works with General Counsel to ensure legal compliance and administer a managed accountability and auditability program.

### Activities

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

### Business Functions

Establish Reasonable Accommodation Manage Diversity and Inclusion

## *HRA/OSP-006 08B2 Workforce Analysis*

### Overview

Establishes strategies and guidance for achieving diversity Department-wide using qualitative and quantitative analysis. Members of the analytics team must conduct barrier analysis, workforce analysis, applicant flow analysis, adverse impact analysis, root cause analysis and solution development in accordance with 29 C.F.R. pt. 1614, MD 715, Exec. Order No. 13163, Exec. Order No. 11478. Conducts barrier analysis and VHA Support Service Center {VSSC} data systems training to ensure Department human resources {HR}

and EEO analysts are consistent with policy and procedures. Provides technical assistance and ad-hoc analysis to agency leadership.

### **Activities**

- Provides technical assistance and ad-hoc analysis to agency leadership and through various products such as Management Directive 715 report, and various presentations and other reports.
- Provides technical assistance, training, and creates and manages analytical applications for managers and supervisors to evaluate diversity initiatives in their respective offices/facilities.
- Sets and manages both short and long-term goals for achieving diversity Department-wide.
- Analyzes Department-wide policies, procedures and practices for hidden impediments to EEO.

### **Business Functions**

Manage Diversity and Inclusion

## *HRA/OSP-006 08B3 Training and Communications*

### **Overview**

Establishes and maintains effective EEO training and discrimination prevention programs, as well as effective affirmative action programs. Captures and shares organization knowledge through a multi-disciplinary approach to achieving continuous individual and organizational performance improvement. Promotes organizational culture change in a positive way.

### **Activities**

- Designs, develops, produces, delivers and evaluates educational products and services that provide standard curricula in the areas of EEO, diversity and inclusion, including learning content based on human behavioral science and neuroscience.
- Provides EEO advisory services and serves as performance consultant by customizing learning to address specific needs and expectations identified by our clients.
- Oversees governance and administration of the Diversity and Inclusion in VA Council (DIVAC).
- Administers the Secretary of Veterans Affairs Diversity and Inclusion Excellence Awards Program to recognize the highest level of achievements and attainment of objectives in the VA Diversity and Inclusion Strategic Plan.
- Updates and promulgates EEO and Diversity and Inclusion policies and guidance which lay the groundwork for ensuring compliance with regulatory requirements from the EEOC, OPM, OMB, Congress, White House, U.S. Access Board and Interagency Committees.

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

### **Business Functions**

Manage Diversity and Inclusion

## *HRA/OSP-006 08B4 Customer Experience*

### **Overview**

Designs and maintains all customer experience metrics and standards; develops and maintains a customer experience strategy and road map consistent with VA Core Values, aligned with the Department's Diversity and Inclusion Strategic Plan. Issues annual and quarterly reports and monthly metrics updates. Acts as the research arm for innovation and improves overall internal and external customer experiences. Coordinates, develops and implements communications strategies as appropriate.

### **Activities**

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

### **Business Functions**

Administer Employee Engagement

## *HRA/OSP-006 08C VBA Office of Resolution Management, Diversity and Inclusion*

## Overview

VBA ORMDI helps the Department build healthy organizations. Advises and supports the Assistant Secretary for HRA/OSP and PDAS in civil treatment of others, cognitive and demographic diversity and workplace inclusion of all employees.

## Activities

- Supports VA's mission to achieve and sustain a healthy, civil, diverse and inclusive workplace.
- Offers programs to ensure managers and employees have the resources needed to build healthy, civil work environments.
- Provides tools available to all employees to effectively engage and manage workplace conflict.
- Provides EEO complaint processing services to include counseling, case management, administrative functions, investigations and investigations.
- Provides policy and oversight of the Department's Harassment Prevention Program to include developing policy, monitoring reports and training to prevent and appropriately respond to allegations of harassment.
- Develops programs to improve the overall management of building diverse and inclusive organizations and EEO discrimination complaint processing services within the Department.
- Ensures VA compliance with final decisions on EEO complaints and settlement agreements, and fully investigates claims for compensatory damages.
- Prepares Congressionally Mandated Reports, such as the No FEAR Act and the Senior Managers Report. Processes external civil rights discrimination complaints under the VBA ORMDI External Civil Rights and External Civil Rights Complaints Programs.
- Ensures the Managed Settlement Program provides transparency and accountability around the settlement process.
- Ensures the Reasonable Accommodation Program provides Agency oversight and governance of the policies, process, and procedures to include policy compliance; proactive and preventive training.

## HRA/OSP-006MMS Manpower Management Service

### Overview

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

## Activities

- MMS has three focus areas: policy and processes, manpower management and organizational design.
- Develops, publishes and oversees integrated position and organizational management policies and processes, and uses audit tools to monitor compliance with these policies and processes.
- Develops, manages and validates analytic tools to provide workload-based staffing requirements in support of workforce optimization.
- Generates manning documents and business intelligence tools to inform management decisions.
- Serves as the Manpower Office for Staff Offices and oversees Manpower Offices in the Administrations and OIT.

## Business Functions

Develop Agency Human Capital Strategy, Policy, and Operations Plan

## Authorities

VA Directive 5010. Manpower Management Policy.

# HRA/OSP-006MPA Management, Planning and Analysis

## Overview

Management, Planning and Analysis (MPA) provides HRA/OSP mission support for strategic planning, programming, budget formulation, organizational performance, acquisition and program management, resource management, HR Management liaison service, operations management and logistical support for the workforce and childcare subsidy management and execution for the VA workforce.

MPA priorities focus on providing the tools, skills and communication to support the organization's larger business transformation and integration efforts. MPA also ensures alignment with VA goals, compliance with HRA/OSP policies and procedures, and adherence to internal controls and directives. These focus priorities and compliance Activities provide oversight for the organization's human capital management, and workplace security and preparedness services.

## Activities

- Creates and maintains a viable Strategic Human Capital Operational Plan for the VA enterprise.
- Supports budget formulation and tracks budget execution for HRA/OSP, conducts risk management and internal controls activities and coordinates legislative proposals.
- Develops and updates organizational performance criteria; provides routine internal and external performance reporting; responds to data calls and specific inquiries from government agencies such as GAO or Congress.

- Conducts oversight and management of HRA/OSP's investment portfolio, to include Lifecycle Acquisition and Contract Management and other related areas.
- Ensures appropriate training and certification of acquisition professionals in HRA/OSP; provides governance, tools and resources to ensure compliance to VA acquisition policies.
- Provides liaison services to coordinate human resources activities for HRA/OSP; partners with the servicing Human Resources Offices to support employees and management officials in all aspects of the employment life cycle.
- Provides targeted operations management and logistical support for effective operations and across a range of activities within HRA/OSP.
- Executes VA's Child Care Subsidy Program for all eligible employees.
- Provides oversight of financial and fiscal management, accounting and reporting, procurements, HR management, administrative and support service activities.

### **Business Functions**

Conduct Strategic Planning Conduct Program Evaluations

Perform Administrative Financial Management

Perform Administrative Human Resource Management

### **Authorities**

OMB Circular A-123, app. A. Internal Control over Financial Reporting.

Pub. L. 103-62 § 1116 (d) (5). Government Performance and Results Act of 1993 (GPRA). VA Directive 5610.3.

Compressed Work Schedules for Central Office Employees.

VA Directive 5011. Hours of Duty and Leave.

VA Directive 5013. Performance Management Systems.

OMB Circular A-11. Preparation Submission and Execution of the Budget. Pub. L. 111-352. GPRA Modernization Act of 2010.

VA Directive 5010. Manpower Management Policy.

Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

## ***HRA/OSP-006MPA3 HR Management Liaison Service***

### **Overview**

Serves as a combined strategic business partner to coordinate human resources operational Activities, deliver employee support services and provide consultative services to the HRA/OSP program/staff offices.

### **Activities**

- Coordinates lifecycle human resources activities for HRA/OSP executives and staff.
- Delivers customer services to support position classification and management, recruitment and placement, new hire management, employee records management, personnel action requests, performance management, awards and recognition, employee relations, HR Smart data management, HR information systems administrators and HR analytics.
- Facilitates and provides guidance on human resources processes in accordance with federal laws, rules and regulations, and VA Directives and Handbooks through consultative services and HR

#### **Activities.**

- Ensures HRA/OSP staffing levels align with budget requirements.

### *HRA/OSP-006OM Operations Management*

#### **Overview**

Operations Management provides administrative and logistical services to HRA/OSP executives, staff and contractors. Oversees the management and execution of the Child Care Subsidy Program {CCSP} for the VA workforce.

#### **Activities**

- Provides logistical support for effective operations and across a range of activities within HRA/OSP.
- Executes VA's Child Care Subsidy Program for all eligible employees.

### *HRA/OSP-006PMO Program Management Office*

#### **Overview**

Oversees investment portfolio of HRA/OSP and provides support for financial management of all funding sources, contract costs and spending reconciliation.

#### **Activities**

- Provides oversight for HRA/OSP investments; Portfolio and Program Management Support, including Lifecycle Acquisition and Contract Management.
- Provides financial management support and ensures oversight of all funding sources, contract costs and spending reconciliation in support of MPA budget responsibilities.
- Oversees and tracks all Federal Acquisition Certifications for program and project managers and Contracting Officer Representatives for HRA/OSP.
- Provides governance, tools and resources to ensure compliance to VA acquisition policies, as well as



SharePoint development and support for HRA/OSP.

## *HRA/OSP-006RM Resource Management*

### **Overview**

Resource Management (RM) provides compliance and oversight of OSP fiscal and financial management, including payment for monthly OSP billings. In addition, RM manages incoming OSP Freedom of Information Act (FOIA) actions.

### **Activities**

- Provides compliance and oversight of OSP fiscal and financial management activities.
- Ensures prompt payment for monthly OSP billing obligations.
- Manages incoming OSP FOIA actions.

## *HRA/OSP-006SPOP Strategic Planning and Organizational Performance*

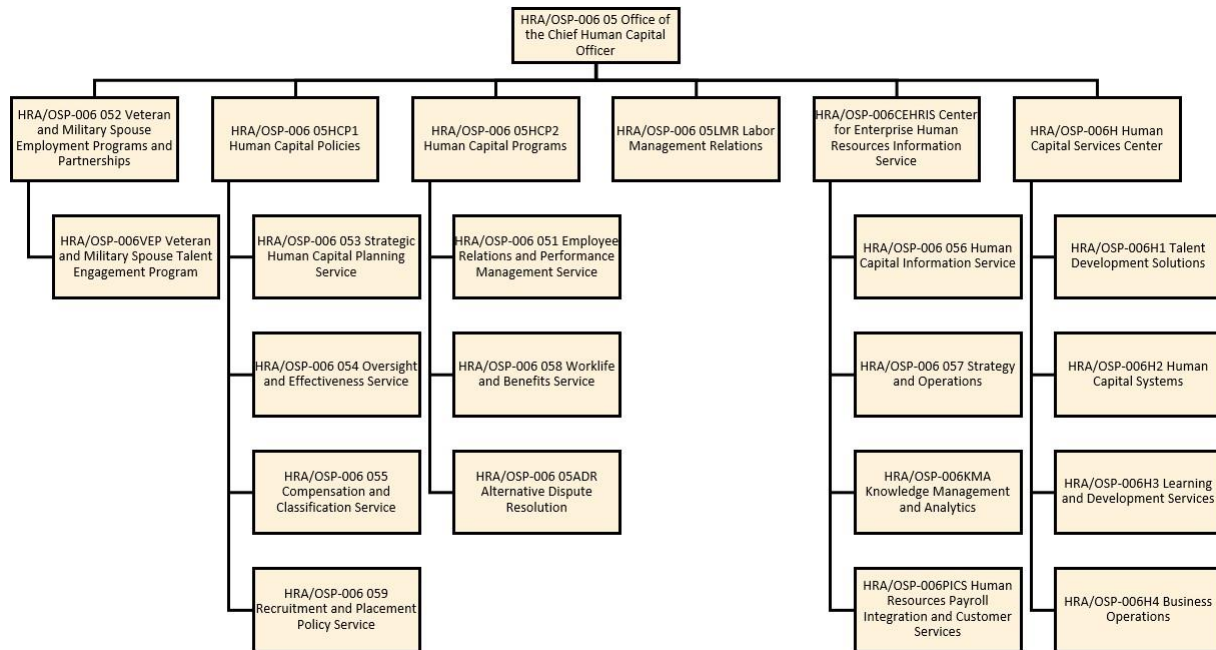
### **Overview**

Supports the HRA/OSP mission in the areas of strategic planning, programming and budget formulation, risk management, organizational performance and responding to internal (OIG) or external (GAO, Congressional) inquiries.

### **Activities**

- Develops and updates VA Strategic Human Capital Operational Plan and Organizational Performance metrics and data.
- Responds to Government Accountability Office, Inspector General and Congressional inquiries, and ensures adherence to Office of Personnel Management (OPM) recommendations.
- Executes HRA/OSP program risk management functions, including internal controls assessments and reporting.
- Coordinates annual budget formulation, presents budget programming needs to leadership and tracks program expenditures. Coordinates submission of legislative proposals.

## HRA/OSP-006 05 Office of the Chief Human Capital Officer



### Overview

Office of the Chief Human Capital Officer's (OCHCO) mission is to provide governance, policy and guidance with regard to recruitment, staffing, enterprise-wide HR systems, classification, compensation, leave, performance management, recognition, work life and benefits, workforce and succession planning, employee and labor relations, learning and development, and alternative dispute resolution.

### Activities

- Develops Department-wide policies, programs and practices relevant to VA employees including the fundamental HR functions of staffing, classification, compensation, workforce and succession planning, employee relations, labor relations, performance management, leave, benefits, oversight,
- HR information systems and learning and development, recognition, and alternative dispute resolution.
- Provides guidance and advisory assistance to HR professionals on title 5 and title 38 HR lifecycle functions.

### Authorities

Pub. L. 107-296. Homeland Security Act of 2002.

5 U.S.C. § 5112. General Authority of the Office of Personnel Management. 5 U.S.C. Ch. 14. Agency Chief Human Capital Officers.

5 U.S.C. §§ 1401-1402. Establishment of Agency Chief Human Capital Officers and Authority and Functions of Agency Chief Human Capital Officers.

## **HRA/OSP-006 052 Veteran and Military Spouse Employment Programs and Partnerships**

### **Overview**

The Veteran and Military Spouse Talent Engagement Program provides employment readiness assistance and outreach to transitioning Service members, Veterans and eligible military spouses while advocating the use of special hiring Authorities, employment programs and Veteran retention strategies to help VA become the employer of choice for Veterans and military spouses.

### **Activities**

- Develops and implements communication and marketing strategies to increase awareness of the Federal hiring process for transitioning Service members, Veterans and Military Spouses.
- Builds collaborative relationships and programs with Administrations and Staff Offices to augment customers' awareness of Veteran, disabled Veteran and Military Spouse employment.
- Develops partnerships with universities to increase employment and training opportunities for student Veterans.
- Collaborates and creates partnerships with VA HR customers, provides technical staffing and recruitment guidance, advice and/or assistance to HR professionals while building meaningful working relationships.
- Captures and analyzes workforce data on Veteran employment experiences throughout the lifecycle to identify retention issues. Provides training and guidance as necessary, assists with resolution of Uniformed Services Employment and Reemployment Rights Act (USERRA) issues at the lowest level, and monitors to ensure VA compliance with USERRA training requirements.

### **Authorities**

VA Handbook 5005. Staffing.

VA Directive 5005. Staffing.

Exec. Order No. 13518. Veterans Employment Initiative.

Exec. Order No. 13473. To Authorize Certain Non-competitive Appointments in the Civil Service for Spouses of Certain Members of the Armed Forces.

Exec. Order No. 13832. Enhancing Noncompetitive Civil Service Appointments of Military Spouses.

## ***HRA/OSP-006VEP Veteran and Military Spouse Talent Engagement Program***

### **Overview**

Provides employment readiness assistance and outreach to transitioning Service members, Veterans, and eligible military spouses while advocating the use of special hiring Authorities, employment programs and Veteran retention strategies to help VA become the employer of choice for Veterans and military spouses.

## Activities

- Develops and implements communication and marketing strategies to increase awareness of the Federal hiring process for transitioning Service members, Veterans and Military Spouses.
- Builds collaborative relationships and programs with Administrations and Staff Offices to augment Veteran employment for mission critical occupations.
- Develops partnerships with universities to increase employment and training opportunities for student Veterans.
- Captures and analyzes workforce data on Veteran employment experiences throughout the lifecycle to identify and address retention issues.
- Trains and tracks VA supervisors and HR professionals on the Uniformed Services Employment and Reemployment Act (USERA).

## Business Functions

Perform Recruitment Strategy Development  
Perform Recruitment Plan Development  
Perform Talent Acquisition Management

## HRA/OSP-006 05HCP1 Human Capital Policies

### Overview

Human Capital Policies serves as the principal advisor to the Chief Human Capital Officer (CHCO) and other key officials within VA on matters pertaining to the policy and planning aspects of human resources management, including applicable laws and regulations.

Human Capital Policies works to ensure policy is strategically aligned across the Department and that VA is regarded in the Federal community both as a human capital leader and an employer of choice.

Human Capital Policies develops and executes customer-focused policy and programs, policies and products through subordinate managers who direct the following areas: Recruitment and Placement Policy, Compensation and Classification, Strategic Human Capital Planning, and Oversight and Effectiveness.

### Activities

- Compensation and Classification Service provides a variety of VA-wide program, policy, and advisory services.
- The Compensation program includes such activities as general pay administration, physician and dentist pay, special rates for title 5 and title 38 personnel, nurse locality pay system, recruitment, relocation and retention incentives, student loan repayments, grade and pay retention, premium pay, dual compensation and the maintenance and publication of approximately 3,000 VA pay tables.

- Classification program activities include the review, testing and implementation of new or revised Office of Personnel Management classification standards, studies of key occupations, adjudication of appeals, and classification of key field management positions. Current initiatives include a pay for performance demonstration project and implementation of e-classification.
- Recruitment & Placement Policy Service (RPPS) develops policies and guidance, conducts OCHCO learning sessions, and develops creative and innovative staffing solutions and strategies that enable VA HR staff to attract and retain a diverse and high-performing workforce.
- The Oversight and Effectiveness Service has responsibility to strengthen the accountability and effectiveness of VA Human Capital Management (HCM) programs and human resources (HR) operations.
- The VA Human Capital Accountability System ensures that HCM programs and HR operations
- support the VA mission and are accomplished efficiently, effectively, and in compliance with merit systems principles and other laws and regulations. Reviews include consultations to advance understanding of how to achieve and assess HC/HR management accountability for results.
- The Strategic Human Capital Planning Service provides guidance and assistance in aligning the
- workforce with the needs and priorities of the agency to ensure VA meets organizational objectives and legislative, regulatory, service and production requirements.

## *HRA/OSP-006 053 Strategic Human Capital Planning Service*

### **Overview**

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

### **Activities**

- Provides advisory services on Strategic Workforce Planning, Succession Planning, Mission Critical Occupations, Workforce Data Analytics and Workforce Restructuring.
- Analyzes and reports enterprise data to drive decision making on Strategic Human Capital.
- Provides guidance on the development and use of technical competencies within the human capital lifecycle.
- Updates Strategic Workforce and Succession Planning Policy.

### **Authorities**

VA Directive 5004. Employee Entrance and Exit Survey. VA Directive 5002. Workforce Planning and

Succession.

## *HRA/OSP-006 054 Oversight and Effectiveness Service*

### **Overview**

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

### **Activities**

- Strengthens the accountability and effectiveness of VA Human Capital Management (HCM) programs and HR operations by offering excellent oversight and consulting services, sharing effective practices and advocating the use of metrics.
- Ensures HCM programs and HR operations support VA's mission and comply with merit system principles and other laws and regulations.
- Coordinates and executes systematic means for evaluating human capital programs and services across the Administrations and standardizes quality control measures.
- Conducts periodic Delegated Examining Unit (DEU) audits across the Administrations.
- Develops methodologies to meet the needs of HR modernization and conducts pilot network reviews. Supports OPM in its HCM and DEU audits across the Administrations.
- Educates VA's workforce on oversight metrics and analytics by coordinating monthly Pyramid
- Analytics calls for VA HR employees. Administers annual HCM self-evaluation surveys and analyzes results; shares prior year findings.

### **Authorities**

VA Directive 5024. Human Capital Management Accountability Systems. VA Handbook 5024. Human Capital Management Accountability Systems.

## *HRA/OSP-006 055 Compensation and Classification Service*

### **Overview**

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

## Activities

- Provides agency policy, oversight, training and advisory services on organizational design, position development and pay and compensation that support OCHCO's strategic human capital mission.
- Collaborates with other Federal agencies with delegated authority to use the provisions of Title 38 through the Interagency Committee on Healthcare Occupations. Ensures VA's statutory compliance through review and response to legislation and various external oversight entities (i.e., Government Accountability Office, Office of Management and Budget, and Office of Inspector General) on inquiries that require revisions to VA Handbook 5007 {Pay Administration} and VA Handbook 5003 {Position Classification, Job Grading and Position Management}.
- Improves oversight and accountability of the position classification and compensation programs.
- Educates and increases awareness of changes to statutes, regulations and VA's policies.
- Improves data integrity in Human Resources Information Systems through annual review of critical personnel codes.
- Promotes accurate and consistent position classification and pay parity enterprise-wide.

## Business Functions

Administer Compensation Management Conduct Work Schedule and Leave Management

Administer Position Classification and Position Management

## Authorities

VA Directive 5003. Position Classification, Job Grading and Position Management. VA Directive 5007. Pay Administration.

## *HRA/OSP-006 059 Recruitment and Placement Policy Service*

### Overview

The Recruitment and Placement Policy Service (RPPS) develops policies and guidance, conducts OCHCO learning sessions, and develops creative and innovative staffing solutions and strategies that enable VA HR staff to attract and retain a diverse and high-performing workforce.

### Activities

- Develops and manages creative and innovative staffing solutions, policies, guidance and strategies that enable the VA HR community to attract and retain a diverse and high-performing workforce.
- Establishes and revises, in collaboration with stakeholders, qualification standards for occupations the VA

Secretary is granted authority including title 38, hybrid title 38 and certain title 5 occupations; as well as, publishing the policies and strategic implementing procedures necessary for qualification standards development.

- Provides consultation and interpretation of relevant laws, regulations, policies and OPM guidance for HR staff to address problems and issues that impact VA hiring.
- Updates VA Directive and Handbook 5005, Staffing, to reflect legislative and regulatory changes.
- Drafts and issues guidance such as OCHCO Notices, OCHCO Bulletins, Job Aids, etc. on a variety of staffing topics.
- Provides OCHCO learning sessions to VA HR workforce as necessary to address impactful issues and new developments, changes in laws, regulations, VA policy and OPM guidance.
- Monitors and assesses the effectiveness of, and compliance with, recruitment and placement programs, policies; develops solutions and advises customers as needed to address issues or problems accordingly.

### **Business Functions**

Perform Talent Acquisition

### **Authorities**

VA Directive 5001. System of VA Human Resources Management Directives - General, Introduction and Administration.

VA Directive 5005. Staffing.

VA Handbook 5001. System of VA Human Resources Management Directives - General, Introduction and Administration.

VA Handbook 5005. Staffing.

## **HRA/OSP-006 05HCP2 Human Capital Programs**

### **Overview**

Human Capital Programs serves as the principal advisor to the Chief Human Capital Officer (CHCO) and other key officials within the Department of Veterans Affairs (VA) on matters pertaining to the policy and planning aspects of human resources management, including applicable laws and regulations.

Human Capital Programs ensures that the work of the organization is strategically linked to the direction of the business of the Department and that VA is regarded in the Federal community both as a human capital (HC) leader and an employer of choice.

Human Capital Programs develops and executes customer-focused policy and programs, policies and products that are strategically aligned with VA's lines of business through subordinate managers who direct the following areas: Alternative Dispute Resolution, Employee Relations and Performance Management, and Work-life and Benefits.



## Activities

- The Work Life and Benefits Service (WLB) develops policies in support of retirement and benefits programs, hours of duty and leave, and provides guidance and education to VA's workforce on the programs available with the aim of enhancing the employee experience.
- WLB also manages new employee orientation for VACO.
- Processes Secretary Awards for employees GS-15 and below and administers the VA Employee Health and Wellness Program.
- Employee Relations and Performance Management Service (ER&PMS) provides customers a full range of programs, policies and consulting related to the human resources programs addressing conduct, related to the human resources programs addressing conduct and discipline, grievances and appeals, performance management, drug free workplace program (DFWP), and the employee awards & recognition program.
- ER&PMS also contributes to ad hoc policy/project teams to develop customer-focused and strategically aligned HR programs, products, and services. This includes routine audits and reviews to ensure compliance with regulatory and policy requirements are being met with the DFWP, disciplinary/adverse actions, and agency awards programs.
- In addition, the service performs research related to these disciplines and maintains liaison with outside agencies.
- Consistent with the Administrative Dispute Resolution Act of 1996 and as stated in VA's Alternative Dispute Resolution (ADR) Policy, VA Directive 5978, VA supports ADR to the maximum extent practicable and at the earliest possible stage to prevent, minimize, and resolve disputes between or among the Department and its employees and other parties.
- ADR helps to achieve mutually acceptable and cost-effective outcomes and to accomplish business efficiently, economically, and productively.
- Performs research related to these disciplines and maintains liaison with outside agencies.

## Business Functions

Manage Equal Opportunity and Grievance Processes

## *HRA/OSP-006 051 Employee Relations and Performance Management Service*

### Overview

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

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

### **Activities**

- Modifies ER policies to incorporate administrative and legislative changes.
- Provides guidance and resources on ER&PMS program areas.
- Monitors compliance with Drug Free Workplace Program {DFWP} requirements.
- Facilitates and supports DABs and conducts recurring DAB refresher training for DAB members and technical advisors.
- Coordinates and conducts mandatory DAB training for new DAB members and technical advisors.
- Serves as an SME on enterprise-wide initiatives, e.g., ePerformance Management, SuperU, new American Federation of Government Employees {AFGE} contract implementation.
- Serves as an SME on ALERT HR Change Control Board.
- Conducts monthly and quarterly reviews/audits to ensure DFWP compliance.
- Conducts quarterly reviews/audits of agency adverse action files to ensure compliance with applicable regulations and policies.
- Conducts periodic reviews of the VA awards program to ensure compliance with regulatory and policy requirements.
- Conducts monthly ER&PMS Seminars with field staff and other customers to communicate information on emerging issues and clarify policy updates and issues.

### **Authorities**

VA Directive 5013. Performance Management Systems. VA Directive 5017. Employee Recognition and Awards. VA Directive 5021. Employee/Management Relations.

VA Directive 5383. VA Drug-Free Workplace Program.

VA Handbook 5013. Performance Management Systems. VA Handbook 5017. Employee Recognition and Awards. VA Handbook 5021. Employee Management Relations.

VA Handbook 5383. VA Drug Free Workplace Program.

## ***HRA/OSP-006 058 Worklife and Benefits Service***

### **Overview**

The Work Life and Benefits Service (WLB) develops policies in support of retirement and benefits programs

and provides guidance and education to VA's workforce on the programs available with the aim of enhancing the employee experience. Manages new employee orientation for VACO. Processes Secretary Awards for employees GS-15 and below. Administers the VA Employee Health and Wellness Program.

### Activities

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

### Authorities

VA Handbook 5009. Employee Benefits.

VA Handbook 5011. Hours of Duty and Leave.

VA Handbook 5019. Employee Occupational Health Service. VA Directive 5009. Employee Benefits.

VA Directive 5011. Hours of Duty and Leave.

VA Directive 5019. Employee Occupational Health Service.

## *HRA/OSP-006 OSADR Alternative Dispute Resolution*

### Overview

The Alternative Dispute Resolution (ADR) program provides the opportunity to resolve conflicts as early as possible and at the lowest possible level.

The ADR program works to quickly address workplace conflicts by offering a variety of ADR processes and training to support the delivery of quality care and benefit services to Veterans and their families.

The ADR program was reorganized with the signing of the FY 2022 budget from under the Office of Resolution Management, Diversity and Inclusion (ORMDI) to the Office of the Chief Human Capital Officer (OCHCO) to broaden the access of ADR, provide comprehensive conflict resolution training, increase employee engagement from managing conflict effectively as measured through the All- Employee Survey (AES), and reduce turnover from unaddressed conflict.

### Activities

- Provide centralized guidance to assist the field in managing conflict.

- Communicate the benefits of ADR, the services offered, and how to access them.
- Update and create new training materials for stakeholders to increase conflict competencies throughout the Department.
- Establish and measure baseline goals for the program since the new alignment.

## Business Functions

Manage Equal Opportunity and Grievance Processes

## Authorities

VA Directive 5978. Alternative Dispute Resolution.

Pub. L. 104-320. Administrative Dispute Resolution Act of 1996.

VA Handbook 5978.1. Alternative Dispute Resolution Program Central Office.

VA Handbook 5978.2. Alternative Dispute Resolution Neutrals Certification Handbook.

# HRA/OSP-006 05LMR Labor Management Relations

## Overview

Labor Management Relations (LMR) works with labor organizations (unions) to improve the delivery of service to Veterans and their families.

LMR provides guidance and advice to Department managers and specialists seeking clarification of laws, Government-wide regulations, Executive Orders, case law, VA policy and collective bargaining agreements (CBA).

Additionally, LMR develops and facilitates labor relations training, negotiates national CBAs, responds to national grievances and appraises the effectiveness of the VA LMR program throughout the agency.

## Activities

- Provides consultation and support to the Chief Negotiator and team during CBA negotiations for VA with the American Federation of Government Employees, National Nurses Organizing Committee (NNOC)-National Nurses United Employees (NNU), National Federation of Federal Employees, and the National Association of Government Employees.
- Responds to National Grievances, Unfair Labor Practice charges and Arbitrations and offers assistance in local bargaining. Provides clear ground rules that enhance VA's position on the logistics surrounding the negotiations.
- Meets the obligations that pertain to negotiations, including Executive Order and Federal Labor Relations Authority precedence. Defends the Agency's position in the negotiability appeals between VA and unions.
- Uses negotiation and mediation skills to bring informal resolution where possible to expedite the implementation of new programmatic changes in working conditions from leadership.

## Business Functions

Manage Labor Relations

Perform Labor Management Relations

Evaluate Negotiated Grievances and Third Party Proceedings Administer Collective Bargaining

## Authorities

VA Handbook 5023. Labor-Management Relations. VA Directive 5023. Labor Management Relations.

# HRA/OSP-006CEHRIS Center for Enterprise Human Resources Information Service

## Overview

The Center for Enterprise Human Resources Information Service {CEHRIS} Directorate supports and strengthens VA's HR services by providing comprehensive electronic records creation, information management and data services throughout the employee lifecycle. CEHRIS supports customers throughout the VA by modernizing and standardizing human resources information services to support a world class workforce with the sole purpose of supporting our Nation's Veterans.

## Activities

- Provides a standard and reliable suite of services to capture and manage employee and HR information throughout the employee lifecycle, ensuring the VA can properly execute position management, recruiting, staffing, employee relations, labor relations, performance management, employee benefits, payroll and separations.
- Foster world class customer service to ensure that the products and services delivered are meeting the business requirements as intended.
- Utilize a modernized service delivery model to meet the increased customer interest and demand in CEHRIS products and services.
- Focus on stakeholder engagement and communication loops to build partnerships across the VA Enterprise.
- Ensure that products and services are meeting the need by making HR management easier and more efficient, reducing pay issues, saving the Department money and improving overall data integrity.

## Business Functions

Perform Talent Acquisition System Administration and Records Management Perform Talent Acquisition Data Capture, Transfer and Reporting

Perform Talent Development System Administration

Conduct Employee Performance Management System Development

## *HRA/OSP-006 056 Human Capital Information Service*

### **Overview**

Human Capital Information Service (HCIS) is responsible for managing the full lifecycle of VA HC enterprise systems from needs identification to development, deployment, operation and maintenance and system retirement.

### **Activities**

- Maintains, enhances and liaises with customers on the total Program Management support for HRSmart, which is VA's core HR personnel data system.
- Designs, develops, deploys, sustains and enhances human capital management and operational systems that deliver full-spectrum employee engagement directly to VA via HRSmart. Contemporary employee engagement portfolio systems include, but are not limited to: ePerformance, the VA's Performance Management system; ALERT HR, the Employee Relations/Labor Relations Case Management System; and the impending Safety Workers Compensation Information Management System plus Workers Compensation - Occupational Safety Health Management Information System, the projected replacement for Safety and Workers Compensation management.
- Manages the Recruitment Services product line, to include eClass360 (Classification Solution) and Managed Service, USAStaffing. Identifies and develops capabilities necessary to streamline and automate HR business processes.
- Adheres to OPM's policies regarding HCIS automation.
- Ensures VA's HR Information System complies with Federal and Agency policies.

### **Business Functions**

Perform Talent Acquisition System Administration and Records Management Perform Talent Acquisition Data Capture, Transfer and Reporting

Perform Talent Development System Administration

Conduct Employee Performance Management System Development

## *HRA/OSP-006 057 Strategy and Operations*

### **Overview**

Strategy and Operations is responsible for developing and executing the HR Line of Business strategy by providing governance, reporting, acquisition, budget, compliance and operational support to achieve CEHRIS mission objectives.

### **Activities**

- Administers all budget, acquisition and day to day business operations for CEHRIS.
- Serves as the central Program/Front Office for CEHRIS franchise fund requirements, activities and long-range strategic planning.
- Provides compliance and oversight support for all HR Solutions and processes.
- Specifies requirements for human capital data reporting and delivers analysis for the VA Enterprise, to include Time to Hire and HRSmart inquiries.
- Develops and maintains the Data Quality Concepts of Operations for HRSmart Subject Area.
- Modernizes and adheres to the CEHRIS governance process.
- Ensures communication of VA's CEHRIS Notional Roadmap to Administrations and Staff Offices.
- Develops strong VA change management and strategies for better user adoption of new enterprise-wide capabilities.

### **Business Functions**

Perform Talent Acquisition System Administration and Records Management Perform Talent Acquisition Data Capture, Transfer and Reporting

Perform Talent Development System Administration

Conduct Employee Performance Management System Development

## *HRA/OSP-006KMA Knowledge Management and Analytics*

### **Overview**

Knowledge Management and Analytics is responsible for supporting the systematic and secure capturing, sharing and management of knowledge and information needed by HR employees and stakeholders to effectively execute the mission.

### **Activities**

- Develops and maintains OCHCO websites and SharePoint sites to include internal governance, site management policies, etc.
- Develops templates, guides, processes, policy and governance to support stakeholder engagement, training, change management and communications for CEHRIS and OCHCO.
- Develops and implements business intelligence solutions for Leadership Dashboard Reporting.
- Develops and maintains internal guidance involving analytical deliverables for CEHRIS and champions the use of common procedures and practices in the lifecycle of analytical products delivered by CEHRIS.

## **Business Functions**

Perform Talent Development Knowledge Management

## ***HRA/OSP-006PICS Human Resources Payroll Integration and Customer Services***

### **Overview**

HR Payroll Integration and HRIT Customer Support Services supports all of VA's HR Information Services (HRIS) by serving as a customer support service center where VA employees (primarily HR and/or Payroll personnel) can request assistance in using any of VA's HRIS solutions or resolving issues directing the timely and accurate salary payment to VA employees.

### **Activities**

- Conducts HR and payroll process mapping and conducts HR stakeholder engagement, training, support for pay impacting issues. Investigates HR and payroll errors and works closely with servicing HR/Payroll offices to obtain resolutions.
- CEHRIS customer support Service Desk provides responses/resolutions on any of VA's enterprise HRIS solutions.
- Access management for all CEHRIS solutions including HRSmart, eOPF, etc.

## **HRA/OSP-006H Human Capital Services Center**

### **Overview**

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

### **Activities**

- Develops Department-wide policies, programs and practices relevant to VA employees including workforce training and development.

## **Business Functions**



## Manage Talent Development and Training

### Authorities

VA Handbook 5015. Employee Development.

VA Directive 0003. Technical Specifications and Design Standards for VA Learning. VA Directive 5015. Employee Development.

VA Directive 0004. Education and Learning Delivery System.

## *HRA/OSP-006H1 Talent Development Solutions*

### Overview

The Talent Development Solutions directorate manages the applications and provides support services that enable local, decentralized management of learning and talent development in VA, including the Department's learning management System of Record, currently the "Talent Management System 2.0".

### Activities

- Oversees tools, capabilities, and services HCSC offers that support the learning and talent development requirements identified by HCSC customers including mandatory and required training, training deployment in the system, electronic individual development plans, individual employee learning records and connectivity to external learning content resources.
- Manages the applications and provides support services to enable local, decentralized management of learning and talent development.

### Authorities

VA Directive 0003. Technical Specifications and Design Standards for VA Learning. VA Directive 0004. Education and Learning Delivery System.

VA Directive 5015. Employee Development. VA Handbook 5015. Employee Development.

## *HRA/OSP-006H2 Human Capital Systems*

### Overview

Human Capital Systems (HCS) manages the VA's Emergency Alerting and Accountability System (EAAS) and support services for all VA employees.

### Activities

- Provides program and system management activities for VA employees nationwide.
- These activities include providing VA with a system and support services regarding Emergency Alerting

and Accountability Systems (EAAS}, as well as standardized exercises and training vignettes designed with Emergency Managers across the VA (for instance, one for hurricanes or one for tornados, by management level).

- Provides program and support services that are intuitive and incorporated in comprehensive Emergency Management Programs for each Administration and Staff Offices at the headquarters, district, regional and local levels.

### **Authorities**

VA Directive 0325. Department of Veterans Affairs Personnel Accountability.

## *HRA/OSP-006H3 Learning and Development Services*

### **Overview**

Learning and Development Services manages the VA's Centralized Career Development Programs that addresses VA critical staffing requirements and services to support learning and leadership development for all VA employees.

### **Activities**

- Identifies and deploys talent development services that will enhance leadership development programs to include VA's Leadership Development Framework, and talent development efforts.
- The VA Chief Learning Officer is also responsible for identifying ways to reduce duplication of leadership and talent development services.
- Manages a centralized talent development program to address VA critical staffing needs. Programs utilize existing policies to recruit and retain students and recent graduates from a variety of backgrounds and academic disciplines to fill mission critical entry to mid-level positions across the Department. Career development Programs, fellowships, and internship programs include but are not limited to: Pathways Programs, National Diversity Internship Program (NDIP}, Presidential Management Fellows (PMF}, Workforce Recruitment Program (WRP}, Chief Experience Officer (CXO} Fellowship, White House Leadership Fellowship, Executive Management Fellowship (EMF) and partnership with the Department of Defense SkillBridge Program.

### **Business Functions**

Perform Labor Management Relations

Evaluate Negotiated Grievances and Third Party Proceedings Administer Collective Bargaining

### **Authorities**

VA Directive 0003. Technical Specifications and Design Standards for VA Learning.

## *HRA/OSP-006H4 Business Operations*

### **Overview**

Business Operations provides program and project management services and support to the HCSC Leaders and Directorates for current products and services provided to VA Leadership and employees as well as special projects or initiatives assigned by ASHRA/OSP or OCHCO.

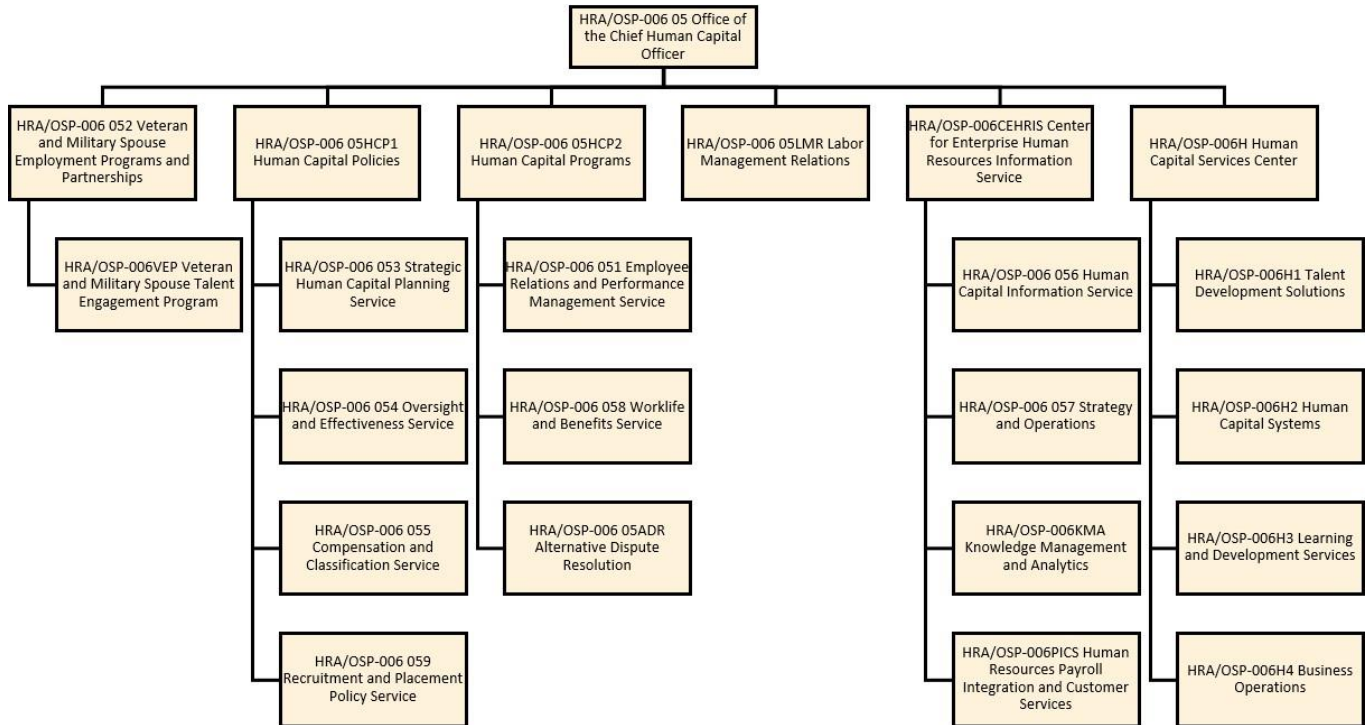
### **Activities**

- Provides consultation services to HCSC Leadership on Employee Life Cycle Management activities, which include workforce development and planning activities and analysis to provide workforce
- restructuring or organizational development solutions.
- Manages and facilitates process improvement activities throughout HCSC to improve or streamline our products and services.
- Manages and provides oversight for Supports HCSC employee life cycle management activities, process improvement, HCSC contracting, acquisitions, budget and finance services ensuring proper resource management and expenditure of funds.

### **Business Functions**

Manage Equal Opportunity and Grievance Processes

## HRA/OSP-007 Office of the Chief Security Officer



### Overview

The Office of the Chief Security Officer (OCSO) is a VA central office element that is located within the Office of Human Resources and Administration / Operations, Security and Preparedness. The OCSO provides policy and oversight to ensure the safety and security of Veterans, the VA workforce, and those interacting with the VA while supporting the continuity of mission critical and essential services as part of the Nation's overall response and preparedness efforts. The OCSO provides strategic foresight for VA's nationwide national security operations, preparedness, security and law enforcement portfolios and assures its integration across the Department. The OCSO coordinates with key interagency partners on national security policy.

### Activities

- Is responsible for policy that integrates safety into VA operations to ensure the safety and security of Veterans, volunteers, employees and visitors at VA facilities.
- Leads the Crisis Response Team to enable a rapid and effective transition from routine to emergency operations, and resulting recovery from a crisis or national security emergency.
- Manages performance and risk profiles for all portfolios under the purview of the organization.
- Serves as the Department's nationwide security representative with key interagency partners, other government

branches, as well as public and private sectors.

- Designated as the VA Senior Implementation Official for Trusted Workforce 2.0
- Represents the VA on the Department of Homeland Security, Interagency Security Committee
- Represents the VA as the Federal Senior Intelligence Coordinator for the Department

## **Business Functions**

Provide Organizational Leadership and Oversight

## **Authorities**

VA Directive 0320. VA Comprehensive Emergency Management Program. VA Handbook 0321. Serious Incident Reports.

VA Handbook 0735. Homeland Security Presidential Directive 12 (Homeland Security Presidential Directive- 12} Program, Policy for a Common Identification Standard for Federal Employees and Contractors.

VA Directive 0321. Serious Incident Reports.

VA Directive 0322. VA Integrated Operations Center (VAIOC}. VA Directive 0323. VA Continuity Program.

VA Handbook 0327. Insider Threat Policy.

VA Directive 0324. Test, Training, Exercise and Evaluation Program. VA Handbook 0324. Test, Training, Exercise and Evaluation Program. VA Directive 0734. Classified National Security Information Program.

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

VA Directive 0327. Insider Threat Policy.

VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0322.1. VA Integrated Operations Center (VA IOC}.

VA Directive 0710. Personnel Security and Suitability. VA Directive 0730. Security and Law Enforcement.

## **HRA/OSP-07A Office of Emergency Management and Resilience**

### **Overview**

The Office of Emergency Management and Resilience (OEMR} provides strategic guidance and maintains policy for the Department's preparedness and resilience portfolio across emergency management, continuity, national security and intelligence Activities, to ensure the Department can effectively stabilize, restore and sustain mission assurance and manage consequences under any condition regardless of threat or hazard. OEMR leads and coordinates VA's Fourth Mission to improve the Nation's preparedness for response to war, terrorism, national emergencies, and natural disasters by strengthening capability and capacity to support the VA workforce and continue delivering services to the Veteran community, as well as support national disaster operations in response to complex, large- scale, regional or catastrophic incidents as needed. OEMR integrates Department capabilities and support for managing emergencies at the Federal, tribal, state or local level.

## Activities

- Provides management, coordination and oversight of the Department's Preparedness, Resilience, Emergency Management, Continuity, National Security and Intelligence portfolios.
- Facilitates a shared understanding of risk to mission, workforce and the Veteran community.
- Establishes and maintains risk-centric data-driven department level intelligence, emergency management, preparedness and resilience policy and guidance.
- Furthers continuity policy and procedures in accordance with Federal laws, regulations and policies.
- Integrates and supports Department activities for building, sustaining, and delivering core capabilities needed to stabilize or restore mission assurance and ensure Federal mission resilience while meeting needs of Veterans, their beneficiaries or others as appropriate.
- Coordinates Department input across Interagency Policy Committee (IPC) activities related to preparedness, security, emergency management and resilience.
- Oversees training and evaluation of VA Senior Leadership, as well as Administration and Staff Office personnel, to support building, sustaining and measuring Department and Government-wide resilience.
- Serves as VA's lead for all national security issues and coordinates Department position on various national security topics across the interagency.

## Business Functions

Provide Organizational Leadership and Oversight

## Authorities

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. Pub. L. 109-295. Post-Katrina Emergency Management Reform Act of 2006.

Pub. L. 100-707. Stafford Disaster Relief and Emergency Assistance Act, As Amended, April 2013. Pub. L. 107-188. Public Health Security and Bioterrorism Preparedness and Response Act of 2002. Pub. L. 113-2. Disaster Relief Appropriations Act of 2013.

32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel (ISCAP) Bylaws, Rules and Appeal Procedures.

Pub. L. 107-296. The Homeland Security Act of 2002.

18 U.S.C. § 793. Gathering, Transmitting or Losing Defense Information. 32 C.F.R. pt. 2001. Classified National Security Information.

Intelligence Community Directive 404. Executive Branch Intelligence Customers.

Pub. L. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.

18 U.S.C. § 794. Gathering or Delivering Defense Information to Aid Foreign Government. 18 U.S.C. § 798. Disclosure of Classified Information.

Exec. Order No. 10450. Security Requirements for Government Employment. Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities. Exec. Order No. 13636. Improving Critical Infrastructure Cybersecurity.

Exec. Order No. 12333. United States Intelligence Activities.

Exec. Order No. 13526. Classified National Security Information. Exec. Order No. 12968. Access to Classified Information.

Exec. Order No. 13618. National Security and Emergency Preparedness Communications. HSPD-5. Management of Domestic Incidents.

Intelligence Community Directive 703. Protection of Classified National Intelligence, Including SCI. OSTP/OMB Directive D-16-1. Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.

Presidential Policy Directive-8. National Preparedness. VA Handbook 0321. Serious Incident Reports.

VA Directive 0322. VA Integrated Operations Center (VAIOC).

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

VA Directive 0323. VA Continuity Program. VA Handbook 0327. Insider Threat Policy.

VA Handbook 0324. Test, Training, Exercise and Evaluation Program. VA Directive 0734. Classified National Security Information Program.

Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts. Pub. L. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019. VA Directive 0320. VA Comprehensive Emergency Management Program.

Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience.

## *HRA/OSP-07A1 Planning, Exercise, Training, and Evaluation*

### **Overview**

The Planning, Exercises, Training and Evaluation (PETE) Division is responsible for developing and maintaining preparedness and resilience related policy, and plans, along with associated validation of capability and capacity needed to sustain mission resilience regardless of threat or hazard. PETE is the Department's lead for whole of government Federal mission resilience and continuity of operations/government planning. As an integrator, PETE assists VA Administration and Staff Offices with identifying essential functions and manages overall coordination of planning, exercises, training and evaluation efforts to ensure resilience and continuity are integrated into daily operations across the Department.

### **Activities**

- Develops and maintains VA preparedness, national security, emergency management, continuity, and resilience policy and guidance.
- Provides enterprise planning and management of Continuity of Operations, Continuity of Government and Enduring Constitutional Government programs.

- Directs continuity, preparedness, security and emergency management planning efforts to ensure all Department plans are coordinated, maintain awareness of capability and capacity to address risk, and support continued execution of Primary Mission Essential Functions (PMEF), Mission Essential Functions (MEF), and Essential Supporting Activities (ESA).
- Conducts technical assistance with Administrations and Staff Offices to support their efforts building, sustaining, and validating mission resilience capability and capacity to sustain mission essential functions along with essential supporting activities under any condition.
- Facilitates validating VA's capability and capacity to sustain mission assurance for delivering services and benefits to the Veteran community under any condition regardless of threat or hazard.
- Ensures the Department is prepared to continue essential functions, reconstitute Department operations, and devolve statutory authority and responsibility from VACO to designated successors at alternate locations during a continuity incident.
- Supports continuity of essential functions by maintaining a continuity capability including alert, notification and deployment of personnel to pre-identified continuity management sites.
- Deploys liaisons to support disaster response partners, facilitate information flow, establish and maintain shared situational awareness, and enhance coordination.
- Participates as a full partner across interagency planning and coordination activities ensuring VA's ability to support Federal disaster response efforts.

### **Business Functions**

Establish Disaster and Emergency Communications and Information Systems Requirements Prepare for Disasters and Emergencies

Identify, Review, and Prioritize Essential Functions Manage Test, Training, and Exercise Events

Manage Continuity of Operations Manage Service Recovery

### **Authorities**

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. Pub. L. 113-2. Disaster Relief Appropriations Act of 2013.

Pub. L. 107-296. The Homeland Security Act of 2002.

Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities. Pub. L. 109-295. Post-Katrina Emergency Management Reform Act of 2006.

Exec. Order No. 12968. Access to Classified Information.

Pub. L. 107-188. Public Health Security and Bioterrorism Preparedness and Response Act of 2002. Pub. L. 100-707.

Stafford Disaster Relief and Emergency Assistance Act, As Amended, April 2013.

Pub. L. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.

18 U.S.C. § 793. Gathering, Transmitting or Losing Defense Information.

42 U.S.C. § 300hh-11. National Disaster Medical System.



Exec. Order No. 10450. Security Requirements for Government Employment.  
18 U.S.C. § 794. Gathering or Delivering Defense Information to Aid Foreign Government. 38 U.S.C. § 8117. Emergency Preparedness.  
32 C.F.R. pt. 2001. Classified National Security Information.  
32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel (ISCAP) Bylaws, Rules and Appeal Procedures.  
Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks. Exec. Order No. 13636. Improving Critical Infrastructure Cybersecurity.  
Exec. Order No. 13526. Classified National Security Information. Exec. Order No. 12333. United States Intelligence Activities.  
Exec. Order No. 13618. National Security and Emergency Preparedness Communications.  
OSTP/OMB Directive D-16-1. Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.  
Intelligence Community Directive 404. Executive Branch Intelligence Customers.  
Intelligence Community Directive 703. Protection of Classified National Intelligence, Including SCI.  
Presidential Policy Directive-8. National Preparedness.  
VA Handbook 0321. Serious Incident Reports.  
VA Directive 0322. VA Integrated Operations Center (VAIOC). VA Directive 0323. VA Continuity Program.  
VA Handbook 0327. Insider Threat Policy.  
VA Directive 0734. Classified National Security Information Program.  
VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.  
VA Handbook 0324. Test, Training, Exercise and Evaluation Program.  
Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts. Pub. L. 115-232.  
John S. McCain National Defense Authorization Act for Fiscal Year 2019. Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience.

## *HRA/OSP-07Ala Planning and Preparedness*

### **Overview**

Directs preparedness, security and emergency management planning efforts to ensure all Department plans are coordinated, maintain awareness of capability and capacity to address risk, and support continued execution of Primary Mission Essential Functions (PMEF), Mission Essential Functions (MEF), and Essential Supporting Activities (ESA).

### **Activities**

- Develops and coordinates preparedness, emergency management and resilience policy, and guidance.
- Provides support and technical assistance as needed to VA Administrations and Staff Offices.
- Provides enterprise planning and coordination of preparedness programs. Participates as a full partner across interagency planning and coordination activities, ensuring VA's ability to support Federal disaster response efforts.

- Provides interagency and intra-agency liaisons to support disaster operations and Fourth Mission requirements.

## Authorities

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.

Pub. L. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.  
32 C.F.R. pt. 2001. Classified National Security Information.

Pub. L. 109-295. Post-Katrina Emergency Management Reform Act of 2006. Exec. Order No. 12968. Access to Classified Information.

Pub. L. 107-188. Public Health Security and Bioterrorism Preparedness and Response Act of 2002. Pub. L. 100-707. Stafford Disaster Relief and Emergency Assistance Act, As Amended, April 2013. 38 U.S.C. § 8117. Emergency Preparedness.

Exec. Order No. 13526. Classified National Security Information.

Exec. Order No. 13618. National Security and Emergency Preparedness Communications. Pub. L. 113-2. Disaster Relief Appropriations Act of 2013.

18 U.S.C. § 794. Gathering or Delivering Defense Information to Aid Foreign Government.

32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel (ISCAP) Bylaws, Rules and Appeal Procedures.

Pub. L. 107-296. The Homeland Security Act of 2002.

18 U.S.C. § 793. Gathering, Transmitting or Losing Defense Information. 18 U.S.C. § 798. Disclosure of Classified Information.

42 U.S.C. § 300hh-11. National Disaster Medical System.

Exec. Order No. 10450. Security Requirements for Government Employment. Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.

Exec. Order No. 12333. United States Intelligence Activities.

Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks. Presidential Policy Directive-8. National Preparedness.

Intelligence Community Directive 703. Protection of Classified National Intelligence, Including SCI. OSTP/OMB Directive D-16-1. Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.

VA Directive 0323. VA Continuity Program.

VA Directive 0322. VA Integrated Operations Center (VAIOC).

VA Directive 0734. Classified National Security Information Program.

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

VA Directive 0327. Insider Threat Policy.

VA Directive 0321. Serious Incident Reports.

VA Directive 0324. Test, Training, Exercise and Evaluation Program.

Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts. HSPD-5. Management of Domestic Incidents.

Pub. L. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019. Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience.

## *HRA/OSP-07Alb Continuity Planning and Exercises*

### **Overview**

Coordinates VA's efforts to build and sustain the capability and capacity needed to sustain mission assurance under any condition regardless of threat or hazard through planning and policy.

### **Activities**

- Provides technical assistance to Administrations & Staff Offices
- Facilitates validating VA's capability and capacity to sustain mission assurance for delivering services and benefits to the Veteran community under any condition regardless of threat or hazard.
- Ensures the Department is prepared to continue essential functions, reconstitute Department operations, and devolve statutory authority and responsibility from VACO to designated successors at alternate locations during a continuity incident.
- Manages VA's preparedness, emergency management and resilience exercise program.

### **Authorities**

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.

Pub. L. 100-707. Stafford Disaster Relief and Emergency Assistance Act, As Amended, April 2013. Pub. L. 107-296. The Homeland Security Act of 2002.

18 U.S.C. § 794. Gathering or Delivering Defense Information to Aid Foreign Government. Exec. Order No. 10450. Security Requirements for Government Employment.

Exec. Order No. 12968. Access to Classified Information.

Pub. L. 109-295. Post-Katrina Emergency Management Reform Act of 2006.

Pub. L. 107-188. Public Health Security and Bioterrorism Preparedness and Response Act of 2002. Pub. L. 113-2. Disaster Relief Appropriations Act of 2013.

42 U.S.C. § 300hh-11. National Disaster Medical System.

Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks. Exec. Order No. 12333. United States Intelligence Activities.

Pub. L. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.

32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel (ISCAP) Bylaws, Rules and Appeal Procedures.

18 U.S.C. § 793. Gathering, Transmitting or Losing Defense Information. 32 C.F.R. pt. 2001. Classified National Security Information.

Exec. Order No. 13618. National Security and Emergency Preparedness Communications. 18 U.S.C. § 798. Disclosure of Classified Information.

38 U.S.C. § 8117. Emergency Preparedness.

Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities. Exec. Order No. 13526.

Classified National Security Information.

Intelligence Community Directive 404. Executive Branch Intelligence Customers.

Intelligence Community Directive 703. Protection of Classified National Intelligence, Including SCI. OSTP/OMB

Directive D-16-1. Minimum Requirements for Federal Executive Branch Continuity

Communications Capabilities.

Presidential Policy Directive-8. National Preparedness. VA Handbook 0321. Serious Incident Reports.

VA Directive 0734. Classified National Security Information Program. VA Directive 0322. VA Integrated Operations Center (VAIOC).

VA Directive 0323. VA Continuity Program.

VA Handbook 0324. Test, Training, Exercise and Evaluation Program.

VA Handbook 0327. Insider Threat Policy.

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts. HSPD-5. Management of Domestic Incidents.

Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience.

## *HRA/OSP-07A2 Operation and National Security Services*

### **Overview**

Operations and National Security Services (ONSS) serves as the Department's lead for National Security operations/engagements and interface with key interagency partners. ONSS provides policy and oversight for the Department's special security, secure and emergency preparedness communications, insider threat and counterintelligence, and Intelligence Community (IC) support programs.

### **Activities**

- Manages total life cycle requirements for the Department's National Security/Emergency Preparedness (NS/EP) communication systems.
- Provides policy development, oversight, and management of special security programs, including access to classified information and Sensitive Compartmented Information (SCI).
- Provides Insider Threat Program policy, oversight and training.
- 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.

## Business Functions

Manage physical and personnel security  
Manage Partnerships  
Manage Service Recovery  
Manage Personnel Security  
Manage Secure Communications

## Authorities

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. Pub. L. 109-295. Post-Katrina Emergency Management Reform Act of 2006.

Pub. L. 107-188. Public Health Security and Bioterrorism Preparedness and Response Act of 2002. Pub. L. 100-707. Stafford Disaster Relief and Emergency Assistance Act, As Amended, April 2013. Pub. L. 113-2. Disaster Relief Appropriations Act of 2013.

Pub. L. 107-296. The Homeland Security Act of 2002.

18 U.S.C. § 794. Gathering or Delivering Defense Information to Aid Foreign Government. 38 U.S.C. § 8117. Emergency Preparedness.

Pub. L. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.

32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel (ISCAP) Bylaws, Rules and Appeal Procedures.

18 U.S.C. § 793. Gathering, Transmitting or Losing Defense Information. 32 C.F.R. pt. 2001. Classified National Security Information.

42 U.S.C. § 300hh-11. National Disaster Medical System.

Exec. Order No. 10450. Security Requirements for Government Employment.

Exec. Order No. 13618. National Security and Emergency Preparedness Communications. Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.

Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks. Exec. Order No. 13526. Classified National Security Information.

Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience. Exec. Order No. 12333. United States Intelligence Activities.

Intelligence Community Directive 404. Executive Branch Intelligence Customers.

Intelligence Community Directive 703. Protection of Classified National Intelligence, Including SCI.

Presidential Policy Directive-8. National Preparedness.

OSTP/OMB Directive D-16-1. Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.

VA Directive 0323. VA Continuity Program. VA Directive 0321. Serious Incident Reports.

VA Directive 0322. VA Integrated Operations Center (VAIOC).

VA Directive 0324. Test, Training, Exercise and Evaluation Program.

VA Directive 0327. Insider Threat Policy.

VA Directive 0734. Classified National Security Information Program.

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts. Exec. Order No.

12968. Access to Classified Information.

Pub. L. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019. VA Directive 0320. VA Comprehensive Emergency Management Program.

## *HRA/OSP-07A2a Insider Threat*

### **Overview**

Develops and coordinates Insider Threat Program policy, provides Program oversight, and conducts related training or technical assistance to Administrations and Staff Offices {A/SO}.

### **Activities**

- Manages VA Insider Threat Program {ITP} for protecting against unauthorized disclosure of National Security, Personal, or other Sensitive Employee and Veteran Information.
- Advises and provides technical assistance to VA Administrations and Staff Offices regarding insider threats.
- Conducts and coordinates collection, analysis and reporting of information across VA to support identifying and assessing threats.

### **Authorities**

VA Directive 0323. VA Continuity Program.

VA Handbook 0710. Personnel Security and Suitability.

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks. 32 C.F.R. pt. 2001. Classified National Security Information.

Exec. Order No. 10450. Security Requirements for Government Employment. VA Directive 0710. Personnel Security and Suitability.

18 U.S.C. § 798. Disclosure of Classified Information.

VA Directive 0327. Insider Threat Policy. VA Handbook 0327. Insider Threat Policy.

VA Directive 0734. Classified National Security Information Program. Exec. Order No. 12968. Access to Classified Information.

32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel {ISCAP} Bylaws, Rules and Appeal Procedures.

Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities. Exec. Order No. 12333. United States Intelligence Activities.

Exec. Order No. 13526. Classified National Security Information.

## *HRA/OSP-07A2b Defensive Counterintelligence*

## Overview

Conducts defensive counterintelligence Activities to detect, deter and neutralize espionage, sabotage, or other intelligence activities by foreign powers, organizations and terrorist activities.

## Activities

- Manages VA Defensive Counterintelligence {DCI} Program.
- Advises and provides technical assistance to A/SOs regarding defensive counterintelligence.
- Conducts and coordinates collection, analysis and reporting of information across VA to support identifying and assessing threats.

## Authorities

VA Handbook 0327. Insider Threat Policy.

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

VA Directive 0327. Insider Threat Policy.

VA Directive 0323. VA Continuity Program.

VA Directive 0710. Personnel Security and Suitability. VA Handbook 0710. Personnel Security and Suitability.

VA Directive 0734. Classified National Security Information Program. 18 U.S.C. § 798. Disclosure of Classified Information.

32 C.F.R. pt. 2001. Classified National Security Information.

32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel {ISCAP} Bylaws, Rules and Appeal Procedures.

Exec. Order No. 10450. Security Requirements for Government Employment.

Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities. Exec. Order No. 12968. Access to Classified Information.

Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks. Exec. Order No. 12333. United States Intelligence Activities.

Exec. Order No. 13526. Classified National Security Information.

## *HRA/OSP-07A2c Spectrum Management/Communications Security*

### Overview

Manages and coordinates Communications Security {COMSEC}, advises and provides oversight for VA cryptologic material and equipment portfolio.

### Activities

- Manages Communications Security {COMSEC} for sustaining secure communications capability and capacity to support VA mission resilience

- Coordinates and provides oversight for VA cryptologic material and equipment
- Manages Government Emergency Telecommunications Service {GETS) and Wireless Priority Service {WPS)
- Manages Department of VA radio frequency request for assignment and modifications
- Coordinate the Department's radio frequency approval and certifications with the Department of Commerce
- Manage, store, delivery of Communications Security {COMSEC) equipment, training manuals, and equipment user instructions
- Coordinate with the Department of Defense Agencies, NSA and DISA for all Type-1 COMSEC encryption equipment software
- Coordinate with radio frequency contracting agency for VA Hospital equipment delivery and frequency assignment installment

### **Authorities**

VA Directive 0734. Classified National Security Information Program.

Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities. VA Handbook 0710. Personnel Security and Suitability.

18 U.S.C. § 798. Disclosure of Classified Information. VA Directive 0323. VA Continuity Program.

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

VA Handbook 0327. Insider Threat Policy. VA Directive 0327. Insider Threat Policy.

VA Directive 0710. Personnel Security and Suitability.

32 C.F.R. pt. 2001. Classified National Security Information.

Exec. Order No. 10450. Security Requirements for Government Employment. Exec. Order No. 12333. United States Intelligence Activities.

32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel {ISCAP) Bylaws, Rules and Appeal Procedures.

Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks. Exec. Order No. 12968. Access to Classified Information.

Exec. Order No. 13526. Classified National Security Information.

## ***HRA/OSP-07A2d Special Security Office***

### **Overview**

Special Security Office {SSO) provides oversight and management of all sensitive and classified infrastructure. SSO ensures a reliable and secure means to receive and disseminate Sensitive Compartmented Information {SCI) and Special Access Programs {SAP) to authorized recipients in the Department. Supports maintaining and ensuring readiness of the Department's continuity facilities to include SCIFs. Serves as the department lead for all national security issues and coordinates the department's position on national security topics with the interagency. Facilitates the rapid exchange of classified information both within the department and throughout a large network of key partners and agencies.



Represents the department on interagency management bodies that develop national security policy.

### Activities

- Supports VA continuity facilities and manages SCIFs to ensure readiness.
- Maintains and manages VA's secure crisis management system & national security information platforms.
- Provides policy oversight and program management for classified intelligence information.
- Manages VA's security education training and awareness programs across the collateral and special security spectrum.
- Provides policy development, oversight, and manages the special security programs including access to classified information and Sensitive Compartmented Information Facility (SCIF) management.
- Provides policy oversight and program management for classified intelligence information to include transmission, safeguarding, and destruction.
- Manages the department's Security Education Training and Awareness programs that range across the collateral and special security spectrum.

### Authorities

VA Handbook 0710. Personnel Security and Suitability. 18 U.S.C. § 798. Disclosure of Classified Information.

VA Directive 0323. VA Continuity Program. VA Directive 0327. Insider Threat Policy.

VA Handbook 0327. Insider Threat Policy.

VA Directive 0710. Personnel Security and Suitability.

VA Directive 0734. Classified National Security Information Program.

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

32 C.F.R. pt. 2001. Classified National Security Information.

32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel (ISCAP) Bylaws, Rules and Appeal Procedures.

Exec. Order No. 10450. Security Requirements for Government Employment. Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.

Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks.

Exec. Order No. 12333. United States Intelligence Activities. Exec. Order No. 12968. Access to Classified Information.

Exec. Order No. 13526. Classified National Security Information.

## *HRA/OSP-07A3 VA Integrated Operations Center*

### Overview

The VA Integrated Operations Center (VAIOC) is the Department's national level hub for maintaining shared situational awareness, establishing a common operating picture, information fusion and dissemination, planning and decision support for the VA enterprise, operational coordination and disaster response. The VAIOC operates continuously with representatives from all Administrations and Staff Offices and maintains a Geographic Information System (GIS) to support analysis and decision making.

### Activities

- Conducts incident specific operational analysis and reporting to establish and maintain a shared situational understanding by obtaining, validating, coordinating and disseminating critical information, decision support products and notifications for situational awareness and/or action.
- Coordinates monitoring and projecting potential impacts from emerging or impending incidents, synthesizes information across the VA enterprise in collaboration with Administrations and Staff Offices, and provides unified internal and external reporting or other decision support activities.
- Manages and tracks requests for VA operational support by identifying, sourcing, and coordinating deployment of internal capabilities in response to Stafford and non-Stafford Act disaster response and operational contingencies in accordance with applicable laws, and policy.
- Maintains and/or coordinates maintaining strategic VA assets (for example, equipment, systems, personnel), monitors VA capability/capacity and readiness to sustain mission assurance across VA mission sets and support disaster operations as needed and lawful.
- Maintains the Department's Information Management and Analysis program across all national security and preparedness mission areas.
- Maintains a Geographic Information System (GIS) for modeling and developing analytical products or applications to support Department-wide national security, emergency management and preparedness operations.
- Manages all Consequence Management sites to maintain a robust readiness posture.

### Business Functions

Maintain Department-wide Common Operating Picture Respond to Disasters and Emergencies

Manage Integrated Operations Center Conduct Enterprise Emergency Response Conduct Geospatial Analysis

### Authorities

18 U.S.C. § 793. Gathering, Transmitting or Losing Defense Information.

Pub. L. 100-707. Stafford Disaster Relief and Emergency Assistance Act, As Amended, April 2013.

Pub. L. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. Pub. L. 109-295. Post-Katrina Emergency Management Reform Act of 2006.

Pub. L. 113-2. Disaster Relief Appropriations Act of 2013.

Pub. L. 107-188. Public Health Security and Bioterrorism Preparedness and Response Act of 2002. Pub. L. 107-296. The Homeland Security Act of 2002.

18 U.S.C. § 794. Gathering or Delivering Defense Information to Aid Foreign Government. 18 U.S.C. § 798. Disclosure of Classified Information.

32 C.F.R. pt. 2001. Classified National Security Information.

Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.

32 C.F.R. pt. 2003. Interagency Security Classification Appeals Panel (ISCAP) Bylaws, Rules and Appeal Procedures.

Exec. Order No. 13618. National Security and Emergency Preparedness Communications. 38 U.S.C. § 8117. Emergency Preparedness.

42 U.S.C. § 300hh-11. National Disaster Medical System.

Exec. Order No. 12333. United States Intelligence Activities.

Intelligence Community Directive 703. Protection of Classified National Intelligence, Including SCI. Exec. Order No. 10450. Security Requirements for Government Employment.

Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks. Exec. Order No. 12968. Access to Classified Information.

Exec. Order No. 13526. Classified National Security Information.

Presidential Policy Directive-8. National Preparedness.

Intelligence Community Directive 404. Executive Branch Intelligence Customers.

OSTP/OMB Directive D-16-1. Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.

VA Directive 0322. VA Integrated Operations Center (VAIOC). VA Directive 0327. Insider Threat Policy.

VA Directive 0323. VA Continuity Program.

VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

VA Directive 0321. Serious Incident Reports.

VA Directive 0734. Classified National Security Information Program. VA Directive 0324. Test, Training, Exercise and Evaluation Program.

Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts. Pub. L. 115-232.

John S. McCain National Defense Authorization Act for Fiscal Year 2019. Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience.

## *HRA/OSP-07A3a Facilities and Infrastructure*

### **Overview**

Maintain and sustain alternate operating infrastructure and facilities. Support maintaining and testing of continuity communications systems as required by OSTP/OMB Directive 16-1.

### **Activities**

- Participates in monthly Interagency communication testing and twice daily communication status checks on all assigned systems.

- Maintains National Security/Emergency Preparedness Communications Program Support and Operations, enabling performance of secure and non-secure communications at all Alternate Operating Locations through resilient voice, video and data platforms that can communicate across a broad range of mission partners. This ensures all systems required under OSTP/OMB Directive 16- 1 are maintained in an operational status.
- Manages and oversees all Alternate Operating Locations (AOLs) to maintain readiness and capability to support emergency relocation group personnel and those mission essential functions which follow during crisis periods.
- Coordinates with Facilities Management, Security/Law Enforcement, and IT within VA and with other partner Departments and Agencies for general maintenance and preventive maintenance for each of the AOLs.
- Coordinates with host VA Medical Centers (VAMC) to develop and enact Campus Support Plans to benefit both HRA/OSP/OEMR and the VAMC.
- Plans and oversees support for all AOL Facility Projects, including facility development, statements of work, facility upgrades, IT infrastructure development/ improvement, and physical security oversight/ implementation.

## *HRA/OSP-07A3b Current Operations*

### **Overview**

Provides direct support to the Secretary, Assistant Secretary HRA/OSP, Chief Security Officer, Key Officials and VA Staff Offices or components as directed. The Operations Branch maintains, manages, and takes appropriate actions on all incoming and outgoing communication (voice, written, and data) with A/SO watch desks, VA leadership, Staff Offices, or components as directed; and Federal, state, local and tribal Authorities. The Operations Branch gathers and analyzes data/information obtained from numerous sources in order to assess and communicate relevant information to VA leadership about actual or potential impact to VA's operational readiness (facilities, services, etc.).

### **Activities**

- Maintains 24/7 situation monitoring of activities throughout the Department and globally that have the potential to impact operations and/or the delivery of service to Veterans, during normal day to day operations and during times of crisis.
- Conducts operational reporting of incidents, events and threats by obtaining, validating, coordinating and disseminating critical information, decision support products, and notifications for situational awareness and/or action.
- Manages and tracks requests from other Federal agencies 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.

## Authorities

VA Directive 0321. Serious Incident Reports. 38 U.S.C. § 8117. Emergency Preparedness.  
42 U.S.C. § 300hh-11. National Disaster Medical System.  
Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.  
Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks. Exec. Order No. 12333. United States Intelligence Activities.  
Exec. Order No. 12968. Access to Classified Information.  
Exec. Order No. 13526. Classified National Security Information. Presidential Policy Directive-8. National Preparedness.  
Exec. Order No. 13618. National Security and Emergency Preparedness Communications.  
OSTP/OMB Directive D-16-1. Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.  
Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience. VA Directive 0324. Test, Training, Exercise and Evaluation Program.  
VA Directive 0322. VA Integrated Operations Center (VAIOC).  
VA Directive 0734. Classified National Security Information Program. VA Directive 0323. VA Continuity Program.  
VA Directive 0320. VA Comprehensive Emergency Management Program.

## *HRA/OSP-07A3C Information and Analysis*

### Overview

Maintains the Department's Information Management and Analysis program across all national security and preparedness mission areas.

### Activities

- Develop and produce hard copy and web-based GIS products to support emergency management and national security operations.
- Analyze and model spatial data from various environments and mission areas to support emergency management and national security operations.
- Maintain geospatial databases and mission critical datasets.
- Facilitate and coordinate GIS information sharing efforts with internal and external partners.
- Provide strategic support for Department level GIS integration and VA spatial data strategy efforts.
- Provide program management for department level Common Operating Picture platform.
- Develop workflows, usage standards, and training for information management in OEMR.
- Compile and develop briefings and information products for VA Senior Leadership to support Emergency Management and National Security Operations.

- Develop special analytical and statistical projects to include dynamic dashboards, charts, and BI applications.

### **Authorities**

38 U.S.C. § 8117. Emergency Preparedness.

VA Directive 0734. Classified National Security Information Program. 42 U.S.C. § 300hh-11. National Disaster Medical System.

Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities. VA Directive 0327. Insider Threat Policy.

Exec. Order No. 13618. National Security and Emergency Preparedness Communications.

OSTP/OMB Directive D-16-1. Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.

Presidential Policy Directive-8. National Preparedness. VA Directive 0321. Serious Incident Reports.

VA Directive 0324. Test, Training, Exercise and Evaluation Program. VA Directive 0322. VA Integrated Operations Center (VAIOC).

VA Directive 0323. VA Continuity Program.

## **HRA/OSP-07B Office of 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.

### **Activities**

- Develops policies, procedures and standards that govern VA's infrastructure protection, personal security and law enforcement programs.
- Works with Federal law enforcement agencies in information sharing, training, planning and policy development.

### **Business Functions**

Provide Organizational Leadership and Oversight

### **Authorities**

VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Directive 0720. Program to Arm Department of Veterans Affairs Police.

VA Handbook 0720/1. Program to Arm Department of Veterans Affairs Police Officers, app. A. VA Handbook

0730/1. Security and Law Enforcement.

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

VA Handbook 0730/5. Security and Law Enforcement.

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. 38 U.S.C. § 902.

Enforcement and Arrest Authority of Department Police Officers.

38 C.F.R. § 1.201. Employee's Duty to Report.

VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-07B1 Police Service*

### **Overview**

The Police Services consists of four Divisions: Law Enforcement Oversight and Criminal Investigations, Executive Protection, Law Enforcement Policy and Infrastructure Protection and Intelligence and Crime Analysis Division.

### **Activities**

- The Law Enforcement Oversight and 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 Law Enforcement Policy and Infrastructure Protection Division develops and writes VA Law Enforcement and Infrastructure Protection policy, interfaces with the Federal Protective Service for VA Campus Security and represents VA on national federal steering committees.
- The Intelligence and Crime Analysis Division conducts criminal analysis to identify and track trends to assure proactive prevention programs globally.

### **Business Functions**

Provide Organizational Leadership and Oversight

### **Authorities**

38 C.F.R. § 1.201. Employee's Duty to Report.

VA Handbook 0730/4. Security and Law Enforcement.

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police.

VA Handbook 0720/1. Program to Arm Department of Veterans Affairs Police Officers, app. A. VA Handbook 0730/1. Security and Law Enforcement.

VA Handbook 0730/3. Security and Law Enforcement. VA Handbook 0730/5. Security and Law Enforcement.  
VA Directive 0730. Security and Law Enforcement.  
38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-07B1A Law Enforcement Oversight and Criminal Investigations*

### **Overview**

The Law Enforcement Oversight and Criminal Investigations branch'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.

### **Activities**

- Conducts comprehensive program inspections of each VA Police Unit every three (3) 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.
- 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.
- Ensures regulatory compliance of physical security requirements to prevent loss by burglary from bulk storage areas, robbery, off shelf theft, conspiratorial diversion and skimming.
- Provides technical support in the implementation of corrective actions.
- Develops, coordinates and disseminates 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.
- Conducts or oversees criminal investigations at VA facilities and properties.
- Conducts 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.
- Ensures infrastructure Protection

### **Business Functions**

Prevent Crimes and Mitigate Threats Provide Incident Response Apprehend Criminals

Provide Law Enforcement Oversight

### **Authorities**

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. VA Directive 0720. Program to Arm Department of Veterans Affairs Police.

VA Handbook 0730/1. Security and Law Enforcement. VA Handbook 0730/3. Security and Law Enforcement.

38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers. 38 C.F.R. § 1.201. Employee's Duty to Report.

VA Handbook 0720/1. Program to Arm Department of Veterans Affairs Police Officers, app. A. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police.

VA Handbook 0730/4. Security and Law Enforcement. VA Handbook 0730/5. Security and Law Enforcement. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## ***HRA/OSP-07B1B Executive Protection***

### **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.

### **Activities**

- Provides Portal to Portal protection for the Secretary, Department of Veterans Affairs (SECVA).
- Provides personal protection for the SECVA during all travel throughout the United States and abroad.
- Provides personal protection for the Department of Veterans Affairs, Deputy Secretary (DEPSECVA) in the Metro Washington, D.C. area and throughout the United States, based upon the current threat analysis.

- Investigates any possible or perceived threats directed towards the SECVA and or DEPSECVA.
- Maintains secure communication devices for emergency contact with White House Entities and VA COOP Sites.

### **Business Functions**

Provide Executive Protection

### **Authorities**

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. 38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers.

38 C.F.R. § 1.201. Employee's Duty to Report.

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0730/3. Security and Law Enforcement.

VA Handbook 0730/1. Security and Law Enforcement. VA Handbook 0730/5. Security and Law Enforcement.

VA Handbook 0730/4. Security and Law Enforcement.

VA Handbook 0720/1. Program to Arm Department of Veterans Affairs Police Officers, app. A. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## ***HRA/OSP-07B1C Law Enforcement Policy and Infrastructure Protection***

### **Overview**

Law Enforcement Policy and Infrastructure Protection'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.

### **Activities**

- Creates and aligns Department Policies with related legislation.
- Establishes physical security standards and options-Department-wide.
- Conducts Vulnerability and Risk Assessment of all VA properties.
- Provides operational security (oversight) VA Central Office buildings in National Capital Region.
- Participates in VA-wide strategic planning boards and committees
- Leads the Facility Security Committees at 4 GSA buildings in the NCR.
- Maintains interagency relationships in NCR.

- Participates in Interagency Security Committee.
- Adheres to the National Infrastructure Protection Plan.
- Participates in the Government Coordinating Council.
- Serves as the Subject Matter Experts on all law enforcement related issues.

### **Business Functions**

Coordinate Facility Security

Conduct Criminal Investigations Manage Intelligence Production

Conduct Classified Intelligence Operations

### **Authorities**

38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers. VA Handbook 0730/5. Security and Law Enforcement.

VA Handbook 0730/4. Security and Law Enforcement.

VA Handbook 0720. Program to Arm Department of Veterans Affairs Police.

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. 38 C.F.R. § 1.201. Employee's Duty to Report.

VA Handbook 0720/1. Program to Arm Department of Veterans Affairs Police Officers, app. A. VA Handbook 0730/3. Security and Law Enforcement.

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0730/1. Security and Law Enforcement.

VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## **HRA/OSP-07C Office of Identity, Credential, and Access Management**

### **Overview**

The Office of Identity, Credential and Access Management {OICAM} contributes to a safe and secure environment for VA by ensuring trust in our VA workforce - appointees, employees, contractors and affiliates through oversight of identity, credential and access management {ICAM} efforts. OICAM is responsible for central coordination and oversight of VA's personnel security, PIV Card credentialing services, and identity and access management requirements. These efforts enforce VA compliance with Federal statutes, regulations and policies. OICAM's Activities directly support VA's top priorities and supports the establishment of a consistent VA-wide strategy for identifying VA users for managing secure access to resources and facilities, while ensuring an individual's privacy.

### **Activities**

- Provides central coordination and oversight to ensure alignment, accountability and consistency of VA's

personnel security, suitability, contractor fitness and ICAM projects and activities.

- Ensures that people who access VA facilities and IT systems are vetted, identity-proofed, trusted and credentialed at the appropriate level to carry out the work they are assigned.

## Business Functions

Execute Continuous Vetting

Provide Organizational Leadership and Oversight

## Authorities

Pub. L. 108-458. Intelligence Reform and Terrorism Prevention Act of 2004. 5 C.F.R. § 731. Suitability.

5 C.F.R. § 732. National Security Positions.

32 C.F.R. pt. 147. Adjudicative Guidelines for Determining Eligibility for Access to Classified Information.

VA Handbook 0735. Homeland Security Presidential Directive 12 {Homeland Security Presidential Directive-12} Program, Policy for a Common Identification Standard for Federal Employees and Contractors.

VA Handbook 0710. Personnel Security and Suitability.

Exec. Order No. 13764. To Modernize the Executive Branch-Wide Governance Structure and Processes for Security Clearances, Suitability and Fitness for Employment, Credentialing and Related Matters.

Exec. Order No. 13488. Amending the Civil Service Rules.

Exec. Order No. 13381. Strengthening Processes Relating to Determining Eligibility for Access to Classified National Security.

Exec. Order No. 13467. Reforming Processes Related to Suitability for Government Employment, Fitness for Contractor Employees and Eligibility for Access to Classified National Security Information.

Exec. Order No. 12968. Access to Classified Information.

## *HRA/OSP-07C1 Access and Identity Management*

### Overview

Access and Identity Management {AIM} supports requirements for VA Activities and projects that will provide a consistent and VA-wide solution for identifying VA users for managing secure access to resources while ensuring an individual's privacy through coordination support of VA Identity Management and Access Management initiatives. AIM analyzes and collects requirements in support of the OIT development of an effective VA enterprise IT system that integrates and proactively manages the onboarding and offboarding for VA IT systems access of VA employees, contractors, volunteers, and affiliates.

### Activities

- Collaborates with internal VA stakeholders to define relevant workflow processes and establish requirements to create a uniform, efficient and effective process to manage the end-to-end life cycle for VA IT systems and network access of employees, contractors and affiliates during their tenure with VA.
- Ensures system compliance with identity authentication requirements and tracking of position sensitivity and eligibility/access to sensitive information for monitoring of VA employees,

- contractors and affiliates to protect VA assets.
- Develops the requirements to integrate disparate legacy IT systems throughout VA to achieve greater efficiency in the onboarding and offboarding of employees, contractors and affiliates and performs comprehensive gap analyses to enhance the onboarding and offboarding processes in support of VA IT systems and network access.
- Develops the requirements to ensure employees, contractors and affiliates are continuously monitored during their tenure with VA, and their physical and logical access to VA facilities and networks are terminated, deactivated or suspended when it is no longer required.

## **Business Functions**

Provide Organizational Leadership and Oversight

## **Authorities**

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

OMB M-19-17. Enabling Mission Delivery Through Improved Identity, Credential, and Access Management.

## **HRA/OSP-07C1A Access Management**

### **Overview**

Access Management supports collection of access management requirements for VA Activities and projects that will provide a consistent and VA-wide solution for identifying VA users for managing secure access to resources while ensuring an individual's privacy through coordination support of VA Access Management initiatives, in partnership with OIT. AIM analyzes and collects requirements in support of the OIT development of an effective VA enterprise IT system that integrates and proactively manages the onboarding and offboarding for VA IT systems access of VA employees, contractors, volunteers, and affiliates.

### **Activities**

- Collaborates with internal VA stakeholders to define relevant workflow processes and establish requirements to create a uniform, efficient and effective process to manage the end-to-end life cycle for VA IT systems and network access of employees, contractors and affiliates during their tenure with VA.
- Ensures system compliance with identity authentication requirements and tracking of position sensitivity and eligibility/access to sensitive information for monitoring of VA employees,
- contractors and affiliates to protect VA assets.
- Develops the requirements to integrate disparate legacy IT systems throughout VA to achieve greater efficiency in the onboarding and offboarding of employees, contractors and affiliates and performs comprehensive gap analyses to enhance the onboarding and offboarding processes in support of VA IT systems and network access.
- Develops the requirements to ensure employees, contractors and affiliates are continuously monitored during their tenure with VA, and their physical and logical access to VA facilities and networks are terminated, deactivated or

suspended when it is no longer required.

## **Business Functions**

Manage Access

### *HRA/OSP-07C1B Identity Management*

#### **Overview**

Identity Management supports collection of identity management requirements for VA Activities and projects that will provide a consistent and VA-wide solution for identifying VA users for managing secure access to resources while ensuring an individual's privacy through coordination support of VA Access Management initiatives, in partnership with OIT. AIM analyzes and collects requirements in support of the OIT development of an effective VA enterprise IT system that integrates and proactively manages the onboarding and offboarding for VA IT systems access of VA employees, contractors, volunteers, and affiliates.

#### **Activities**

- Collaborates with internal VA stakeholders to define relevant workflow processes and establish requirements to create a uniform, efficient and effective process to manage the end-to-end life cycle for VA IT systems and network access of employees, contractors and affiliates during their tenure with VA.
- Ensures system compliance with identity authentication requirements and tracking of position sensitivity and eligibility/access to sensitive information for monitoring of VA employees, contractors and affiliates to protect VA assets.
- Develops the requirements to integrate disparate legacy IT systems throughout VA to achieve greater efficiency in the onboarding and offboarding of employees, contractors and affiliates and performs comprehensive gap analyses to enhance the onboarding and offboarding processes in support of VA IT systems and network access.
- Develops the requirements to ensure employees, contractors and affiliates are continuously monitored during their tenure with VA, and their physical and logical access to VA facilities and networks are terminated, deactivated or suspended when it is no longer required.

## **Business Functions**

Manage Identification

#### **Authorities**

OMB M-19-17. Enabling Mission Delivery Through Improved Identity, Credential, and Access Management.  
Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

### *HRA/OSP-07C2 Personnel Security and Credential Management*

## Overview

Personnel Security and Credential Management (PSCM) supports and establishes a Department-wide personnel security and suitability program policy, implementation, oversight and training to ensure the safety and security of our Nation's Veterans, visitors, employees and facilities. The PSCM Program establishes and enforces VA compliance with personnel security and suitability policies and is responsible for the implementation of Homeland Security Presidential Directive 12 (HSPD-12) requirements. PSCM will coordinate VA-wide implementation of the Trusted Workforce 2.0 initiative that will enhance the use of automated record checks in support of new continuous vetting methodologies.

## Activities

- Manages the VA Centralized Adjudication and Background Investigation System (VA-CABS), a secure, end-to-end IT system application enabling continuous subject evaluation and timely dissemination of, and access to, personnel security information from trusted information providers.
- Develops and implements policies and processes that define VA requirements for compliance with applicable statutes, Executive Orders and Federal regulations for all VA employees, contractors and affiliates.
- Coordinates with other agencies and exchanges personnel security and suitability information with the OPM, Office of the Director of National Intelligence (ODNI) and other agencies.
- Conducts training, oversight and compliance of VA Administrations that perform personnel security and credential management functions.
- Processes and adjudicates background investigations for all moderate risk, high risk public trust and national security positions for VA employees and contractors.
- Implements a "Next Generation Personal Identity Verification (PIV) System," utilizing a shared service known as "USAccess", providing a more reliable and efficient credentialing system than the current proprietary Card Management System (CMS), using the Managed Service Offering (MSO) from the GSA.
- Provides oversight and training of VA PIV card issuance facilities and PIV role holders.

## Authorities

VA Handbook 0710. Personnel Security and Suitability.

VA Handbook 0735. Homeland Security Presidential Directive 12 (Homeland Security Presidential Directive-12) Program, Policy for a Common Identification Standard for Federal Employees and Contractors.

VA Directive 0735. Homeland Security Presidential Directive 12 (HSPD-12 Program).

Exec. Order No. 13467. Reforming Processes Related to Suitability for Government Employment, Fitness for Contractor Employees and Eligibility for Access to Classified National Security Information.

## *HRA/OSP-07C2B Credential Management 1*

### Overview

The Credential Management PMO is responsible for providing management, oversight, and compliance of Department-wide Homeland Security Presidential Directive-12 (HSPD-12) Personal Identity Verification (PIV) credential management system implementation, operations, and maintenance. This includes issuance of HSPD-12 PIV credential policies and processes. The Credential Management PMO is also responsible for the operations of the VA Headquarters PIV credential office that provides PIV cards to VA employees, contractors, and staff working in the National Capital Region (NCR).

### **Activities**

- Implements a "Next Generation Personal Identity Verification (PIV) System," utilizing a shared service known as "USAccess", providing a more reliable and efficient credentialing system than the current proprietary Card Management System (CMS), using the Managed Service Offering (MSO) from the GSA.
- Provides oversight and training of VA PIV card issuance facilities and PIV role holders.

### **Business Functions**

Manage physical and personnel security

Conduct Financial Internal Control/Compliance Reviews Manage New Hire In-Processing and Onboarding

Execute Talent Development Execute Continuous Vetting

## ***HRA/OSP-07C3 Personnel Security Adjudications Center***

### **Overview**

Personnel Security Adjudication Center (PSAC) processes and adjudicates background investigations for all moderate risk, high risk public trust and national security positions for Federal employees within VA, as well as all levels of investigation for contractors performing jobs and functions for VA.

### **Activities**

- Provides quality background investigations and timely adjudications for VA employees in national security and public trust positions and all risk levels for VA contractors nationwide.
- Processes, initiates and adjudicates all high and moderate risk background investigations for VA employee suitability.
- Processes, initiates and adjudicates all eligibility for access to national security information (security clearances) for VA employees.
- Processes, initiates and adjudicates all levels of background investigations for VA contractor "fitness" or suitability.

### **Authorities**

Pub. L. 108-458. Intelligence Reform and Terrorism Prevention Act of 2004. 5 C.F.R. § 731. Suitability.



32 C.F.R. pt. 147. Adjudicative Guidelines for Determining Eligibility for Access to Classified Information. 5 C.F.R. § 732. National Security Positions.

Exec. Order No. 13488. Amending the Civil Service Rules.

Exec. Order No. 13381. Strengthening Processes Relating to Determining Eligibility for Access to Classified National Security.

Exec. Order No. 13467. Reforming Processes Related to Suitability for Government Employment, Fitness for Contractor Employees and Eligibility for Access to Classified National Security Information.

Exec. Order No. 13764. To Modernize the Executive Branch-Wide Governance Structure and Processes for Security Clearances, Suitability and Fitness for Employment, Credentialing and Related Matters.

Exec. Order No. 12968. Access to Classified Information.

## **HRA/OSP-07D Office of the Chief of Police**

### **Overview**

The Office of VA Chief of Police has overall responsibility for VA police training and operations pertaining to accountability, oversight, standardization and strengthening of VA police programs at VA facilities across the Nation.

### **Activities**

- Strengthens VA Police program through standardization and training
- Provides accountability and oversight of VA Police programs.

### **Business Functions**

Conduct Law Enforcement Training

### **Authorities**

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. VA Directive 0720. Program to Arm Department of Veterans Affairs Police.

VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## ***HRA/OSP-07DI Office of the Deputy Director***

### **Overview**

The Office of the Deputy Director is responsible for VA police operations pertaining to accountability, oversight, standardization and strengthening of VA police programs at VA facilities across the Nation. This office spans multi-state areas with regional directors and regional managers. The Office assesses compliance, standardization and critical security and law enforcement program actions across the Department.

### **Activities**

- Provides leadership and direction regarding all law enforcement and security related matters.
- Exercises initiative and executive leadership in managing the Law Enforcement and Security Program.
- Ensures ongoing measurement of crime trends/events at VA facilities through reviews of daily and monthly reports of crimes received through formal reporting systems.
- Informs higher management of changing crime indicators; look for new opportunities to determine crime trends and pushes that to field units.

### **Business Functions**

Provide Organizational Leadership and Oversight

### **Authorities**

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. 38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers.

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-07D1a West Region Director*

### **Overview**

The West Region Director is responsible for VA police operations pertaining to accountability, oversight, standardization and strengthening of VA police programs at VA facilities across the Nation. This office spans multi-state areas with regional directors and regional managers. The Office assesses compliance, standardization and critical security and law enforcement program actions across the Department.

### **Activities**

- Serves as a senior law enforcement and security official within a defined geographical region.
- Oversees, guides, and facilitates law enforcement and physical security activities at Veterans Affairs Medical Centers/Health Care Systems, Community Based Outpatient Clinics (CBOC), Veterans Benefit Administration Offices and National Cemetery Administration properties within the region.
- Exercises initiative and executive leadership for the Law Enforcement and Security Program.

### **Business Functions**

Prevent Crimes and Mitigate Threats Provide Incident Response Apprehend Criminals  
Conduct Criminal Investigations

### **Authorities**

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. 38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers.

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-07D1b Office of Central Region Director*

### **Overview**

The Central Region Director is responsible for VA police operations pertaining to accountability, oversight, standardization and strengthening of VA police programs at VA facilities across the Nation. This office spans multi-state areas with regional directors and regional managers. The Office assesses compliance, standardization and critical security and law enforcement program actions across the Department.

### **Activities**

- Serves as a senior law enforcement and security official within a defined geographical region.
- Is responsible for the oversight, guidance, and facilitation of the law enforcement and physical security activities at Veterans Affairs Medical Centers/Health Care Systems, Community Based Outpatient Clinics (CBOC), Veterans Benefit Administration Offices and National Cemetery Administration properties within the region.
- Exercises initiative and executive leadership for the Law Enforcement and Security Program.

### **Business Functions**

Prevent Crimes and Mitigate Threats Provide Incident Response Apprehend Criminals  
Conduct Criminal Investigations

### **Authorities**

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. 38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers.

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-07Dlc East Region Director*

### **Overview**

The East Region is responsible for VA police operations pertaining to accountability, oversight, standardization and strengthening of VA police programs at VA facilities across the Nation. This office spans multi-state areas with regional directors and regional managers. The office assesses compliance, standardization and critical security and law enforcement program actions across the Department.

### **Activities**

- Serves as a senior law enforcement and security official within a defined geographical region.
- Is responsible for the oversight, guidance, and facilitation of the law enforcement and physical security activities at Veterans Affairs Medical Centers/Health Care Systems, Community Based Outpatient Clinics (CBOC), Veterans Benefit Administration Offices and National Cemetery Administration properties within the region.
- Exercises initiative and executive leadership for the Law Enforcement and Security Program.

### **Business Functions**

Prevent Crimes and Mitigate Threats Apprehend Criminals

Provide Incident Response Conduct Criminal Investigations

### **Authorities**

VA Directive 0720. Program to Arm Department of Veterans Affairs Police.

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. 38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers.

VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-07Dld Office of Professional Responsibility*

### **Overview**

The Office of Professional Responsibility oversees and manages VA Police Internal Affairs program enterprise wide. Ensures issuance of written guidance for VA police to conduct investigations of allegations of misconduct or criminal activity involving their local facility leaders. Participates in facility appeals process, as appropriate. Oversees the Internal Affairs information database and early warning system.

### **Activities**

- Ensure personnel complaints are handled in a comprehensive and objective manner in accordance with

laws and regulations.

- Track active complaints, ensure appropriate records are maintained, and prepare statistical data.
- Ensure procedures are implemented for appropriately handling VA police investigations of medical facility leaders.

### **Authorities**

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. 38 U.S.C. § 902.

Enforcement and Arrest Authority of Department Police Officers.

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## ***HRA/OSP-07D2 Law Enforcement Training Center***

### **Overview**

The VA Law Enforcement Training Center (LETC), located in North Little Rock, Arkansas, provides professional training for all VA Police Officers to deal successfully with situations involving patients at VA health care facilities. Through its Franchise Fund Activities, the LETC also provides training services to other Federal law enforcement agencies. LETC consists of four divisions: Academic Programs Division, Technical Programs Division, Advanced Programs Division and the Training Standards Division. These divisions provide entry-level, advanced-level and specialized law enforcement trainings.

### **Activities**

- Serves as subject matter experts concerning the development of training program requirements, associated policies and standard operating procedures.
- Provides technical advice, guidance and leadership to VA facility managers and Police Service Chiefs concerning training program requirements and policy.
- Conducts and/or assists criminal investigations at VA facilities and properties.
- Fulfills need for training that will ensure students possess basic police knowledge of and attitude toward Federal laws and agency regulations and procedures, particularly in the law enforcement subjects of arrest, search and seizure and their related constitutional safeguards.
- Provides ancillary training in the broad range of the agency's operational and administrative policies and procedures that govern the daily conduct of law enforcement activities.
- Provides the fundamentals of marksmanship, which teach the importance of weapon handling, basics of shooting and the overall manipulation of the duty weapon and ensures VA Basic Police Officers are aware and trained on the latest techniques of arrest.

- Provides cutting edge training to VA Firearms Instructors in the Active Threat Response Instructor Course, which incorporates the Use of Force Continuum, Shoot/Don't Shoot Scenarios, Isolation Drills and Force-on-Force scenarios utilizing Simunition marking cartridges.
- Prepares those selected to manage and train VA police officers in Ground Defense and Recovery (GDR) techniques.
- Manages national K-9 policy and course to educate and maintain appropriate standards.
- Evaluates training on multiple levels to ascertain whether it meets the needs of the student and client.
- Registers students, assigns lodging, issues order, administers tests, collects data, records data, files accordingly and distributes supplies and equipment.

### **Business Functions**

Conduct Criminal Investigations

### **Authorities**

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations. 38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers.

VA Directive 0730. Security and Law Enforcement.

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. 38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## ***HRA/OSP-07D2A Finance Division***

### **Overview**

Finance Division provides financial, budget, travel, procurement and billing support.

### **Activities**

- Responsibilities include internal and external purchase control, financial analysis, and coordinates all Service Level Agreements (SLAs) with VA related entities and Franchise Agreements (FAs) with other governmental agencies (OGA).

### **Authorities**

38 U.S.C. Ch. 9. Security and Law Enforcement On the Property Under the Jurisdiction of the Department. VA Directive 0720. Program to Arm Department of Veterans Affairs Police.

VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-07D2B Special Services Division*

### **Overview**

Special Services Division oversees the maintenance, development and promulgation of operational policies, directives, standard operating procedures, and training units, in addition to providing the associated guidance of these documents to the field level operations.

### **Activities**

- Special Services Division {SSD} is responsible for special projects and areas of operation not directly within the purview of the other divisions.
- SSD provides oversight to all legal instruction, mandatory monthly field training, and the National Police Reporting System {Report Exec.}.
- SSD is responsible for all internal Fact-Findings concerning staff or students for any allegations of misconduct; or violation of applicable policies.

### **Authorities**

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police.

38 U.S.C. Ch. 9. Security and Law Enforcement On the Property Under the Jurisdiction of the Department. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-0702C Training Support Division*

### **Overview**

Training Support Division provides evaluation, oversight and accreditation of in-residence, field training and instructional programs.

### **Activities**

- Responsibilities include internal and external quality control, internal policy updates and promulgation, statistical analysis, accreditation, student and program record keeping, online student training management, student meals, lodging and student assignments.

### **Authorities**

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-07020 for Technical Programs Division*

### **Overview**

The Technical Programs Division provides oversight and management of all in-residence and field training programs and policies for the use of department-issued weapons, unarmed defense, physical training and tactical operations.

### **Activities**

- Responsibilities include; development of all associated programs and curricula, conducting specialized instructor courses, conducting Use of Force reviews, and continuous evaluation of improvements in law enforcement technology, methodologies and processes associated with these areas.

### **Authorities**

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police.

38 U.S.C. Ch. 9. Security and Law Enforcement On the Property Under the Jurisdiction of the Department. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-0702E Advanced Programs Division*

### **Overview**

Advanced Programs Division develops comprehensive investigative, crime prevention, instructor development, leadership programs, specialty communications and other government agency-specific courses.

### **Activities**

- Responsibilities include oversight and management of all specialty courses and continuous evaluation of improvements in the law enforcement technology, methodologies and processes associated with these areas.

### **Authorities**

VA Handbook 0720. Program to Arm Department of Veterans Affairs Police. VA Directive 0720. Program to Arm Department of Veterans Affairs Police.

38 U.S.C. Ch. 9. Security and Law Enforcement On the Property Under the Jurisdiction of the Department. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.



## *HRA/OSP-07D2F Academics Programs Division*

### **Overview**

Academic Programs Division provides oversight and management of the VA Police Officer Standardized Training (VA POST) Course and the U.S. Department Air Force Civilian Police Academy (DAF CPA).

### **Activities**

- Developing programs and curricula designed to prepare newly hired police officers to provide professional law enforcement services in health care environments or similar limited jurisdictional locations.
- Conducting needs assessments of field operations to ensure currency and validity of training programs, and to provide guidance to facility managers and police service chiefs concerning training practice and policy.

### **Authorities**

VA Directive 0720. Program to Arm Department of Veterans Affairs Police. VA Handbook 0720. Program to Arm Department of Veterans Affairs Police.

38 U.S.C. Ch. 9. Security and Law Enforcement On the Property Under the Jurisdiction of the Department. VA Directive 0730. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## *HRA/OSP-07D2G Logistics Division*

### **Overview**

Logistics Programs Division provides logistics, vehicle fleet and facilities support.

### **Activities**

- Responsibilities include internal supply orders, facilities management, fleet management and coordinates with the contracting office for facility maintenance and building projects.

### **Authorities**

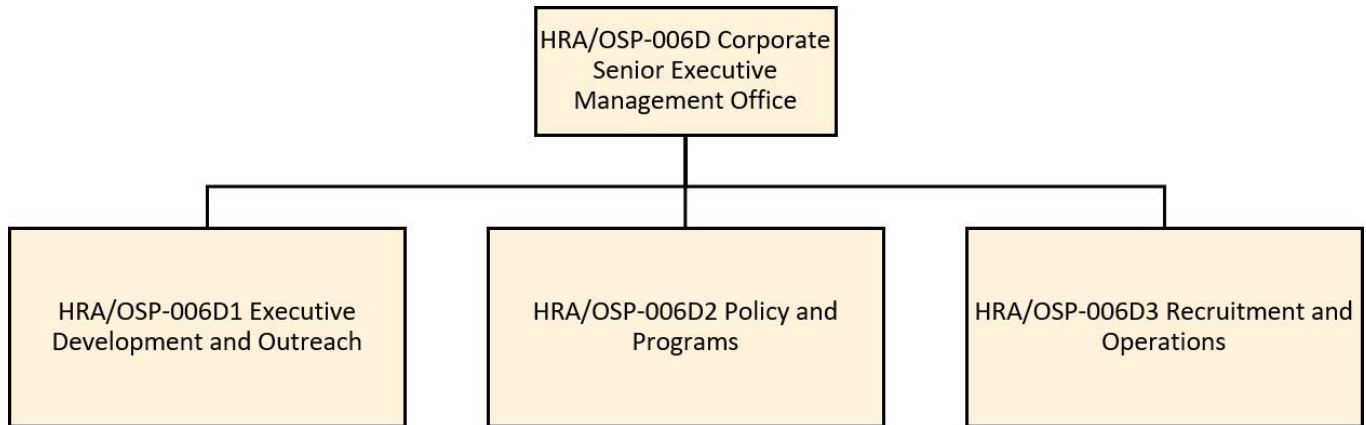
38 U.S.C. Ch. 9. Security and Law Enforcement On the Property Under the Jurisdiction of the Department. VA Directive 0720. Program to Arm Department of Veterans Affairs Police.

VA Directive 0730. Security and Law Enforcement.

VA Handbook 0730/1. Security and Law Enforcement.

38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## HRA/OSP-006D Corporate Senior Executive Management Office



### Mission

To provide quality hiring services, performance management and oversight, technical guidance and executive development opportunities for VA Senior Executives.

### Overview

Corporate Senior Executive Management Office (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.

### Activities

- Provides executive service and senior level staffing and hiring services.
- Manages and provides oversight on executive performance management and executive policy.
- Provides technical guidance on executive continuing development opportunities.

### Business Functions

Provide Organizational Leadership and Oversight

### Authorities

5 C.F.R. pt. 213. Excepted Service.  
5 U.S.C. § 2301. Merit Principles.  
5 U.S.C. § 2302 (a)(2)(B). Prohibited Personnel Practices.  
5 C.F.R. pt. 412. Supervisory, Management and Executive Development. 5 C.F.R. pt. 534. Pay Under Other Systems.  
5 C.F.R. pt. 535. Critical Position Pay Authority.  
5 C.F.R. pt. 575. Recruitment, Relocation, and Retention Incentives; Supervisory Differentials; and Extended Assignment Incentives.  
5 U.S.C. Ch. 33, subCh. VIII. Appointment, Reassignment, Transfer, and Development in the Senior Executive Service.  
5 U.S.C. Ch. 53. Pay Rates and Systems.  
38 U.S.C. § 7401. Appointments in Veterans Health Administration. VA Handbook 5027. Senior Executive Service.  
OPM (2014). Senior Level and Scientific (SL/ST) Positions Fact Sheet. OPM (March 2017). Guide to The Senior Executive Service.  
Exec. Order No. 13714. Strengthening the Senior Executive Service, December 15, 2015. 38 U.S.C. § 7306. Office of the Under Secretary for Health.  
5 U.S.C. § 3131. The Senior Executive Service. 5 C.F.R. pt. 214. Senior Executive Service.  
38 U.S.C. § 713. Senior Executives: Removal, Demotion or Suspension Based on Performance or Misconduct.

## **HRA/OSP-00601 Executive Development and Outreach**

### **Overview**

CSEMO facilitates continued Senior Executive development opportunities after an individual enters the VA Senior Executive cadre. Faced with constant challenges, changing technologies and a fluid environment, VA's Senior Executives have an ongoing need to pursue professional executive development. As required by statute (5 C.F.R. § 412.401 and 5 U.S.C. § 3396), Federal agencies are required to establish programs for the Continuing Development of Senior Executives.

For VA, executive development starts when a senior executive begins their career with the Department. In support of VA's strategic mission and one of the major initiatives on Transform Human Capital Management, CSEMO developed a structured developmental and onboarding program to accommodate and assimilate newly appointed senior executives into the organizational culture, business environment and their positions.

### **Activities**

- Administers the Department's Executive Onboarding Program to aid executives in acquiring, accommodating, assimilating, and accelerating into the culture and business of the organization during their first year, in compliance with Office of Personnel Management (OPM) guidance.
- Serves as subject matter expert and Department lead for executive talent management and succession planning.
- Manages executive development through receipt and analysis of executive development plans and

communication of rotational assignment opportunities.

- Manages the Department's executive coaching program.
- Receives and analyzes exit survey data and applies the information towards executive retention strategies.
- Is responsible for corporate communications to senior executives including information on executive development opportunities and management of CSEMO SharePoint, intranet and internet websites.

## **Business Functions**

Manage Talent Development and Training

## **HRA/OSP-00602 Policy and Programs**

### **Overview**

The Policy and Programs division is staffed with senior human resources (HR) specialists, who are technical experts in the functional areas of managing the Department of Veterans Affairs (VA) Handbook 5027, Senior Executive Service. These subject matter experts provide oversight of the administration of VA executive resources Activities through the development of senior executive service (SES) and senior level (SL) programs and procedures. This division advises on all personnel matters affecting the executive cadre, advises Department officials on the technical aspects of SES policies and prepares options and recommendations on their application to sensitive and controversial personnel issues.

The Policy and Programs division serves as a principal Department liaison with the Office of Personnel Management, General Accounting Office and other agencies on program management of VA's executive resources programs. This division also administers VA's SES program-related systems.

### **Activities**

- Develops Department-wide HR policy and guidance applicable to senior leaders.
- Manages the Department's SES and SL performance management systems, including serving as administrator of VA's automated performance management system, issuing guidance, conducting training, coordinating certification of VA's SES and SL systems with OPM and responding to annual data calls.
- Coordinates the Performance Review Board (PRB), which is responsible for recommending SES, SES- EQV and SL performance ratings and awards to the Secretary of Veterans Affairs.
- Coordinates the Presidential Rank Award program.
- Manages the Department's compensation program for senior leaders to include recommendations on pay adjustments.
- Coordinates employee relations matters involving senior leaders with the Office of Accountability and

Whistleblower Protection and the Office of General Counsel.

- Serves as the Department's subject matter expert on all categories of senior leader benefits conducts benefits counseling, and coordinates the processing of all benefits actions.
- Responsible for receipt and processing of senior leader honor awards and other awards.
- Manages Drug-Free Workforce Program for Department senior executives and equivalents.

## **Business Functions**

Perform Talent Acquisition

## **HRA/OSP-00603 Recruitment and Operations**

### **Overview**

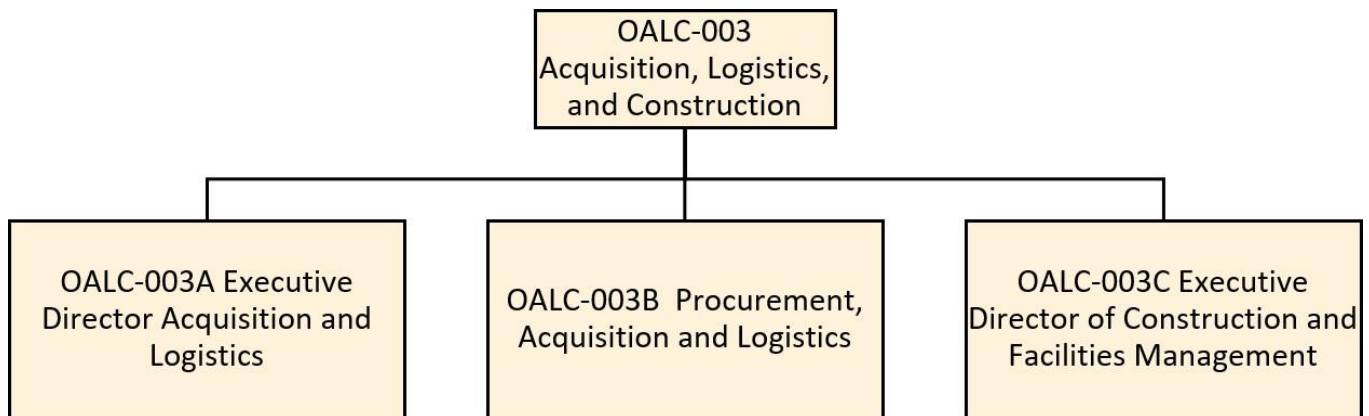
Recruitment and Operations division provides expert advice and service on the full range of executive lifecycle management in executive staffing, classification and retention processes, regulations, guidelines and procedures, including providing merit staffing guidance and engagement to resolve unique staffing/recruitment issues. This division provides advice and service to the following populations: the Career Senior Executive Service, Political Appointees {Political Appointees Senate confirmed or without senate confirmation, Schedule Cs, and Non-Career SES}, Title 38 Senior Executive Equivalents, Members of the Board of Veterans Appeals, Senior Level and Consultant/Expert positions. The Recruitment and Operations Division focuses on customer service and continuous improvement and is committed to fostering an environment that enhances the HR experience.

### **Activities**

- Oversees the biennial review of executive allocations.
- Manages executive positions to include classification and pay band determinations.
- Provides subject matter expertise and advice on recruitment strategies and administers the merit staffing process to fill executive positions, including managing Executive Resources Board {ERB} Rating Panels and coordinating Qualifications Review Board {QRB} cases with OPM.
- Maintains accountability for all aspects of recruiting, staffing and entry on duty for senior leaders.
- Serves as the Department's principal advisor to the SECVA on executive resources matters and interacts with OPM concerning all aspects of executive management.
- Facilitates the merit staffing process for the SES Candidate Development Program and placement of certified candidates.
- Coordinates and prepares all personnel actions for VA's career, non-career and limited term SES, senior level {SL}, Title 38 SES Equivalents, political appointees, Schedule C employees, consultants/experts, and Veterans Law Judges {VLJ} positions.



## *OALC-003 Office of Acquisition, Logistics, and Construction*



### **Mission**

Provides innovative, cost effective business solutions that meet the needs of our customers in support of Servicemembers, Veterans, and their families.

### **Overview**

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

### **Activities**

- Establishes and oversees enterprise acquisition policy, processes, and education. Also serves as Chairman of the VA Acquisition Executive Council.
- Serves as the Department's Chief Acquisition Officer and principal advisor to the Deputy Secretary on acquisition-related items.
- Develops and maintains the acquisition career management program. Trains and certifies the entire acquisition team through the operation of the VA Acquisition Academy.
- Manages and establishes standards for VA's enterprise-wide acquisition technology tools.
- Formulates, reviews, and implements enterprise-wide acquisition policy, ensuring compliance with Federal acquisition policy promulgated by Office of Federal Procurement Policy, legislation, and other regulatory entities.
- Develops VA Supply chain management policy and monitors enterprise-wide operations.

- Provides strategic direction and management oversight of VA's delegated authority from the General Services Administration (GSA) to establish and maintain Federal Supply Schedules for health care system, commodities, and equipment.
- Establishes performance measures for the agencies acquisition programs.
- Develops and oversees acquisition operations for the Department.
- Serves as the primary advisor to the Deputy Secretary on acquisition operation related items and co-chairs VA's Senior Procurement Council.
- Oversees the formulation of plans and acquisition strategies.
- Ensures the provision of acquisition services to the Department. Serves as Co-Chairman of the VA Revolving Fund Board of Directors.
- Develops and oversees VA's major construction program and leasing activities.
- Serves as the primary advisor to the Deputy Secretary on construction and lease-related items.
- Manages the progress of specific construction and lease projects.
- Promulgates VA's construction, leasing, and historic and environmental preservation polices and standards.
- Reviews, presents and defends the requested budget for VA's major construction and leasing program.
- Oversees the formulation of plans and acquisition strategies for the procurement of land, and construction and leasing services.
- Provides management and oversight of facility engineering operations for strategic capital investment and project prioritization.
- Establishes and implements enterprise-wide processes and tools to support and standardize the construction and leasing process.
- Oversees the VA Pathfinder website that provides vendors and innovators curated educational resources and guided virtual experience to explore collaboration opportunities with VA.

### **Business Functions**

Develop and Codify Functional Policy

Provide Organizational Leadership and Oversight Develop and Evaluate Internal Controls

Conduct Program Evaluations

Provide Construction, Engineering Architecture Oversight and Support Identify, Review, and Prioritize Essential Functions

Maintain Essential Operations Readiness Manage External Audits

Administer Corrective Action Conduct Quality Assurance

Conduct Enterprise Risk Management Conduct Enterprise Performance Management



Promote Awareness of Veteran Issues  
Coordinate External Partnerships Manage Correspondence  
Manage Documentation  
Document Organizational History  
Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management  
Perform Administrative Human Resource Management Perform Administrative IT Management  
Perform Internal VA Communications and Coordination Provide Employee Customer Services  
Manage Office Supply Inventory and Distribution Conduct Property Strategy Development  
Conduct Property Space Design and Construction Perform Requirements Development  
Develop VA's Learning Agenda  
Conduct Individual Development Planning Design and Management Perform Room Management  
Manage Test, Training, and Exercise Events Manage Alternate Locations  
Manage Devolution Activities Manage Service Recovery  
Respond to Disasters and Emergencies Support Federal Emergency Response Perform Budget Planning  
Perform Budgetary Reporting  
Develop Acquisition Strategy/Plan  
Assist Veteran Small and Disadvantaged Business Conduct Strategic Planning  
Conduct Mission Requirements Planning  
Conduct Enterprise Governance Perform Total Lifecycle Cost Analysis Perform Inventory and Equipment Administration -  
Property & Facilities  
Manage Enterprise Process Improvement

## **Authorities**

VA Directive 7000. VA Acquisition Policy. VA Directive 7002. Logistics Management.  
VA Directive 7349. VA Acquisition Corps (VAAC). VA Handbook 7349. VA Acquisition Corps.  
VA Directive 7402. VA Acquisition Program Management Framework (APMF) Policy. VA Handbook 7402. VA  
Acquisition Program Management Framework.  
VA Handbook 7403. Federal Acquisition Certification for Contracting Officers Training (FAC-Contracting  
Officer's Representative (COR)).  
VA Directive 7512. Seismic Safety of VA Buildings.  
VA Directive 7531. Acquisition of Artwork, Decorative Furnishings and Decorative Items. Pub. L. 93-400 as  
amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.  
38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply;  
Enhanced-Use Leases of Real Property.  
VA Directive 7240. Transportation and Traffic Management. VA Directive 7241. Transportation and Motor  
Vehicles.  
VA Directive 7179. Mandatory Use of the Federal Strategic Sourcing Initiative for Domestic Delivery Services  
for Express and Ground Small Package Shipments and Express Heavyweight Shipments.  
VA Directive 7631. Quarters Management.

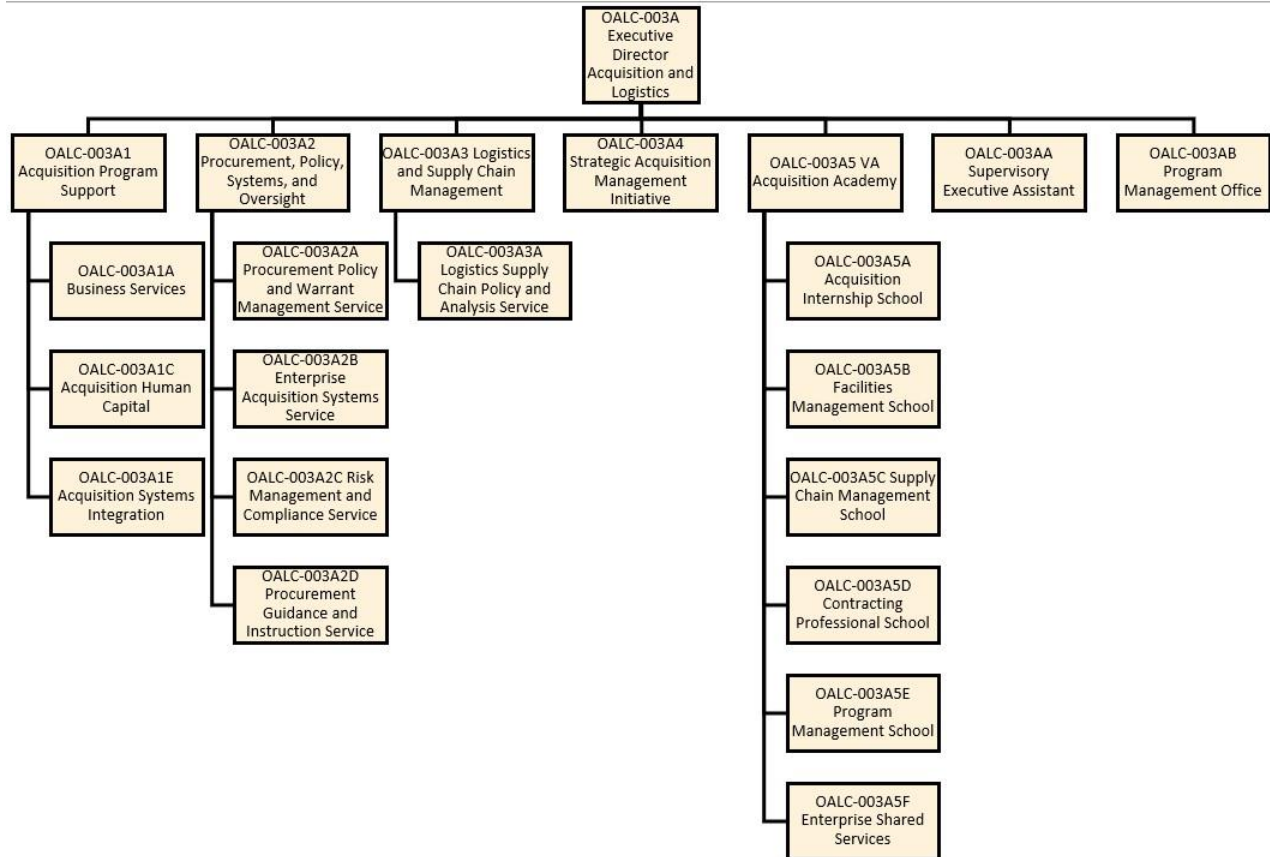
VA Directive 7815. Acquisition of Real Property by Lease and By Assignment from General Services Administration.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

38 U.S.C. § 312A. Director of Construction and Facilities Management.

## OALC-003A Executive Director Acquisition and Logistics



### Overview

The Office of Acquisition and Logistics (OAL) supports America's Veterans and families by delivering business solutions that provide better outcomes, harnessing technology all at the best value to the government meeting the needs of our Veterans and their families.

### Activities

- The Executive Director, OAL also serves as the VA Senior Procurement Executive (SPE). The roles
- and responsibilities are notably important, providing the leadership, vision, and direction to ensure Acquisition and Logistics Management required functionality is optimized at VA. Responsible for
- leading and managing the way VA leverages the capabilities of the commercial sector and the buying power of the government to best support the VA mission within the changing Federal acquisition environment as it relates to the VA Acquisition Management business ecosystem. The Department cannot accomplish its' mission without a strategic approach to executing and managing the various phases of the acquisition and logistics lifecycles both of which are key success factors for achieving the VA mission.

- The Services Acquisition Reform Act (SARA) requires the SPE to lead acquisition management and oversee all acquisition activities for the department, functions and activities include:
- Advises and assists the Secretary and other agency officials to ensure the VA mission is achieved through the management of the Department's acquisition and logistics activities.
- Monitors the performance of acquisition activities and acquisition programs, evaluating the performance of those programs based on applicable performance measurements and advising the Secretary regarding the appropriate business strategy to achieve the mission.
- Increases the use of full and open competition by establishing policies, procedures, and practices to ensure the Department receives a sufficient number of offers from responsible sources to fulfill the published requirements (including quality performance and on-time delivery) at the lowest cost or best value considering the nature of the procurement - to include consideration of VA specific
- legislative Authorities such as Veterans First.
- Assures decisions are consistent with all applicable laws, access to quality data, and establish clear lines of authority, accountability, and responsibility for those designated as acquisition decision making authorities.
- Manages the direction of acquisition policy for the Department, including drafting and codified supplementation to the Federal Acquisition Regulation (FAR) and developing internal VA
- procedures, guidance, and instructions focused on the end-to-end acquisition and logistics lifecycles.
- Collaborates with the Chief Executive Offices (CXO) Senior Officials to establish lines of authority for those responsible for making decisions and implementing a structure for garnering results that align with VA Modernization initiatives.
- Directs functions and activities on the end-to-end Acquisition Lifecycle Framework (ALF) for major
- and non-major programs, projects, systems, capital investments, etc., complying with legislative and regulatory requirements.

## **Business Functions**

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions

## **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 31

U.S.C. § 3512. Federal Managers - Financial Integrity Act of 1982.

40 U.S.C. § 11302. Capital Planning and Investment. 40 U.S.C. § 11501. Public Buildings.

40 U.S.C. § 11315. Agency Chief Information Officer.

## OALC-003A1 Acquisition Program Support

### Overview

The Office of Acquisition Program Support provides the full range of mission support services and operations for efforts focused on Performance Management and Metrics, Acquisition Human Capital Planning/Certification, OAL Budget Management, Human Resources Liaison, OAL Space Planning, and Emergency Response.

### 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). This also includes management of a VA specific acquisition certification in Facilities Engineering and Construction (FE/C).
- 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.

### Business Functions

Perform Talent Development Knowledge Management Manage Enterprise Process Improvement

Develop VA's Learning Agenda

Perform Talent Development Operational Planning and Management Perform Skills and Competencies Assessment and Management

Perform Talent Development Strategy Administer Course Design and Management

Conduct Individual Development Planning Design and Management Conduct Certification and Credit Management

Perform Requirements Development Execute Talent Development

### Authorities

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended). Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## *OALC-003A1A Business Services*

### **Overview**

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

### **Activities**

- Responsible for providing an array of human resources services including advice, guidance, and processing, in conjunction with OAL's assigned HR servicing organization, of staffing, recruitment, classification, position management, benefits, employee/labor relations, performance management, award recognition, Equal Employment Opportunity issues, privacy issues, and actions to support the management and employees of the OAL organization.
- Coordinates with the appropriate offices to include OAL's HR servicing organization, the Office of Resolution Management, and the Privacy Office to complete the processing of human resources actions and resolve issues to ensure compliance with applicable laws, rules, regulations, and policies.
- Oversees a variety of operational and administrative support programs necessary to sustain business lines in the Office of Acquisition and Logistics (OAL) and the Office of Procurement, Acquisition, and Logistics (OPAL).
- Responsible for facility and workspace planning management systems; learning programs and the Talent Management System (TMS); travel management and the Federal Traveler program; internal procurement and the Government Purchase Card program; transit benefit management system; property management and equipment inventory; several components of EEO; emergency preparedness/response, and Continuity of Operations (COOP) programs; organizational-wide employee training, education, and professional development; and intra-organizational procurement support.
- Coordinates with several offices, including VA Office of Management, General Services Administration, VA Operations and Security Preparedness, VA Office of Resolution Management, VA Construction and Facility Management, VA General Counsel, and the VA Office of Information and Technology.

### **Business Functions**

Perform Administrative IT Management Manage Correspondence

Provide Employee Customer Services

Manage Office Supply Inventory and Distribution Perform Internal VA Communications and Coordination

Identify, Review, and Prioritize Essential Functions Manage Reconstitution Activities

Perform Room Management

Manage Test, Training, and Exercise Events Manage Alternate Locations

Manage Devolution Activities Respond to Disasters and Emergencies

Maintain Essential Operations Readiness Support Federal Emergency Response Coordinate National Security Operations Conduct Acquisition Source Selection  
Perform Office Administrative Support Functions Perform Administrative Financial Management  
Perform Administrative Human Resource Management  
Manage Service Recovery  
Develop Agency Human Capital Strategy, Policy, and Operations Plan Perform Talent Acquisition Management  
Execute Talent Development  
Conduct Employee Performance Management Manage Equal Opportunity and Grievance Processes Conduct Workforce and Performance Reporting

### **Authorities**

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended). Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003A1C Acquisition Human Capital***

### **Overview**

Operates under the Director, Acquisition Human Capital Management Services, who also serves as the VA Departmental Acquisition Career Manager (ACM). Serves, advises, and assists the Associate Executive Director, APS, and the ED, OAL/SPE. Manages a comprehensive Acquisition Career Management Program in accordance with OMB/Federal Procurement Policy (OFPP) Federal Acquisition Certification directives for the VA Acquisition Workforce (AWF), [Program/Project Managers, 1102s - Contracting Professionals, Contracting Officer's Representatives], and other Federal acquisition specialty areas such as Digital Information Technology, Facilities Engineering and Construction, etc.

### **Activities**

- Federal Acquisition Certification management and updates.
- AWF Competency and Skills Assessments.
- Collaborates across the Department and OAL on AWF human capital initiatives.
- Develops, monitors, and support AWF succession planning.
- Complies with requirements for Federal reporting from OMB and/or Congress.
- Assesses and analyzes VA's acquisition workforce competency and certifications requirements and provides senior leaders across the enterprise assessment metrics to support the AWF professional development and future initiatives.
- Activities completed through strategic communications, outreach initiatives, collaborative forums and

engagement, keeps the AWF updates provided by VA and the OFPP related to certification requirements and other AWF 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 VA AWF who holds an active FAC for leadership updates, awareness, and other federal reporting requirements.
- Oversees the implementation, management, and use of approved Federal AWF standardized systems to manage VA AWF certification documentation and updates.
- Develops partnerships and engages with external stakeholders, such as OMB, the OFPP, the FAI, other civilian agencies, and professional organizations to ensure AWF preparedness, career/ professional development, recognition, and exchange of best practices.

### **Business Functions**

Conduct Enterprise Performance Management Execute Talent Development  
Manage Talent Development and Training

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended).

## ***OALC-003A1E Acquisition Systems Integration***

### **Overview**

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

### **Activities**

- Develops and deploys departmental acquisition procurement performance measures, aligned with the federal benchmarks to determine operational effectiveness, efficiency, and achievement of VA Acquisition Management objectives. Develop and manage executive dashboards to support timely decision making on critical OAL work functions.
- 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 the OAL annual budget using VA Supply Fund.
- Manages OAL employee engagement initiatives and activities.



- Manages VA performance against various OMB Benchmark results.

### **Business Functions**

Perform Internal VA Communications and Coordination Develop and Codify Functional Policy  
Conduct Advisory Committees and Councils Conduct Program Evaluations  
Manage Enterprise Process Improvement Conduct Enterprise Program Management  
Perform Talent Development Operational Planning and Management Perform Talent Development  
Knowledge Management  
Conduct Enterprise Performance Management Provide Employee Customer Services  
Execute Talent Development

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.  
48 C.F.R. Ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting.

## **OALC-003A2 Procurement, Policy, Systems, and Oversight**

### **Overview**

The Office of Procurement Policy, Systems and Oversight (PPSO) provides leadership and management for a full range of programmatic and oversight duties related to the acquisition lifecycle. These include VA supplements to the Federal Acquisition Regulation (FAR), VA internal procedures, guidance and instructions (PGI), Contracting Officer Warranting Program, acquisition and risk management, quality assurance, internal controls and compliance Activities and enterprise-wide automated acquisition business systems.

### **Activities**

- Directs the development and management of VA acquisition regulatory guidance and internal PGI through the VA Acquisition Regulation (VAAR) and VA Acquisition Manual (VAAM), respectively,
- along with operational assessments of the effectiveness of the information and efficiency of the delivery of Acquisition Management regulatory guidance and PGI. Other areas managed and
- reviewed are legislation, Presidential Executive Orders, regulations, Office of Management and Budget (OMB) Memoranda/Circulars, and input from industry.
- Directs and reviews various activities related to compliance with Federal and VA acquisition regulatory guidance and PGI, along with advising the Executive Director (ED), Office of Acquisition and Logistics (OAL), on VA protests of contract actions, suspensions and debarments related to
- allegations of fraud and mismanagement in VA contracting processes, and risk mitigation methods throughout the acquisition lifecycle.
- Leads efforts to manage VA acquisition business systems, including the electronic Contract Management

System (eCMS) and its interface with other automated corporate systems such as finance and payment systems, required to assure standardization based on system functionality and users' access to emerging technology to improve their capabilities when completing the various

- acquisition Activities throughout the acquisition lifecycle. Collects data for VA-wide procurement reports for transmittal to OMB and Congress.

### **Business Functions**

Provide Organizational Leadership and Administrative Support Provide Organizational Leadership and Oversight

Perform Internal VA Communications and Coordination Manage Correspondence

Conduct Enterprise Governance Ensure Accountability and Compliance Develop and Evaluate Internal Controls

Conduct and Manage Audits and Audit Findings Manage Performance and Risk

Conduct Program Evaluations Conduct Quality Assurance

Conduct Enterprise Risk Management Develop and Codify Functional Policy

Manage Advisory Committees and Councils Conduct Advisory Committees and Councils

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. VA Directive 7000. VA Acquisition Policy.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

## ***OALC-003A2A Procurement Policy and Warrant Management Service***

### **Overview**

Builds on Federal mandates and carries out delegated authority for developing and managing the direction of acquisition Activities related to VA acquisition regulatory guidance, procurement policy, and warrant management.

### **Activities**

- Reviews, analyzes, and interprets proposed legislation, regulations, executive orders, OMB memoranda, and other documents affecting VA's acquisition management practices and operations. Recommends VA's position thereon and presents alternate proposals as needed.
- Formulates VA public-facing acquisition regulatory guidance supplementing the FAR, which is published in the VAAR. Policy is directive in nature and has national implications for the acquisition mission of the

Department across the acquisition lifecycle, as it relates to VA staff and industry.

- Establishes governance for and manages the VAAR program, applying proven methodologies to assure the VAAR is properly integrated into the broader Acquisition Management Program (AMP), updated in a collaborative and timely manner, codified according to electronic Code of Federal Regulation requirements and posted to the OMB public link at <https://www.acquisition.gov/> for access by VA staff and industry.
- Develops required deviations/waivers from the FAR and the VAAR to address unique VA areas of concern.
- Reviews, coordinates, responds to, and recommends action on various acquisition activities, audits, and inquiries submitted by sources internal and external to VA, including Congress, OMB, Government Accountability Office (GAO), Office of Inspector General (OIG), Federal Agencies and industry. Provides consultative services for the ED, OAL/Senior Procurement Executive (SPE); Associate Executive Director (AED), PPSO; Heads of Contracting Activity (HCAs); and other mission support areas in VA Central Office (budget/finance and information technology).
- Serves as a VA representative on the Civilian Agency Acquisition Council.
- Develops VA standards for the Warrant Management Program.

### **Business Functions**

Execute Talent Development Conduct Enterprise Governance

Ensure Accountability and Compliance Develop and Codify Functional Policy Manage Advisory Committees and Councils Conduct Advisory Committees and Councils Conduct Acquisition Management

Conduct Acquisition Planning Perform Requirements Development Perform Market Research

### **Authorities**

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. VA Directive 7700.

Occupational Safety and Health.

## ***OALC-003A2B Enterprise Acquisition Systems Service***

### **Overview**

Directs the development, deployment and maintenance of enterprise acquisition systems, setting standards utilizing emerging technology and managing the VA eCMS.

### **Activities**

- Oversees and manages the development, deployment and implementation of a suite of acquisition tools as part of the VA Acquisition Business Systems Program based on emerging technology and Federal acquisition mandates.
- Manages the collection and exchange of acquisition data using technology to create transparency, accountability and acquisition lifecycle reform, leading to supportable data-based decisions and improvements in the exchange of information between the Government and the public.
- Closely collaborates with all other areas in OAL to meet challenges and fill gaps that can be addressed by emerging technology.
- Integrates enterprise-level acquisition business systems with other corporate systems such as financial management systems, conducts operational performance assessments and transmits VA acquisition data to various Federal acquisition systems.
- Leads the development, maintenance and implementation of the acquisition management enterprise architecture to include current state, target state(s) and corresponding roadmap(s) and transition plan(s).

### **Business Functions**

Perform Development

Conduct Enterprise Governance

Manage Performance Improvement

Manage Enterprise Process Improvement Conduct Acquisition Package Preparation Manage Information

Provide Business Intelligence Services Perform Data Mining

Conduct Acquisition Management Conduct Acquisition Planning Conduct Business Case Development Perform

Market Research

Request for Information (RFI) Issuance

### **Authorities**

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. VA Directive 7000. VA Acquisition Policy.

## ***OALC-003A2C Risk Management and Compliance Service***

### **Overview**

Develops and manages various compliance and risk management Activities throughout the acquisition lifecycle performing quality assurance and internal controls assessments.

### **Activities**

- Provides authoritative acquisition technical advice to VA's contracting workforce through review and analysis of various programs of oversight and assessment and through collaborative engagement with senior acquisition leaders.
- 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 various Federal, VA and industry sources.
- Facilitates the administration, tracking, collaboration and reporting of all acquisition-related GAO and OIG audit recommendations to timely closure.
- Performs acquisition assessments in accordance with OMB Circular A-123 to assess, monitor and improve the effectiveness of internal controls associated with VA acquisition activities throughout the acquisition lifecycle.
- Manages various other areas such as risk management and compliance programs, including Suspension and Debarment, Protests, Task/Delivery Order Ombudsman, and Labor Liaison.

### **Business Functions**

Conduct Financial Internal Control/Compliance Reviews Ensure Accountability and Compliance

Develop and Evaluate Internal Controls Manage Performance Improvement Manage Performance and Risk

Conduct Program Evaluations

Conduct Enterprise Program Management Provide Business Intelligence Services

Perform Data Mining

### **Authorities**

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Pub. L. 108-136. National Defense Authorization Act for Fiscal Year 2004.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. VA Directive 7700.

Occupational Safety and Health.

## ***OALC-003A2D Procurement Guidance and Instruction Service***

### **Overview**

Formulates VA-wide PGI, designed to develop standards for the VA Acquisition Community (Senior Officials and VA Acquisition Workforce), encompassing the end-to-end acquisition lifecycle for complying with the FAR, VAAR, and other Federal acquisition policy. This work is vital to improving acquisition management across VA.

## Activities

- Formulates, reviews, implements and manages the internal-facing VAAM.
- Develops guidance for complying with the FAR, VAAR and other Federal acquisition policy to improve acquisition management across VA.
- Recommends and establishes uniform administrative processes to improve the performance and coordination of the VA AMP.
- Establishes governance for the VAAM Program, ensuring collaboration across OAL and proper integration into the broader AMP for the purpose of assuring the real-time content management for access by VA staff enterprise-wide and publication of the VAAM on the VA Acquisition Knowledge Portal.
- Serves as an authoritative source of information, advising and assisting the Department's acquisition workforce in applying and implementing acquisition policies and procedures at various phases of the acquisition lifecycle.
- Coordinates review of documents requiring the Department's SPE's signature and/or approval. Issues Acquisition Insiders to the VA AWF.
- Provides consultative services for the Chief Acquisition Officer; ED, OAL/SPE; AED, PPSO; HCAs and other mission support areas {budget/finance and information technology}, including discussions on the FAR and VAAR, along with any required consultations with various VA and industry groups to address unique VA areas of concern.

## Business Functions

Conduct Enterprise Governance

Manage Advisory Committees and Councils Ensure Accountability and Compliance Conduct Advisory Committees and Councils

## Authorities

VA Directive 7700. Occupational Safety and Health.

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

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## **OALC-003A3 Logistics and Supply Chain Management**

### Overview

Provides leadership and management for a full range of programmatic and oversight duties related to the VA Supply Chain {VASC}. LSCM provides continual accountability to Veterans ensuring optimal modernization and transformation of the logistics and supply chain ecosystems.

## Activities

- Logistics Workforce Development - Manages a comprehensive Logistics Career Management Program in accordance with OMB while partnering with stakeholders and civilian agencies to enhance workforce capacity and capabilities. Assists in modernizing logistics training through integration and innovation. Develops a supply chain/logistics certification program and monitor metrics and effectiveness of the program.
- Risk Management and Compliance - Conducts oversight and internal control reviews in accordance with OMB Circular A-123 to evaluate supply chain management across VA. Continuously monitors Key Performance Indicators and constructs feedback methods for process improvements. Provides transparent reports to VA leadership for logistics and supply chain decisions.
- Personal Property Cataloging - Manages VA's cataloging efforts and development of nomenclature and systems for grouping of personal property. Manages the enterprise Activity Address Codes
- {ACC} program. Develops a mature system for communicating and publicizing AACs for the VA.
- Utilization and Disposition - Manages the disposition program for the VA.

## Business Functions

Develop Acquisition Strategy/Plan

Perform Acquisition Analysis and Forecasting Manage Special Handling and Delivery Mail

## Authorities

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 41 C.F.R. Ch. 102 subCh. B. Personal Property.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended). VA Handbook 7002. Logistics Management Procedures.

U.S.C. Public Buildings, Property, and Works.

C.F.R. Ch. 101. Federal Property Management Regulations. Pub. L. 101-576. Chief Financial Officers Act of 1990.

VA Handbook 7348. Utilization and Disposal of Personal Property.

## *OALC-003A3A Logistics Supply Chain Policy and Analysis Service*

### Overview

The Office of Logistics Supply Chain Policy and Analysis Service provides policy and procedures to the VA Supply Chain (VASC) and logistics ecosystem. The office supports Veterans by ensuring standardized logistics procedures, guidance and instructions are integrated effectively and efficiently.

### Activities

- Logistics policy - Develops and manages departmental logistics regulatory standards in conjunction with Federal laws and mandates. Measures the effectiveness of logistics policy using data-driven methodologies and assures

integration and collaboration of policy across the VASC. Establishes communication channels and transparency for policy forums. Assists in the development of educational opportunities of policy. Analyzes industry best practices to transform logistics policy. Participates in enterprise committees related to logistics processes.

- Logistics Procedures, Guidance, and Instruction - Formulates, reviews, implements, and manages the internal-facing VA Logistics Manual (VALM). Develops standards for complying with VA Logistics policy and other Federal acquisition policy to improve VASC. Recommends and establishes uniform administrative processes to improve the performance and coordination of the VASC ecosystem.
- Establishes governance for the VALM Program, assuring the real-time content management for access by VA staff enterprise-wide and publication of the VALM on the VA Acquisition Knowledge Portal.

### **Business Functions**

Perform Property Management Manage Partnerships

Oversee Vendor Relationship Management Manage Budget Request Planning and Submission Perform Sales Customer Relationship Management

### **Authorities**

41 C.F.R. Ch. 102 subCh. B. Personal Property.

41 C.F.R. Ch. 101. Federal Property Management Regulations. Pub. L. 101-576. Chief Financial Officers Act of 1990.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended). VA Directive 7002. Logistics Management.

VA Directive 7348. Utilization and Disposal of Personal Property.

## **OALC-003A4 Strategic Acquisition Management Initiative**

### **Overview**

Ensures the VA mission is achieved through the management of the agency's acquisition Activities, supporting the VA \$28B acquisition portfolio.

### **Activities**

- Provides the leadership, resources, and strategic direction for acquisition activities to include consultative services department-wide and intentionally collaborate internal and external to VA (OMB, Industry, GAO, OIG, Administrations, and VA Staff Offices).
- Implements the VA Strategic Priorities and the Office of Acquisition, Logistics, and Construction (OALC) Strategic Framework leading strategic planning; change management; communications management; and improving the technical and functional capabilities required to modernize and transform Acquisition & Logistics Management (A&LM) focusing on the Veterans experience and stewardship over tax dollars.



## *OALC-003A4A Acquisition Lifecycle Framework (ALF)*

### **Overview**

Develops and manages standards to assure quality Logistics Management for the Enterprise as related to Logistics and Supply Chain Management.

### **Activities**

- Manages the overarching VA Acquisition Management Program (AMP), which is focused on the end-2-end (E2E) acquisition lifecycle. This includes the VA Acquisition Lifecycle Framework and Acquisition Knowledge Portal (AKP).
- Leads initiatives to build the VA acquisition business ecosystem designed to align departmental acquisition management with the VA Strategic Priority to modernize business processes and systems along with integrating Acquisition into the mission support business lines (Finance, Information Technology, and Human Capital).
- Manages for results; assuring collaboration across the enterprise internal and external to VA (Federal Government and industry); assures integration and proper alignment of various governance bodies required to support the VA acquisition mission.

## *OALC-003A4B Functional Acquisition Manager - Contracting/ Contracting Officer Representative (FAC- COR)*

### **Overview**

Serves as the OAL resident subject matter expert to manage, direct, and provide support/services specifically focused on contract execution and COR functions to include strategic direction and support for the VA Acquisition Workforce (VA AWF) to aid with real life applications of training, facilitating workshops, and other outreach sessions tailored to specific areas of emphasis to improve the completion of required acquisition activities.

### **Activities**

- Supports the VA Community driving methods to apply proven commercial business and programmatic methodologies and practices through-out the E2E acquisition lifecycle.
- Hosts VA Innovation Labs to assure collaboration between the VA AWF, driving change, modernization and transformation VA-wide.
- The SAMI role and responsibilities for the FAM-C/COR Office includes managing, directing, and providing support/services for contract execution and COR functions appropriately imparting knowledge and capability as a subject matter expert for acquisition activities related to Contracting and COR functions demonstrating the competence in this specialized subject-matter and functional area.
- Serves as analysts and advisors to manage the evaluation of the effectiveness of VA C/COR planning,

improvement, day-to-day management, productivity and efficiency aligning with the AMP governance and driving performance improvement enterprise wide.

- Shares extensive and substantive knowledge applying proven best business and programmatic practices from the federal government and industry - to improve contract execution and COR functions; acquisition activities; agency mission accomplishment; processes; policies/procedures, guidance, and instructions (PGI); crafting expected objectives/outcomes; management principles; to include the analytical and evaluative methods and techniques required to assess contracting execution and COR functions from program development, execution, leading to improving organizational effectiveness and efficiency.
- Another area of management - there are requirements to understand basic budgetary and financial management principles and techniques as they relate to long range planning of programs and objectives.
- Complementary skills in the application of fact-finding and investigative techniques; oral and written communications; and development of presentations and reports is also required to manage this functional area.
- OALC-003A4C Functional Acquisition Manager - Program and Project Management (FAC-PP/M} Overview
- Serves as the OAL resident subject matter expert to manage, direct, and provide support/services for program/project management appropriately imparting knowledge and capability for acquisition activities related to P/PM demonstrating the competence in this specialized subject-matter and functional area.
- Provides support/services for various required acquisition activities in the AMP specifically focused on program/project management to include strategic direction and support for the VA Acquisition Workforce (VA AWF).
- Provides assistance for real life applications of training, facilitating workshops, and other outreach sessions tailored to specific areas of emphasis to improve the completion of required acquisition activities.
- Supports the VA Community driving methods to apply proven commercial business and programmatic methodologies and practices through-out the E2E acquisition lifecycle.
- Hosts VA Innovation Labs to assure collaboration between the VA AWF, driving change, modernization and transformation VA-wide.
- Serves as analysts and advisors to manage the evaluation of the effectiveness of VA P/PM planning, improvement, day-to-day management, productivity and efficiency aligning with the AMP governance and driving program performance improvement enterprise wide.
- Provides extensive and substantive knowledge to apply proven best business and programmatic practices from the federal government and industry - to improve programs/projects; acquisition activities; agency mission accomplishment; processes; policies/procedures, guidance, and instructions (PGI).

## Business Functions

Provide Organizational Leadership and Oversight Conduct Enterprise Performance Management  
Provide Organizational Leadership and Administrative Support Conduct Acquisition Management  
Conduct Individual Development Planning Design and Management Perform Skills and Competencies  
Assessment and Management  
Manage Enterprise Process Improvement Conduct Financial Management  
Identify, Review, and Prioritize Essential Functions Perform Internal VA Communications and Coordination  
Perform Office Administrative Support Functions

## Authorities

48 C.F.R. Ch. 1. Federal Acquisition Regulation.  
48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.  
Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. VA Directive 7700.  
Occupational Safety and Health.

## OALC-003A5 VA Acquisition Academy

### Mission

Our mission to serve the Veteran, the Federal workforce, and the taxpayer by providing best in class training programs.

### Overview

The VA Acquisition Academy {VAAA} provides learning opportunities to prepare, enable, and inspire a competent, certified {where applicable}, qualified, and higher performing enabled AWF that delivers timely, best value solutions to serve Veterans and their families.

### 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 to include organizational change, performance management/metrics, and strategic communication efforts.
- 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.
- Builds and maintains strategic collaborative stakeholder partnerships with counterparts across the Federal Government, VA, and industry and oversees public affairs, marketing, website and

communication Activities.

- Coordinates accreditation activities for VAAA enterprise and represents VAAA at Senior
- Procurement Council, and other key acquisition and workforce development governing bodies.

### **Business Functions**

Coordinate External Partnerships Conduct Contracts Administration

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions Provide Employee Customer Services

Conduct Revenue Management

Perform Reimbursable Management Execute Talent Development

Manage Talent Development and Training Conduct Budget Formulation

Conduct Financial Management

Conduct Human Capital Management Perform Learning Administration Conduct Enterprise Governance

Manage External Veterans Affairs Relationships

Provide Organizational Leadership and Administrative Support Manage Performance and Risk

Ensure Accountability and Compliance Perform Property Management

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

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

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

OMB Memorandum (April 2S, 2007). The Federal Acquisition Certification for Program and Project Managers.

## ***OALC-003ASA Acquisition Internship School***

### **Overview**

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

### **Activities**

- Engages stakeholders to manage requirements and ensure that learning solutions align with required regulatory guidance and PGI, defined strategies, 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, emerging requirements, and refreshes learning -- blending academic rigor, best practices, and real-world experiences. Delivers

learning solutions following instructional design and VAAA quality standards, including:

- Warriors to Workforce (W2W) intern program to train and educate wounded Veterans as Federal contract specialists.
- Holistic, cohort-based, internship satisfying Federal Acquisition Certification in Contracting (FAC-C) training requirements.
- Conducts standardized assessments of the learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices. Delivers targeted learning interventions, applied acquisition management and leadership skills training.

### **Business Functions**

Manage Partnerships

Perform Talent Acquisition

Execute Talent Development Perform Learning Administration Conduct Budget Formulation

Conduct Financial Management

Manage Talent Development and Training Conduct Human Capital Management

Provide Organizational Leadership and Administrative Support Perform Reimbursable Management

Conduct Contracts Administration Manage Performance and Risk

Ensure Accountability and Compliance

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

OMB Memorandum (April 25, 2007). The Federal Acquisition Certification for Program and Project Managers.

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

## ***OALC-003ASB Facilities Management School***

### **Overview**

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

### **Activities**

- Engages stakeholders to manage requirements and ensure that learning solutions align with regulatory guidance and PGI, and acquisition strategies, 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, emerging requirements, and refreshes learning -- blending academic rigor, best practices, and real-world experiences. Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
- Competency-based facilities management training, compliant with the Federal Buildings Personnel Training Act, and 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.

### **Business Functions**

Manage Partnerships

Execute Talent Development Perform Learning Administration

Perform Talent Development Planning

Perform Talent Development Operational Planning and Management Perform Talent Development Knowledge Management

Perform Talent Development Strategy

Perform Talent Development Program Tracking and Reporting

Conduct Budget Formulation

Conduct Financial Management

Conduct Human Capital Management

Provide Organizational Leadership and Administrative Support Manage Performance and Risk

Ensure Accountability and Compliance

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

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

## ***OALC-003ASC Supply Chain Management School***

### **Overview**

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

### **Activities**

- Engages stakeholders to manage requirements and ensure that learning solutions align with regulatory guidance and PGI, and acquisition strategies, 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, emerging requirements, and refreshes learning -- blending academic rigor, best practices, and real-world experiences. Delivers learning solutions following instruction, design, and VAAA quality standards, including:
- Competency-based supply chain management training and elective opportunities for continuous learning with approved CLPs relevant to acquisition certifications and professions.
- Conducts standardized assessments of the learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.

- **Business Functions**

Manage Partnerships

Execute Talent Development

Perform Learning Administration Perform Talent Development Planning

Perform Talent Development Operational Planning and Management Perform Talent Development

Knowledge Management

Perform Talent Development Strategy

Perform Talent Development Program Tracking and Reporting Conduct Budget Formulation

Manage Talent Development and Training Conduct Financial Management

Conduct Human Capital Management

Provide Organizational Leadership and Administrative Support Perform Reimbursable Management

Conduct Contracts Administration Manage Performance and Risk

Ensure Accountability and Compliance

## **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003A5D Contracting Professional School***

### **Overview**

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

### **Activities**

- Engages stakeholders to manage requirements and ensure that learning solutions align with regulatory guidance and PGI, and acquisition strategies, 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, emerging requirements,

and refreshes learning -- blending academic rigor, best practices, and real- world experiences.

- Delivers learning solutions following instructional design and VAAA quality standards, including:
- Competency-based core curriculum courses satisfying FAC-C training requirements, and applied acquisition management and leadership skills training.
- Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions, and competency-based core curriculum cohorts program training satisfying FAC-C training requirements.
- Conducts standardized assessments of the learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.

### **Business Functions**

Manage Partnerships

Execute Talent Development Perform Learning Administration

Perform Talent Development Planning

Perform Talent Development Operational Planning and Management Perform Talent Development

Knowledge Management

Perform Talent Development Strategy

Manage Talent Development and Training Conduct Budget Formulation

Conduct Financial Management

Conduct Human Capital Management

Provide Organizational Leadership and Administrative Support Conduct Contracts Administration

Manage Performance and Risk

Ensure Accountability and Compliance

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

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

## ***OALC-003ASE 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 AWF to prepare, enable, and inspire competent, certified, qualified, and higher performing acquisition professionals to manage projects, programs, and resources to provide timely, best value solutions to serve Veterans and their families.

### **Activities**



- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices, and agency- specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Develops learning solutions and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
- Competency-based, core curriculum courses satisfying Federal Acquisition Certifications for Program/Project Management (FAC-P/PM), and Contracting Officer's Representative (FAC-COR) training requirements, to include cohort-based training. Delivers performance excellence/interdisciplinary skill development training.
- Assistance in development of student post-training action plans to ensure immediate mission impact, and progress to foster a program/project management culture in VA.
- 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.

## **Business Functions**

Manage Partnerships

Execute Talent Development Perform Learning Administration

Perform Talent Development Planning

Perform Talent Development Operational Planning and Management Perform Talent Development Strategy

Perform Talent Development Program Tracking and Reporting Manage Talent Development and Training

Conduct Budget Formulation

Conduct Financial Management

Conduct Human Capital Management

Provide Organizational Leadership and Administrative Support Perform Reimbursable Management

Conduct Contracts Administration Manage Performance and Risk

Ensure Accountability and Compliance

## **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

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

OMB Memorandum (April 25, 2007). The Federal Acquisition Certification for Program and Project Managers.

## ***OALC-003ASF Enterprise Shared Services***

### **Overview**

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

### **Activities**

- Operates capable and secure facilities and infrastructure, provides logistical support services to students and schools, student registration services, and student travel support.
- Establishes standardized customer service strategies for VAAA enterprise.
- Develops the annual course catalog and provides administrative support services for VAAA operations.

### **Business Functions**

Coordinate External Partnerships

Perform Office Administrative Support Functions Provide Employee Customer Services

Perform Property Management Conduct Budget Formulation

Manage Partnerships

Perform Learning Administration Perform Reimbursable Management

Provide Organizational Leadership and Administrative Support Conduct Contracts Administration

Manage Performance and Risk

Ensure Accountability and Compliance

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

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

OMB Memorandum (April 25, 2007). The Federal Acquisition Certification for Program and Project Managers.

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

## **OALC-003AA Supervisory Executive Assistant**

### **Overview**

The Supervisory Executive Assistant serves as the primary staff advisor to the Executive Director {ED}, Office of Acquisition and Logistics {OAL} and plays an integral part in the decision-making process involving all aspects of the administration and management of the nationwide OAL program. This office provides input in determining and allocating resources; establishing goals, objectives, and priorities; coordinating program efforts with other internal and external organizations and Activities; and assessing the impact of

organizational changes within OAL.

### Activities

- Assists the Executive Director by coordinating activities of the various services and program areas in OAL.
- Serves as a member of OAL's top management team participating fully in discussions leading to the establishment and execution of overall goals, objectives, and long-range plans.
- Briefs the Executive Director on various projects, studies, and other special areas of interest involving OAL and assesses the impact on the overall goals and objectives of the agency.
- Oversees the development and implementation of the total quality management philosophy in OAL.

### Business Functions

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions  
Perform Internal VA Communications and Coordination Manage Enterprise Process Improvement  
Provide Organizational Leadership and Administrative Support Perform Skills and Competencies Assessment  
and Management Identify, Review, and Prioritize Essential Functions  
Provide Communications Support  
Provide Leadership Decision Support Provide Operational Decision Support

### Authorities

40 U.S.C. § 11315. Agency Chief Information Officer. 40 U.S.C. § 11501. Public Buildings.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.  
31 U.S.C. § 3512. Federal Managers - Financial Integrity Act of 1982. 40 U.S.C. § 11302. Capital Planning and Investment.

## OALC-003AB Program Management Office

### Overview

The Integrated Financial and Acquisition System {iFAMS} Program Management Office {PMO} establishes the programmatic structure required to support the Secretary's Strategic Objective and the Financial Management Business Transformation enterprise-wide efforts to modernize and integrate VA's financial and acquisition systems driving improvement in productivity and efficiencies. This office also provides focused management for the programmatic support of planning, implementing, and deploying the acquisition module.

### Activities

- Provides daily project management overseeing the application of proven programmatic methodologies and strategies planning for the replacement of legacy and deploying future acquisition business systems where

enterprise business processing re-engineering and modernization efforts are supported by evidence and align with VA Strategic Priorities Goal #4.

- Reviews and analyzes information, formulates recommendations/solutions, and follows up with others as required.
- Leads work groups regarding work and administrative issues, provides professional guidance and ensures the timely completion of tasks.
- Researches best practices and makes recommendations for improving and standardizing functionality, reducing costs, increasing efficiency, developing queries, and analyzes reports involving workload data, performance metrics, and other statistical information for content, completeness, and timeliness.
- Manages the program and assigns, directs, and reviews the work; manages the development of policy changes in response to changes in levels of appropriations or other legislated changes

### **Business Functions**

Perform Office Administrative Support Functions Perform Internal VA Communications and Coordination Identify, Review, and Prioritize Essential Functions

Manage Enterprise Process Improvement

Perform Skills and Competencies Assessment and Management Provide Organizational Leadership and Administrative Support Perform Administrative Financial Management

Conduct Financial Performance and Operational Reporting Conduct Enterprise Governance

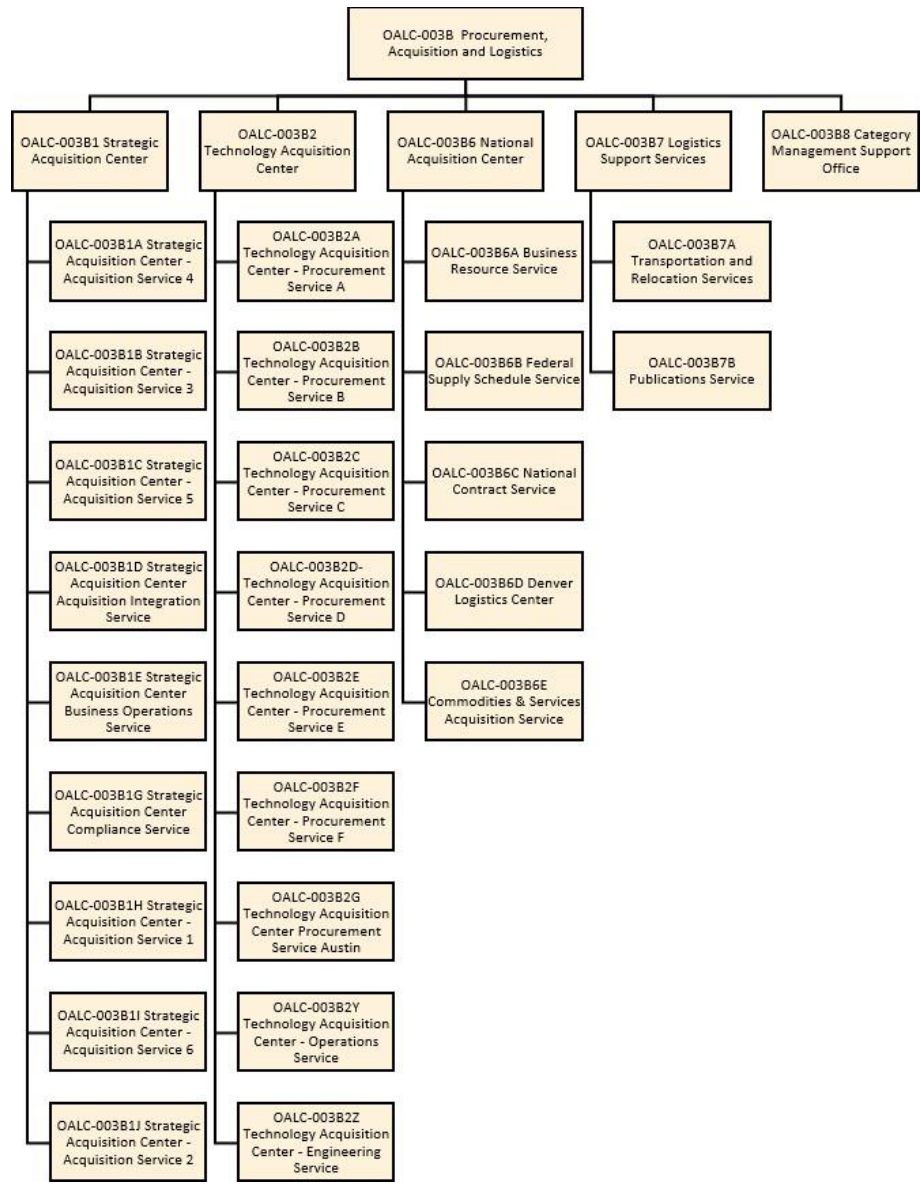
### **Authorities**

40 U.S.C. § 11315. Agency Chief Information Officer. 40 U.S.C. § 11501. Public Buildings.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

31 U.S.C. § 3512. Federal Managers - Financial Integrity Act of 1982. 40 U.S.C. § 11302. Capital Planning and Investment.

## OALC-003B Procurement, Acquisition and Logistics



### Overview

The Office of Procurement, Acquisition and Logistics (OPAL) enables our customers to provide best value solutions to Veterans and their families. OPAL has support offices in the following locations: Washington, D.C.; Hines, Illinois, Golden, Colorado, Eatontown, New Jersey; Austin, Texas; Fredericksburg, Virginia; and Frederick, Maryland. For more information, please visit <http://www.va.gov/opal/>.

### Activities

- Led by the Deputy Executive Director, Office of Acquisition, Logistics and Construction, (OALC), OPAL serves as the primary advisor and high-level resource to the Principal Executive Director, OALC on acquisition-related items, and represents the Principal Executive Director in a wide variety of situations

with VA, other Federal agencies, and the private sector.

- The Deputy Executive Director, OALC, manages three of VA's Heads of Contracting Activities (HCAs), which direct acquisition, contracting, and contract administration for the Office of the Secretary, VA Administrations and VACO staff organizations, including OM, H&RA, and OI&T. These HCAs exercise direct-line authority for acquisition actions performed at the Strategic Acquisition Center (SAC), Technology Acquisition Center (TAC), and National Acquisition Center (NAC).
- Provides execution support of the Department's strategic sourcing programs and initiatives pertaining to information technology (IT) supplies, equipment, and services and non-IT medical supplies, equipment and services, in a manner that increases standardization, reduces cost, and increases transparency in support of the customers' requirements.
- Analyzes procurement data and ensures awarded procurement actions meet and exceed performance measures in accordance with the Department's acquisition program goals and objectives; and directs quality control programs to ensure OPAL procurement programs are carried out in accordance with Federal and Department acquisition regulations, authorities, policies, and practices.
- Formulates and recommends enterprise wide acquisition operations' guidance, plans, and strategies to leverage VA's buying power in support of the Department's mission, goals, and objectives, and provides advice and guidance to senior leadership in customer organizations.
- Establishes agreements between VA and other Federal and private organizations to promote economy and effectiveness in the supply process; and is responsible for the procurement management and oversight of VA's interagency agreements and national advisory and assistance contracts for customer organizations.
- Guides and directs the development and implementation of comprehensive outreach, education, and training programs with OPAL customers to ensure quality and timely acquisitions
- Fosters and maintains positive VA relationships with vendors and supplier community through participation in the administrative, education, community and social events of Federal, state, local, and other affiliated organizations involved with VA programs, VSO, and appropriate civic organizations, and represents VA on intergovernmental groups and councils, and coordinates VA acquisition programs with that of other Government agencies.
- Executes specified operational enterprise logistics support activities including but not limited to: freight management; employee relocations and household goods' moves; small package express delivery services; publications printing, storage and distribution; biomedical equipment repair services; high-tech medical equipment inspection and acceptance; and the procurement, storage and distribution of burial flags to survivors of deceased Veterans.
- Assesses the distribution of resources within the OPAL enterprise, identifies needed changes to OPAL's organization structure, and monitors established socio-economic program goals.
- Evaluates effectiveness and economy of OPAL's procurement activities and makes recommendations on highly technical and complex acquisition issues, as well as acquisition projects that should be initiated, modified, or curtailed.

- Provides expert advice to customers and acquisition personnel seeking to resolve high visibility or critical impact acquisition-related problems, which have not been resolved through normal or routine corrective actions.
- Provides acquisition support services to customers and becomes involved with pre-acquisition planning for complex, leading edge, challenging procurements to ensure packages correctly reflect the requirements and use innovative approaches.
- Conducts review and analysis of all unauthorized commitments, unsolicited proposals, and other acquisition-related documents that fall within the authority of the OPAL HCAs and facilitates the HCAs' approval of the associated procurement actions executed by the TAC, SAC, and NAC.
- Implements and executes a program of quality control and compliance to assure the OPAL acquisition program and its small business programs meet and exceed performance measures, in accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.

### **Business Functions**

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions  
Perform Administrative Human Resource Management Develop and Codify Functional Policy  
Conduct Enterprise Governance  
Provide Organizational Leadership and Administrative Support Manage External Veterans Affairs  
Relationships  
Manage Information  
Conduct Acquisition Management Manage Customer Relationship  
Execute Talent Development

### **Authorities**

41 C.F.R. pt. 102-118. Transportation Payment and Audit.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 48  
C.F.R. Ch. 1. Federal Acquisition Regulation.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. 48 C.F.R. pt.  
801. Department of Veterans Affairs Acquisition Regulation System.  
Pub. L. 104-106. Information Technology Management Reform Act. 31 U.S.C. § 1535. Economy Act, Agency  
Agreements.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
VA Directive 7408.1. Requesting Waivers from the Requirement to Use VA Federal Supply Schedules. VA  
Directive 7126.2. Procurement Sources and Programs.  
38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and  
Preferences.  
48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations (DFAR).  
48 C.F.R. Ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting. 41 C.F.R.  
Ch. 101. Federal Property Management Regulations.

GSA Acquisition Manual. Federal Property Management Regulations (FPMR}. 49 U.S.C. § 10721. Transportation; Government Traffic.

VA Directive 7002. Logistics Management.

VA Directive 7348. Utilization and Disposal of Personal Property. 49 U.S.C. § 13712. Government Traffic. 44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act. 41 C.F.R. pt. 102-117. Transportation Management.

VA Handbook 7240. Transportation and Traffic Management. VA Directive 7241. Transportation and Motor Vehicles.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.

VA Handbook 7241. Transportation and Motor Vehicles. VA Handbook 7002. Logistics Management Procedures.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended). VA Handbook 7126. Central Office Controlled Items.

VA Directive 7125. Acquisition and Material Management Policy General Procedures. VA Handbook 7125. Acquisition and Material Management Policy General Procedures.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. 41 C.F.R. Ch. 102. Federal Management Regulation.

VA Handbook 7348. Utilization and Disposal of Personal Property.

41 U.S.C. § 253. Competition Requirements. the Competition in Contracting Act (CICA) of 1984. VA Directive 7240. Transportation and Traffic Management.

VA Directive 7179. Mandatory Use of the Federal Strategic Sourcing Initiative for Domestic Delivery Services for Express and Ground Small Package Shipments and Express Heavyweight Shipments.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## **OALC-003B1 Strategic Acquisition Center**

### **Overview**

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

### **Activities**

- Serves as the organizational Head of Contracting Activity and Competition Advocate.
- Develops and oversees enterprise-wide, non-IT acquisition operations and provides direct contracting support to SAC's customer organizations, including VBA, VHA, NCA and HR&A.
- Executes the SAC's Strategic Sourcing Program by overseeing the formulation of plans and acquisition strategies, and accomplishing high-dollar, highly-complex procurements of medical technologies, supplies, equipment, and services identified for strategic sourcing throughout VA.



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

### **Business Functions**

Conduct Acquisition Management

Oversee Vendor Relationship Management Perform Market Research

Develop Acquisition Strategy/Plan Execute Talent Development

Manage External Veterans Affairs Relationships Manage Information

Conduct Human Capital Management

Conduct Enterprise Performance Management Conduct Enterprise Governance

Provide Organizational Leadership and Administrative Support Conduct Acquisition Package Preparation

Conduct Customer Support and Outreach Services Conduct Acquisition Source Selection

Conduct Contracts Administration

### **Authorities**

VA Directive 7126.2. Procurement Sources and Programs.

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. 48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

VA Handbook 7126.2. Procurement Sources and Programs. 31 U.S.C. § 1535. Economy Act, Agency Agreements.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L. 109-

461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 104-106.

Information Technology Management Reform Act.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## *OALC-003B1A Strategic Acquisition Center - Acquisition Service 4*

### **Overview**

The Strategic Acquisition Center {SAC} has six Acquisition Service Directorates located in Fredericksburg, VA and Frederick, MD. These Directorates are responsible for performing cradle to grave support for VA's non-IT acquisitions.

### **Activities**

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

### **Business Functions**

Conduct Acquisition Management

Oversee Vendor Relationship Management Conduct Acquisition Planning

### **Authorities**

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 104-106.

Information Technology Management Reform Act.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. 38 U.S.C. § 8127.

Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

31 U.S.C. § 1535. Economy Act, Agency Agreements.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. VA Handbook 7126.2.

Procurement Sources and Programs.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## *OALC-003B1B Strategic Acquisition Center - Acquisition Service 3*

### **Overview**

The Strategic Acquisition Center {SAC} has six Acquisition Service Directorates located in Fredericksburg, VA and Frederick, MD. These Directorates are responsible for performing cradle to grave support for VA's non-IT acquisitions.

### **Activities**

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

### **Business Functions**

Conduct Acquisition Management

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation

Conduct Acquisition Source Selection

Conduct Customer Support and Outreach Services Conduct Contracts Administration

## Authorities

VA Directive 7126.2. Procurement Sources and Programs. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. 48 C.F.R. pt. 801.

Department of Veterans Affairs Acquisition Regulation System.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. 31 U.S.C. § 1535. Economy Act, Agency Agreements.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

VA Handbook 7126.2. Procurement Sources and Programs.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## *OALC-003BIC Strategic Acquisition Center - Acquisition Service 5*

### Overview

The Strategic Acquisition Center {SAC} has six Acquisition Service Directorates located in Fredericksburg, VA and Frederick, MD. These Directorates are responsible for performing cradle to grave support for VA's non-IT acquisitions.

### Activities

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

### Business Functions

Conduct Acquisition Management  
Oversee Vendor Relationship Management Conduct Acquisition Planning  
Perform Market Research  
Conduct Acquisition Package Preparation Conduct Acquisition Source Selection  
Conduct Contracts Administration  
Conduct Customer Support and Outreach Services

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.  
31 U.S.C. § 1535. Economy Act, Agency Agreements.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.  
Pub. L. 104-106. Information Technology Management Reform Act.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.  
VA Handbook 7126.2. Procurement Sources and Programs.  
Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.

## ***OALC-003B1D Strategic Acquisition Center Acquisition Integration Service***

### **Overview**

The Strategic Acquisition Center (SAC) Acquisition Integration Service (AIS) collaboratively partners with the SAC's customer offices to provide acquisition planning and post-award support for complex health care and non-information technology (IT) supplies and services.

### **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' acquisition documents and justifications.
- Prepares procurement data reports for senior acquisition leadership analysis and strategy development to leverage SAC and VA buying power.
- Provides cost, schedule, and performance expertise on the Department's mission critical health care

programs.

- Coordinates the SAC's post-award procurement actions.
- Provides comprehensive training to the SAC's customer organizations.
- Assists SAC's program managers with monitoring timely contractor performance measurements and deliverables, in accordance with the Agency's acquisition program goals and objectives, and contract requirements.

### **Business Functions**

Conduct Enterprise Performance Management Perform Total Lifecycle Cost Analysis

Conduct Acquisition Management Perform Advanced Data Analytics Coordinate External Partnerships

Conduct Customer Support and Outreach Services Manage Performance and Risk

Conduct Strategic Planning Conduct Program Evaluations

Perform Requirements Development Manage Documentation

Perform Acquisition Analysis and Forecasting Conduct Business Case Development

### **Authorities**

VA Directive 7126.2. Procurement Sources and Programs. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. VA Handbook 7126.2. Procurement Sources and Programs.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. 31 U.S.C. § 1535.

Economy Act, Agency Agreements.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003B1E Strategic Acquisition Center Business Operations Service***

### **Overview**

The Strategic Acquisition Center {SAC} Business Operation Service {BOS} is responsible for the development and implementation of comprehensive plans and strategies for the internal and external integration of day-to-day operations and long-range projects, actions and Activities in support of the SAC organization.

## Activities

- Collaborates and coordinates with SAC customers and acquisition professionals to develop pre-acquisition market analyses, market forecasts, product sources, government cost estimates, and applicable requirements documents and justifications.
- Collaborates with SAC Acquisition Integration Service, Veterans Health Administration and the Office of Acquisition and Logistics, Office of Logistics Policy and Supply Chain Management to coordinate acceptance and inclusion of strategically sourced health care products to VA's formulary and category management initiatives.
- Collaborates with other SAC directorates to formulate procurement data reports for senior acquisition leadership analysis and strategy development to leverage SAC and VA buying power.
- Works with SAC's customers to develop acquisition strategies and timelines for all acquisitions as appropriate.
- Conducts comprehensive outreach, education, and training programs for SAC staff and customers to ensure efficient planning, quality and timely acquisitions.
- Maintains and improves VA relationships with Veterans, VA staff and vendor and supplier communities through participation in the administrative, education, community, and social events of Federal, State, local and other affiliated organizations involved with VA programs, Veteran-owned small business concerns, Veterans Service Organizations, and appropriate civic associations.
- Ensures technical review, quality assurance and coordination of SAC's various communications, to include written correspondence, briefings, management reports and acquisition documents requiring OALC, OPAL, and SAC senior leadership signatures.
- Organizes, updates, and facilitates data content for SAC's pages within VA's internet, intranet, and SharePoint sites.
- Provides oversight and management of the SAC's organizational resources, space, budget, travel, training, policies, and Government Purchase Card (GPC) transactions below the micro-purchase threshold.
- Assesses the distribution of resources with the SAC organization, identifies needed changes to SAC's organizational structure, and monitors the SAC's established socio-economic program goals.
- Coordinates with appropriate offices, to include OPAL's HR servicing organization, the Office of Resolution Management, and the VA Office of Security and Preparedness, and OIT Privacy Office, to complete the processing of human resource actions and resolve issues to ensure adherence with applicable laws, rules, regulations and policies.
- Collaborates with SAC Compliance Service to maintain records and reports, administration of policies, procedures, and general information regarding the career development for SAC employees, to include current status of the organization's acquisition workforce certifications: VA's Federal Acquisition Certification - Contracting (FAC-C), Federal Acquisition Certification -Program and Project Manager (FAC-

P/PM}, and Federal Acquisition Certification -Contracting Officer's Representative (FAC-COR} programs.

- Performs various budget and accounting functions pertaining to the SAC, including formulation, justification, and/or execution of budgets and programs/projects; year-end closing to ensure proper and full use of provided funds; recording obligations and processing payments; recovery of operating expenses through surcharges on various products or services provided to Veterans and other Government Agencies (OGA); and recovery of duplicate payments to vendors and unused credits from vendors, in accordance with all financial policies, procedures, regulations, and laws.
- Analyzes and coordinates organizational strategic plans and actions to ensure compliance and
- alignment with OALC, OPAL, and SAC missions and visions; and utilizes a data driven risk assessment model to prioritize resource allocation and reporting related to SAC's procurement programs, resources, metrics, accuracy and compliance Authorities.
- Facilitates various internal and external management studies, such as program reviews, performance audits, surveys, manpower staffing standards, and organization consolidations and/or realignments.

### **Business Functions**

Execute Talent Development Manage Documentation

Perform Administrative Human Resource Management

Perform Internal VA Communications and Coordination Manage Talent Development and Training

Manage Office Supply Inventory and Distribution Manage Correspondence

Perform Administrative IT Management Provide Employee Customer Services

Conduct Strategic Planning

### **Authorities**

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.

VA Handbook 7126.2. Procurement Sources and Programs.

Pub. L. 104-106. Information Technology Management Reform Act. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

31 U.S.C. § 1535. Economy Act, Agency Agreements.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 48 C.F.R. Ch. 1.

Federal Acquisition Regulation.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. 48 C.F.R. pt. 801.

Department of Veterans Affairs Acquisition Regulation System.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. 38 U.S.C. § 8127.

Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003B1G Strategic Acquisition Center Compliance Service***



## Overview

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

## Activities

- Conducts quality control and compliance reviews to assure the OPAL/SAC acquisition program is managed in accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.
- Ensures all SAC acquisitions that meet the threshold undergo a Contract Review Board process and utilize Integrated Product Teams.
- Assists contracting staff to ensure electronic and physical procurement files contain required documentation.
- Conducts internal contract performance reviews and audits.
- Ensures the SAC's awarded procurement actions meet and exceed performance measures in accordance with the Agency's acquisition program goals and objectives, and contract requirements.
- Conducts review of SAC's procurement data reports for senior acquisition leadership analysis and acquisition strategy development to leverage SAC and VA buying power.
- Provides comprehensive training to SAC workforce and customer organizations regarding government-wide, agency and local acquisition policy and procedures.
- Primary advisor to the SAC Associate Executive Director, and serves as SAC Acquisition Career Manager Liaison Officer to Office of Acquisition and Logistics, concerning the administration of policies, procedures, and general information regarding the career development for SAC employees, to include current status of the organization's acquisition workforce certifications: VA's Federal Acquisition Certification - Contracting (FAC-C), Federal Acquisition Certification -Program and Project Manager (FAC-P/PM), and Federal Acquisition Certification -Contracting Officer's Representative (FAC-COR) programs.
- Coordinates and prepares strategic plans and actions to ensure compliance and alignment with OALC, OPAL, and SAC missions and visions.
- Manages a data driven risk assessment model to prioritize resource allocation and reporting related to SAC's procurement programs, resources, metrics, accuracy and compliance authorities. Provides technical reviews of acquisition documents, solicitations, and contracts.

## Business Functions

Conduct and Manage Audits and Audit Findings Conduct Enterprise Performance Management Manage Performance and Risk

Provide Employee Customer Services

Manage Enterprise Process Improvement Respond to Freedom of Information Act Requests

Perform Internal VA Communications and Coordination Conduct Advisory Committees and Councils  
Conduct Certification and Credit Management Perform Acquisition and Procurement Audits Manage Information  
Conduct Strategic Planning  
Perform Administrative Financial Management

### **Authorities**

VA Handbook 7408.1. Requesting Waivers from Requirement to Use VA Federal Supply Schedules. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.  
Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.  
38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. VA Handbook 7126.2. Procurement Sources and Programs.  
Pub. L. 104-106. Information Technology Management Reform Act. 31 U.S.C. § 1535. Economy Act, Agency Agreements.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003B1H Strategic Acquisition Center - Acquisition Service 1***

### **Overview**

The Strategic Acquisition Center {SAC} has six Acquisition Service Directorates located in Fredericksburg, VA and Frederick, MD. These Directorates are responsible for performing cradle to grave support for VA's non-IT acquisitions.

### **Activities**

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

- Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.
- Prepares acquisition packages and correspondence for Head of Contracting Activity {HCA} review and approval

### **Business Functions**

Conduct Acquisition Management

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation Conduct Contracts Administration Conduct Acquisition Source Selection

Conduct Customer Support and Outreach Services

### **Authorities**

VA Directive 7126.2. Procurement Sources and Programs.

VA Directive 7408.1. Requesting Waivers from the Requirement to Use VA Federal Supply Schedules.

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 104-106. Information Technology Management Reform Act.

31 U.S.C. § 1535. Economy Act, Agency Agreements.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. VA Handbook 7126.2. Procurement Sources and Programs.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003B11 Strategic Acquisition Center - Acquisition Service 6***

### **Overview**

The Strategic Acquisition Center {SAC} has six Acquisition Service Directorates located in Fredericksburg, VA and Frederick, MD. These Directorates are responsible for performing cradle to grave support for VA's non-IT acquisitions.

### **Activities**

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

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

### **Business Functions**

Conduct Acquisition Planning Conduct Acquisition Management

Oversee Vendor Relationship Management Perform Market Research

Conduct Acquisition Package Preparation Conduct Contracts Administration Conduct Acquisition Source Selection

Conduct Customer Support and Outreach Services

### **Authorities**

VA Handbook 7408.1. Requesting Waivers from Requirement to Use VA Federal Supply Schedules. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. 48 C.F.R. pt. 801.

Department of Veterans Affairs Acquisition Regulation System.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. 38 U.S.C. § 8127.

Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. VA Handbook 7126.2.

Procurement Sources and Programs.

31 U.S.C. § 1535. Economy Act, Agency Agreements.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003B1J Strategic Acquisition Center - Acquisition Service 2***

### **Overview**

The Strategic Acquisition Center {SAC} has six Acquisition Service Directorates located in Fredericksburg, VA and Frederick, MD. These Directorates are responsible for performing cradle to grave support for VA's non-IT

acquisitions.

### **Activities**

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

### **Business Functions**

Conduct Acquisition Management

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation

Conduct Acquisition Source Selection Conduct Contracts Administration

Conduct Customer Support and Outreach Services

### **Authorities**

VA Directive 7126.2. Procurement Sources and Programs.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 104-106. Information Technology Management Reform Act.

31 U.S.C. § 1535. Economy Act, Agency Agreements.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

VA Handbook 7126.2. Procurement Sources and Programs.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## **OALC-003B2 Technology Acquisition Center**

### **Overview**

The Technology Acquisition Center {TAC} provides dedicated acquisition and program management expertise and support for life cycle management of enterprise wide solutions in information and technology {IT}, primarily for the Office of Information and Technology {OIT}. The TAC's offices are in Eatontown, New Jersey and Austin, Texas.

### **Activities**

- Serves as organizational Head of Contracting Activity and Competition Advocate.
- Develops and oversees enterprise-wide IT acquisition operations and provides direct contracting support for TAC's customer organizations, primarily OIT.
- Executes the TAC's Strategic Sourcing Program by overseeing the formulation of plans and acquisition strategies, and accomplishing high-dollar, highly-complex procurements of IT supplies, equipment and services throughout VA.
- Provides acquisition support to other Government agencies and is responsible for executing all IT Interagency Acquisitions/Agreements, Advisory and Assistance contracts, and Federally Funded Research and Development Center contract vehicles.
- Provides advice and assistance to TAC's customer organizations to develop market condition analyses and forecasts, product sources, Government cost estimates, and requirements documents to achieve the effective and efficient acquisition of goods and services.
- Evaluates effectiveness and economy of TAC procurement activities; develops and implements improvement to TAC's business practices, and formulates and recommends acquisition operations guidance, plans, and strategies in support of TAC, OPAL and Agency mission, goals and objectives.
- Conducts analyses of procurement data to develop acquisition strategies that will leverage TAC and VA buying power and collaborates with TAC customers to develop appropriate strategies and timelines for all IT acquisitions exceeding \$100,000.
- Maintains positive relations with Industry and supplier community, with the goal of achieving partnerships in support of VA's IT acquisition programs.
- Provides comprehensive outreach, education and training to TAC customers and vendors to ensure quality and timely acquisitions and ensures the TAC's awarded procurement actions meet and exceed performance measures in accordance with the Agency's program goals and objectives, and contract

requirements.

### **Business Functions**

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation Conduct Acquisition Source Selection Conduct Contracts Administration

Conduct Customer Support and Outreach Services Conduct Acquisition Management

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 104-106. Information Technology Management Reform Act.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. 31 U.S.C. § 1535. Economy Act, Agency Agreements.

## ***OALC-003B2A Technology Acquisition Center - Procurement Service A***

### **Overview**

The Technology Acquisition Center {TAC} has seven Procurement Service Directorates located in Eatontown, NJ and Austin, TX. These Directorates are responsible for performing cradle to grave support for VA's IT acquisitions that exceed \$100,000.

### **Activities**

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

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

### **Business Functions**

Conduct Acquisition Management

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation Conduct Acquisition Source Selection

Conduct Contracts Administration

Conduct Customer Support and Outreach Services

### **Authorities**

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 104-106. Information Technology Management Reform Act.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. 31 U.S.C. § 1535. Economy Act, Agency Agreements.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003B2B Technology Acquisition Center - Procurement Service B***

### **Overview**

The Technology Acquisition Center {TAC} has seven Procurement Service Directorates located in Eatontown, NJ and Austin, TX. These Directorates are responsible for performing cradle to grave support for VA's IT acquisitions that exceed \$100,000.

### **Activities**



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

### **Business Functions**

Conduct Acquisition Management

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation

Conduct Contracts Administration

Conduct Customer Support and Outreach Services Conduct Acquisition Source Selection

### **Authorities**

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.

Pub. L. 104-106. Information Technology Management Reform Act.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. 31 U.S.C. § 1535. Economy Act, Agency Agreements.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

*OALC-003B2C Technology Acquisition Center - Procurement Service C*

## Overview

The Technology Acquisition Center {TAC} has seven Procurement Service Directorates located in Eatontown, NJ and Austin, TX. These Directorates are responsible for performing cradle to grave support for VA's IT acquisitions that exceed \$100,000.

## Activities

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

## Business Functions

Conduct Acquisition Management

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation Conduct Contracts Administration Conduct Acquisition Source Selection

## Authorities

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 48 C.F.R. Ch. 1.

Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

31 U.S.C. § 1535. Economy Act, Agency Agreements.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## *OALC-003B2D-Technology Acquisition Center - Procurement Service D*

### **Overview**

The Technology Acquisition Center {TAC} has seven Procurement Service Directorates located in Eatontown, NJ and Austin, TX. These Directorates are responsible for performing cradle to grave support for VA's IT acquisitions that exceed \$100,000.

### **Activities**

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

### **Business Functions**

Conduct Acquisition Management

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation

Conduct Contracts Administration

Conduct Customer Support and Outreach Services Conduct Acquisition Source Selection

### **Authorities**

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. 31 U.S.C. § 1535. Economy Act, Agency Agreements.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## *OALC-003B2E Technology Acquisition Center - Procurement Service E*

### **Overview**

The Technology Acquisition Center (TAC) has seven Procurement Service Directorates located in Eatontown, NJ and Austin, TX. These Directorates are responsible for performing cradle to grave support for VA's IT acquisitions that exceed \$100,000

### **Activities**

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

### **Business Functions**

Conduct Acquisition Management

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation Conduct Acquisition Source Selection  
Conduct Contracts Administration

### **Authorities**

Pub. L. 104-106. Information Technology Management Reform Act. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.  
Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. 48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.  
31 U.S.C. § 1535. Economy Act, Agency Agreements.  
Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003B2F Technology Acquisition Center - Procurement Service F***

### **Overview**

The Technology Acquisition Center {TAC} has seven Procurement Service Directorates located in Eatontown, NJ and Austin, TX. These Directorates are responsible for performing cradle to grave support for VA's IT acquisitions that exceed \$100,000.

### **Activities**

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

approval

### **Business Functions**

Conduct Enterprise Performance Management Conduct Contracts Administration  
Conduct Acquisition Management  
Oversee Vendor Relationship Management Conduct Acquisition Planning  
Perform Market Research  
Conduct Acquisition Source Selection  
Conduct Customer Support and Outreach Services

### **Authorities**

Pub. L. 104-106. Information Technology Management Reform Act.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. 48 C.F.R. Ch. 1.  
Federal Acquisition Regulation.  
Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 103-355.  
Federal Acquisition Streaming Act of 1994.  
31 U.S.C. § 1535. Economy Act, Agency Agreements.  
48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.  
38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003B2G Technology Acquisition Center Procurement Service Austin***

### **Overview**

The Technology Acquisition Center {TAC} has seven Procurement Service Directorates located in Eatontown, NJ and Austin, TX. These Directorates are responsible for performing cradle to grave support for VA's IT acquisitions that exceed \$100,000.

### **Activities**

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

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

### **Authorities**

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 103-355.

Federal Acquisition Streaming Act of 1994.

31 U.S.C. § 1535. Economy Act, Agency Agreements.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System. Pub. L. 104-106. Information Technology Management Reform Act.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## ***OALC-003B2Y Technology Acquisition Center - Operations Service***

### **Overview**

The Technology Acquisition Center {TAC} Operations Service is responsible for the development and implementation of comprehensive plans and strategies for the internal and external integration of day- to-day operations and long-range projects, actions and Activities in support of the TAC organization.

### **Activities**

- Provides oversight and management of resources, space, budget, travel, training, policies, and Government Purchase card orders below the micro-purchase threshold for the organization.
- Coordinates with appropriate offices, to include OPAL's HR servicing organization, the Office of Resolution Management, and the Privacy Office, to complete the processing of human resources actions and resolve issues to ensure applicable laws, rules, regulations and policies are followed.

- Primary advisor to the TAC Associate Executive Director concerning the administration of policies, procedures, and general information regarding the career development for TAC employees, to include currency status of the organization's acquisition workforce certifications:
- VA's Federal Acquisition Certification (FAC) - Contracting (FAC-C), Program and Project Manager (FAC-P/PM), and Contracting Officer's Representative (FAC-COR) certification programs.
- Performs various budget and accounting functions pertaining to the TAC, including formulation, justification, and/or execution of budgets and programs/projects; year-end closing to ensure proper and full use of provided funds; recording obligations and processing payments; recovery of operating expenses through surcharges on various products or services provided to Veterans and other Government agencies (OGA); and recovery of duplicate payments to vendors and unused credits from vendors, in accordance with all financial policies, procedures, regulations, and laws.
- Coordinates and prepares strategic plans and actions to ensure compliance and alignment with OALC, OPAL, and TAC missions and visions; manages a data driven risk assessment model to prioritize resource allocation and reporting related to TAC's procurement programs, resources, metrics, accuracy, and compliances.
- Facilitates various internal and external management studies, such as program reviews, performance audits, surveys, manpower staffing standards, and organization consolidations and/or realignments.
- Responsible to the TAC HCA for the establishment, promulgation, and interpretation of procurement policies and procedures. Oversees and coordinates responses to Congressional inquiries, inspections, and investigations, and provides technical advice and guidance to TAC staff. Provides technical reviews of acquisition documents, solicitations, and contracts.
- Provides cost, schedule, and performance expertise on critical Department programs for IT acquisitions; Ensures the TAC's awarded procurement actions meet and exceed performance measures in accordance with Agency's acquisition program goals and objectives, and contract requirements.
- Coordinates post-award procurement actions and provides support to VA's program offices for IT acquisitions.
- Provides comprehensive training to customer organizations

### **Business Functions**

Oversee Vendor Relationship Management Conduct Acquisition Planning

Perform Market Research

Conduct Acquisition Package Preparation Conduct Acquisition Source Selection

Conduct Contracts Administration

Conduct Customer Support and Outreach Services

### **Authorities**

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.



31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.  
31 U.S.C. § 1535. Economy Act, Agency Agreements.  
Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## *OALC-003B2Z Technology Acquisition Center - Engineering Service*

### **Overview**

The Technology Acquisition Center (TAC) Engineering Service provides pre-award support to VA's program offices for IT acquisitions.

### **Activities**

- Provides expert advice and acquisition requirement package development services to VA's IT program offices.
- Collaborates and coordinates development of pre-acquisition market analyses, market forecasts, product sources, government cost estimates, and applicable requirements documents and justifications.
- Works with TAC's customers to develop acquisition strategies and timelines for all acquisitions as appropriate.

### **Business Functions**

Conduct Acquisition Planning Manage Performance and Risk [Authorities](#)

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
31 U.S.C. § 1535. Economy Act, Agency Agreements. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.  
38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. Pub. L. 108-136, Title

## XIV. Services Acquisition Reform Act of 2003.

**OALC-003B6 National Acquisition Center****Overview**

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

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

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

**Activities**

- Provides leadership, direction and operational oversight for its programs, the facility and staff. Develops and oversees national health care-related acquisition programs for VA and other Government agencies.
- Serves as the organizational Head of Contracting Activity and Competition Advocate.
- Develops and administers strategic business plan for the organization.
- Develops and maintains collaborative partnerships through outreach to and involvement of stakeholders, customers, and industry partners.
- Develops and leads a professional acquisition staff.
- Represents VA at various external Federal and Public panels and workgroups such as GSA's Governance Board, GSA Multiple Award Schedule Policy Workgroup, HHS's Committee for Bioterrorism, Federation of American Hospitals, National Equipment Manufacturers Association (NEMA), etc.
- 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.

### **Business Functions**

Conduct Acquisition Management Manage Partnerships

Conduct Acquisition Planning

Develop Acquisition Strategy/Plan

Provide Organizational Leadership and Oversight Provide Employee Customer Services

Perform Reimbursable Management Execute Talent Development

Perform Sales Customer Relationship Management

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.

48 C.F.R. Ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting. GSA Acquisition Manual. Federal Property Management Regulations (FPMR).

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended).

VA Directive 7002. Logistics Management.

48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations (DFAR). VA Directive 7348. Utilization and Disposal of Personal Property.

VA Handbook 7125. Acquisition and Material Management Policy General Procedures. VA Handbook 7002. Logistics Management Procedures.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

VA Handbook 7348. Utilization and Disposal of Personal Property.

VA Directive 7125. Acquisition and Material Management Policy General Procedures.

31 U.S.C. § 1535. Economy Act, Agency Agreements.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. VA Directive 7126. Central Office Controlled Items.

VA Handbook 7126. Central Office Controlled Items.

Pub. L. 104-106. Information Technology Management Reform Act.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

49 U.S.C. § 10721. Transportation; Government Traffic.

41 C.F.R. Ch. 101. Federal Property Management Regulations. 41 C.F.R. Ch. 102. Federal Management Regulation.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

## *OALC-003B6A Business Resource Service*

### **Overview**

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

### **Activities**

- Provides oversight and management of resources, space, budget, travel, training, and policies for the organization.
- Manages data warehouse tool and reporting related to programs, resources, metrics, accuracy, and compliances including NAC's robust Contract Catalog search tool. For more information, please visit <http://www.va.gov/nac/>.
- Responsible for government information related to 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.

### **Business Functions**

Conduct Acquisition Source Selection Conduct Contracts Administration

Perform Purchase Catalog Management

Perform Office Administrative Support Functions Manage Official Government Records

Conduct Acquisition Management

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

GSA Acquisition Manual. Federal Property Management Regulations (FPMR}.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 104-106. Information Technology Management Reform Act.

48 C.F.R. Ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting. OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. VA Handbook 7002. Logistics Management Procedures.

VA Directive 7348. Utilization and Disposal of Personal Property. 48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations (DFAR). 31 U.S.C. § 1535. Economy Act, Agency Agreements.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

VA Directive 7002. Logistics Management.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended). VA Handbook 7348. Utilization and Disposal of Personal Property.

VA Directive 7125. Acquisition and Material Management Policy General Procedures. VA Handbook 7125. Acquisition and Material Management Policy General Procedures.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. VA Directive 7126. Central Office Controlled Items.

VA Handbook 7126. Central Office Controlled Items.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

49 U.S.C. § 10721. Transportation; Government Traffic.

41 C.F.R. Ch. 101. Federal Property Management Regulations. 41 C.F.R. Ch. 102. Federal Management Regulation.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. 49 U.S.C. § 13712. Government Traffic.

## *OALC-003B6B Federal Supply Schedule Service*

### **Overview**

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

### **Activities**

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

### **Business Functions**

Conduct Acquisition Planning Conduct Acquisition Source Selection Conduct Contracts Administration

Perform Contract Modification Execute Talent Development  
Conduct Acquisition Management

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
GSA Acquisition Manual. Federal Property Management Regulations (FPMR).  
48 C.F.R. Ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting. VA Directive 7126. Central Office Controlled Items.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.  
48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations (DFAR). VA Handbook 7126. Central Office Controlled Items.  
VA Directive 7348. Utilization and Disposal of Personal Property.  
Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended). 48 C.F.R. Ch. 1. Federal Acquisition Regulation.  
VA Directive 7125. Acquisition and Material Management Policy General Procedures. VA Handbook 7002. Logistics Management Procedures.  
VA Directive 7002. Logistics Management.  
VA Handbook 7348. Utilization and Disposal of Personal Property.  
VA Handbook 7125. Acquisition and Material Management Policy General Procedures. 31 U.S.C. § 1535. Economy Act, Agency Agreements.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.  
48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
49 U.S.C. § 10721. Transportation; Government Traffic.  
41 C.F.R. Ch. 101. Federal Property Management Regulations. 41 C.F.R. Ch. 102. Federal Management Regulation.  
Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006

## ***OALC-003B6C National Contract Service***

### **Overview**

The NAC's National Contract Service (NCS) is responsible for the establishment, award, and administration of national standardization contract vehicles for pharmaceuticals, high tech medical equipment, and other health care-related commodities and services. For more information, please visit <http://www.va.gov/opal/about/nacNcs.asp>.

### **Activities**

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

## Business Functions

Conduct Acquisition Management

Develop New Approaches and Models of Service Delivery Conduct Acquisition Planning

Develop Acquisition Strategy/Plan Conduct Acquisition Source Selection [Authorities](#)

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

GSA Acquisition Manual. Federal Property Management Regulations (FPMR).

48 C.F.R. Ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting. OMB

Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.

VA Directive 7002. Logistics Management.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended).

VA Handbook 7126. Central Office Controlled Items.

VA Handbook 7348. Utilization and Disposal of Personal Property. VA Directive 7348. Utilization and Disposal of Personal Property. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

VA Handbook 7125. Acquisition and Material Management Policy General Procedures. 48 C.F.R. Ch. 2.

Defense Federal Acquisition Regulations (DFAR).

VA Handbook 7002. Logistics Management Procedures.

VA Directive 7125. Acquisition and Material Management Policy General Procedures. 31 U.S.C. § 1535.

Economy Act, Agency Agreements.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. VA

Directive 7126. Central Office Controlled Items.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

49 U.S.C. § 10721. Transportation; Government Traffic.

41 C.F.R. Ch. 101. Federal Property Management Regulations. 41 C.F.R. Ch. 102. Federal Management Regulation.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. 49 U.S.C. § 13712. Government Traffic.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## *OALC-003B6D Denver Logistics Center*

### **Overview**

The NAC's Denver Logistics Center (DLC) provides holistic supply chain management for the VA National Hearing Aid and Home Telehealth Programs and supports VA and Other Government Agencies with professional logistical services. The DLC manages VA's only hearing aid repair program by providing eligibility verification, problem diagnosis, hearing aid programming retrieval, cleaning, repairs, vendor management and quality control. DLC's services enables Veterans with the ability to order many items directly from the DLC and have them shipped to their homes or current residence, thereby reducing unnecessary trips to local medical facilities and enhancing the efficiency of clinical staff. For more information, please visit <http://www.va.gov/opal/about/nacDLC.asp>.

### **Activities**

- Provides hearing aid repair services to our Veteran population.
- Provides logistical support in the ordering and worldwide distribution of hearing aids, hearing aid batteries and accessories, cochlear implants, assistive devices and aids for the visually impaired, prosthetic/orthotic products and services, and home telehealth devices to our Veterans and VA facilities.

### **Business Functions**

Conduct Acquisition Source Selection Conduct Contracts Administration

Manage Sales Order Fulfillment

Manage Sales Order Warranty and Repair

Perform Sales Customer Relationship Management Perform Property Management

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

GSA Acquisition Manual. Federal Property Management Regulations (FPMR).

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 104-106.

Information Technology Management Reform Act.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

48 C.F.R. Ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting. OMB Circular A-123.

Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended). Pub. L. 93-400 as amended by Pub.

L. 96-83. Office of Federal Procurement Policy Act. VA Directive 7125. Acquisition and Material Management Policy



General Procedures. VA Directive 7348. Utilization and Disposal of Personal Property.  
VA Directive 7126. Central Office Controlled Items.  
VA Handbook 7348. Utilization and Disposal of Personal Property. VA Directive 7002. Logistics Management.  
VA Handbook 7002. Logistics Management Procedures.  
VA Handbook 7125. Acquisition and Material Management Policy General Procedures. 31 U.S.C. § 1535. Economy Act, Agency Agreements.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. VA Handbook 7126. Central Office Controlled Items.  
48 C.F.R. Ch. 1. Federal Acquisition Regulation.  
48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations (DFAR).  
48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
49 U.S.C. § 10721. Transportation; Government Traffic.  
C.F.R. Ch. 101. Federal Property Management Regulations. 41 C.F.R. Ch. 102. Federal Management Regulation.

## *OALC-003B6E Commodities & Services Acquisition Service*

### **Overview**

The NAC's Commodities and Services Acquisition Service (CSAS) provides acquisition support primarily to VHA and our Veterans through the award, administration and delivery of prosthetic/orthotic products and services. For more information, please visit <http://www.va.gov/opal/about/nac.asp>.

### **Activities**

- Awards and administers contracts for prosthetic, orthotic, and other medical devices (hearing aids, assistive listening devices, orthotic items, Telehealth devices).
- Awards and administers various healthcare related service contracts such as non-VA dialysis services, traumatic brain injury study, and VAAA training courses.

### **Business Functions**

Conduct Acquisition Management Conduct Acquisition Source Selection Conduct Contracts Administration  
Perform Contract Modification Execute Talent Development Conduct Acquisition Planning

### **Authorities**

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
GSA Acquisition Manual. Federal Property Management Regulations (FPMR).  
48 C.F.R. Ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting. OMB

Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 31 U.S.C. § 1535. Economy Act, Agency Agreements.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended).

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. VA Handbook 7002. Logistics Management Procedures.

VA Handbook 7126. Central Office Controlled Items.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. VA Directive 7002. Logistics Management.

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations (DFAR).

VA Handbook 7348. Utilization and Disposal of Personal Property. VA Directive 7348. Utilization and Disposal of Personal Property.

VA Handbook 7125. Acquisition and Material Management Policy General Procedures. VA Directive 7126. Central Office Controlled Items.

VA Directive 7125. Acquisition and Material Management Policy General Procedures.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

49 U.S.C. § 10721. Transportation; Government Traffic.

41 C.F.R. Ch. 101. Federal Property Management Regulations. 41 C.F.R. Ch. 102. Federal Management Regulation.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. 49 U.S.C. § 13712. Government Traffic.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## **OALC-003B7 Logistics Support Services**

### **Overview**

Logistics Support Service (LSS) provides specified logistics support services. For more information, please visit <https://www.va.gov/opal/lss/>.

### **Activities**

- Oversees centralized programs pertaining to general freight management, employee relocations and movement of household goods, small package express delivery, printing and publications, in accordance with Federal and Agency policies and guidance.
- Oversees management and operation of VA's printing, graphic design and reproduction services.
- Oversees VA's participation in the Government-wide Next Generation Delivery Service (NGDS) contract, which consolidates domestic and international small package express and ground delivery services for all Federal Government agencies.
- Coordinates selected shipping and product distribution services for VA, such as all VA stocked forms and publications, burial flags, etc.

- Ensures transportation operations and capabilities are in position to support contingencies and that transportation processes are automated to the maximum practical extent.
- Serves as liaison with the U.S. Congress Joint Committee on Printing, the Government Publishing Office, and the General Services Administration on all matters relating to printing.

### **Business Functions**

Provide Media Services

Manage Special Handling and Delivery Mail Coordinate External Partnerships

Oversee Vendor Relationship Management

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. VA Handbook 7240. Transportation and Traffic Management.

49 U.S.C. § 10721. Transportation; Government Traffic. 41 C.F.R. pt. 102-117. Transportation Management. VA Directive 7241. Transportation and Motor Vehicles.

VA Directive 7240. Transportation and Traffic Management. VA Handbook 7241. Transportation and Motor Vehicles.

VA Directive 7179. Mandatory Use of the Federal Strategic Sourcing Initiative for Domestic Delivery Services for Express and Ground Small Package Shipments and Express Heavyweight Shipments.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended).

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. VA Directive 7002. Logistics Management.

VA Handbook 7002. Logistics Management Procedures.

VA Directive 7348. Utilization and Disposal of Personal Property. VA Handbook 7348. Utilization and Disposal of Personal Property. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Pub. L. 104-106. Information Technology Management Reform Act. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

41 C.F.R. pt. 102-38. Sale of Personal Property.

41 C.F.R. pt. 102-39. Replacement of Personal Property Pursuant to the Exchange/Sale Authority. 41 C.F.R. Ch. 101 pt. 101-42. Disposition of Personal Property with Special Handling Requirements. 41 C.F.R. Ch. 102. Federal Management Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act. 49 U.S.C. § 13712. Government Traffic.

41 C.F.R. subCh. E pt. 101-27. Inventory Management.

41 C.F.R. Ch. 102 pt. 102-36. Disposition of Excess Personal Property.

## ***OALC-003B7A Transportation and Relocation Services***

## Overview

Transportation and Relocations Services Division is responsible for the planning, sourcing, procurement, and management of VA's transportation program.

## Activities

- Executes policies and guidance to support the effective operations and procedures of VA's Transportation program.
- Develops Departmental procedures for general freight shipping, drayage, employee household goods relocation program, and the agency's small package delivery service contract.
- Interprets and promulgates Federal statutory laws, policies, and centralizes procedures regarding the movement of personal property and privately-owned vehicles belonging to VA employees and their dependents.
- Develops functional requirements and strategies for transportation service contracts; identifies and evaluates technical objectives.
- Processes VA Commercial Bills of Lading for all VA activities, to support lateral shipments and commercially acquired supplies and equipment with estimated transportation/freight charges greater than \$250.

## Business Functions

Perform Property Relocation and Moving Services Coordinate External Partnerships  
Manage Special Handling and Delivery Mail Develop and Codify Functional Policy

## Authorities

41 C.F.R. Ch. 102 pt. 102-36. Disposition of Excess Personal Property. 41 C.F.R. pt. 102-118. Transportation Payment and Audit.  
49 U.S.C. § 10721. Transportation; Government Traffic. 41 C.F.R. pt. 102-117. Transportation Management. VA Handbook 7240. Transportation and Traffic Management. VA Directive 7240. Transportation and Traffic Management. VA Directive 7241. Transportation and Motor Vehicles.  
VA Handbook 7241. Transportation and Motor Vehicles.  
VA Directive 7179. Mandatory Use of the Federal Strategic Sourcing Initiative for Domestic Delivery Services for Express and Ground Small Package Shipments and Express Heavyweight Shipments.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. VA Directive 7348. Utilization and Disposal of Personal Property.  
VA Handbook 7002. Logistics Management Procedures.  
Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended). VA Handbook 7348. Utilization and Disposal of Personal Property.  
Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. VA Directive 7002.

Logistics Management.

VA Directive 0023. Tier 1 Graphic Standards. 41 C.F.R. pt. 102-38. Sale of Personal Property. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Pub. L. 104-106. Information Technology Management Reform Act. Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

41 C.F.R. pt. 102-39. Replacement of Personal Property Pursuant to the Exchange/Sale Authority.

41 C.F.R. Ch. 101 pt. 101-42. Disposition of Personal Property with Special Handling Requirements. VA Handbook 0023.

Tier 1 Graphic Standards, Appendix A.

44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act. 48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

41 C.F.R. suCh. E pt. 101-27. Inventory Management.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## *OALC-003B7B Publications Service*

### **Overview**

Publications Services Division is the official source within VA for a wide range of printing and publications services, including duplication and distribution services, design services, and preparation of detailed specifications for printed material.

### **Activities**

- Provides layout, design, illustration, and editing services for publications, posters, manuscripts, etc., in VA Central Office.
- Ensures designs and Section 508 compliance of all VA common use forms.
- Executes policies and guidance for printing and publications.
- Procures all forms and publications and printing of reports in VA Central Office.

### **Business Functions**

Provide Media Services

Manage Special Handling and Delivery Mail

### **Authorities**

41 C.F.R. Ch. 102 pt. 102-36. Disposition of Excess Personal Property. 41 C.F.R. pt. 102-118. Transportation Payment and Audit.

49 U.S.C. § 10721. Transportation; Government Traffic.

VA Handbook 7240. Transportation and Traffic Management. 41 C.F.R. pt. 102-117. Transportation Management.

VA Directive 7179. Mandatory Use of the Federal Strategic Sourcing Initiative for Domestic Delivery Services for Express

and Ground Small Package Shipments and Express Heavyweight Shipments.

VA Directive 0023. Tier 1 Graphic Standards.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. VA Directive 7348. Utilization and Disposal of Personal Property.

VA Handbook 7002. Logistics Management Procedures. VA Directive 7002. Logistics Management.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended).

VA Handbook 7348. Utilization and Disposal of Personal Property. VA Directive 7240. Transportation and Traffic Management.

VA Handbook 7241. Transportation and Motor Vehicles.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System. Pub. L. 104-106. Information Technology Management Reform Act.

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994. 41 C.F.R. pt. 102-38. Sale of Personal Property.

41 C.F.R. Ch. 101 pt. 101-42. Disposition of Personal Property with Special Handling Requirements. 41 C.F.R. pt. 102-39. Replacement of Personal Property Pursuant to the Exchange/Sale Authority. VA Handbook 0023. Tier 1 Graphic Standards, Appendix A.

44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act. 49 U.S.C. § 13712. Government Traffic.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## **OALC-003B8 Category Management Support Office**

### **Overview**

Establishes, oversees, and manages the Department's Category Management initiatives and data analytics, to ensure leverage of every dollar spent for the Veteran.

### **Activities**

- 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 the principal advisor to various internal Department management councils, such as the Acquisition Executive Council and the Senior Procurement Council.
- CMSO engages with stakeholders across VA and the Federal acquisition workforce to map out path(s) for the Departmental cost savings and cost avoidance efficiencies.
- Shares best practices and lessons learned throughout the acquisition community regarding category management.
- Develops category management program strategies in alignment with the "10 Federal common categories" to ensure a thorough and continuous analysis of VA's spend under management.

- Maintains a maturity model, which allows VA and other agencies to assess their capabilities in each of the category management tenets; identifies benchmarks, quantifiable metrics and tasks that enables the agency to grow its category management portfolios.
- Develops category management related education programs and provides training to VA's acquisition workforce, customer offices and category portfolio managers.
- Participates in integrated project teams and identifies opportunities, through data analytics, to capitalize the usage of existing best in class and tiered enterprise contract vehicles, to fulfill supply and service procurements.
- Monitors the total percentage of the Department's spend under management and identifies multiple contract vehicles that can be combined into fewer contracts, to reduce duplication and gain efficiencies.

### **Business Functions**

Perform Acquisition Analysis and Forecasting Manage Information

Coordinate External Partnerships Manage Performance Improvement Perform Requirements Development

### **Authorities**

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111. 48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

41 U.S.C. § 253. Competition Requirements. the Competition in Contracting Act (CICA) of 1984.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act. 31 U.S.C. § 1535. Economy Act, Agency Agreements.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies. Pub. L. 104-106.

Information Technology Management Reform Act.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

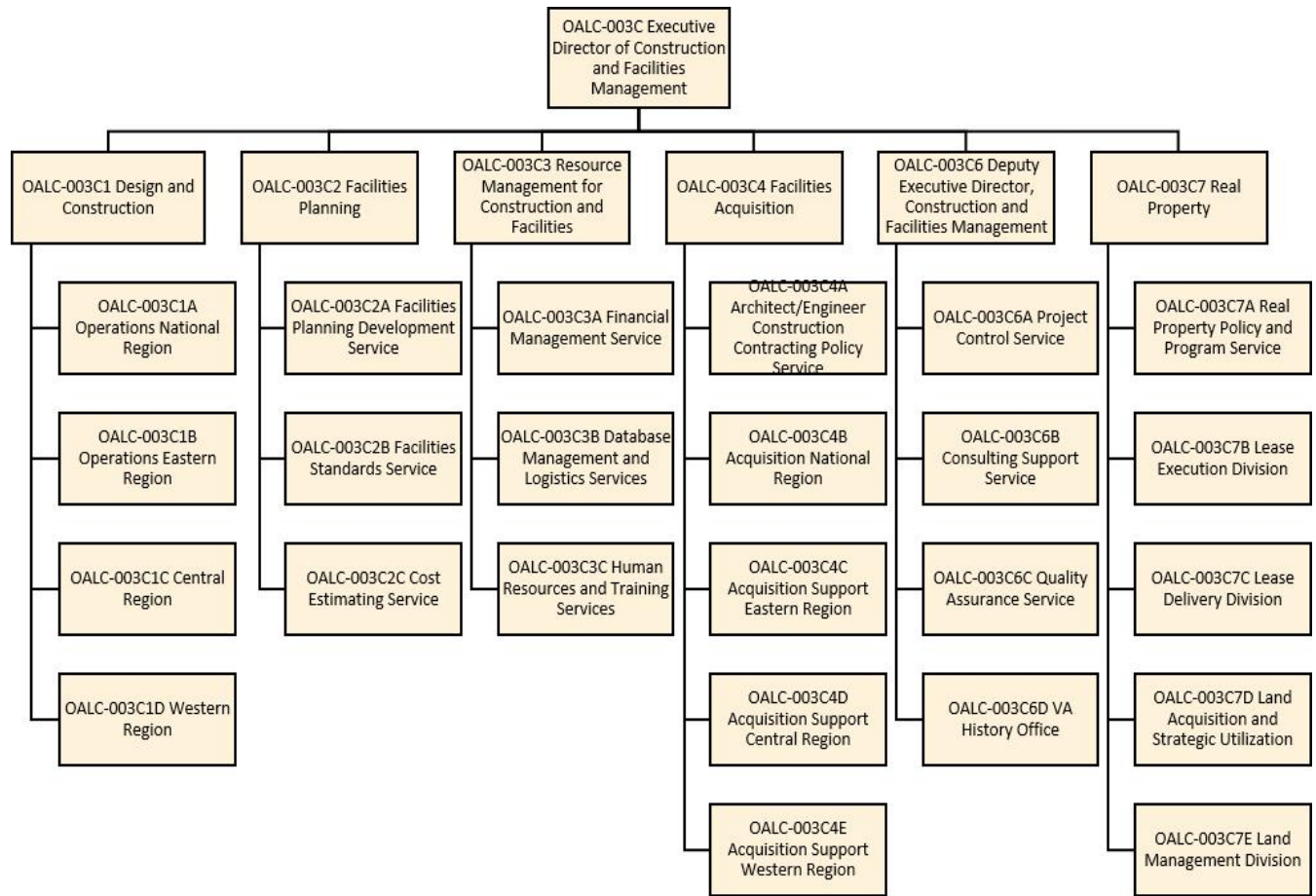
38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.



## OALC-003C Executive Director of Construction and Facilities Management



### 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.

### Activities

- Serves as the primary advisor to the Principal Executive Director, OALC, the DEPSECVA, and the SECVA on all areas pertaining to VA's major construction and real property programs:
- Plans and executes VA major construction, leasing, real property management and other capital asset services in support of VA's mission.
- Supports VA's Administrations and Staff Offices in matters pertaining to policy and quality assurance of



VA's capital facilities and real property programs.

- Takes a major role in VA's Strategic Capital Investment Planning Process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.
- Oversees construction procurement activities.
- Manages all VA major construction and leasing programs.:
- Formulates long-range goals, and develops policies, objectives, priorities, strategies and procedures to accomplish the responsibilities of the Office of Construction and Facilities Management.
- Leads transformation efforts associated with the Department's real estate and construction programs.
- Oversees the development and implementation of an enterprise-level facilities management strategy and performance measures in accordance with established departmental policy.
- Benchmarks with industry leaders to identify state of the art facilities management processes.
- Implements standard facilities management processes across the Department.
- Aligns processes to provide more direct support to customers both regionally and locally.

### **Business Functions**

Conduct Public Relations

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions Perform Property Acquisition and Control

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

38 U.S.C. § 312A. Director of Construction and Facilities Management.

## **OALC-003CI Design and Construction**

### **Overview**

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

### **Activities**

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

and implementation strategies.

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

### **Business Functions**

Manage Partnerships

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions

Perform Property Design and Development

### **Authorities**

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities. 38 U.S.C. § 8104. Congressional Approval of Certain Medical Facility Acquisitions.

## **OALC-003C1A Operations National Region**

### **Overview**

Responsible for the execution of major construction for VA National Cemeteries on behalf of and in collaboration with the National Cemetery Administration. Develops and facilitates effective, standard construction management and implementation strategies.

### **Activities**

- Serves as the primary advisor to the ODC Associate Executive Director of CFM on all National Region Office 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 CFMs growing construction responsibilities and manages CFMs 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 industry to ensure effective execution throughout the country.

### **Business Functions**

Provide Construction, Engineering Architecture Oversight and Support Provide Organizational Leadership and Oversight

### **Authorities**

38 U.S.C. § 312A. Director of Construction and Facilities Management.

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## **OALC-003C1B Operations Eastern Region**

### **Overview**

Responsible for the execution of major construction for VA in the Eastern Region. Develops and facilitates effective project delivery strategies, including budget and resource management and oversight for design, project management and construction management implementation.

### **Activities**

- Serves as the primary advisor to the Office of Design and Construction {ODC} Associate Executive Director of CFM on all Eastern Region Office matters associated with service delivery to clients. Is responsible for facilitating effective project delivery strategies, including budget and resource management and oversight for design, project management and construction management implementation.
- Manages the execution of major construction projects, including those managed by VA and Non-Departmental Federal Entities {NDFE}, currently the U.S. Army Corps of Engineers), as well as other VA projects {NRM/Minors} as assigned.
- Serves as the Primary Action Officer for emergent high-level issues related to major construction program management.
- Oversees the design of systems and processes to support CFMs growing major construction program responsibilities and manages CFMs expansion efforts. Fosters collaboration among VA organizations, U.S. Army Corps of Engineers and other NDFE's, 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 industry to ensure effective execution.
- Oversees CFM operations in the Central Region, which implements the VA's major construction projects.

### **Business Functions**

Provide Organizational Leadership and Oversight

Provide Construction, Engineering Architecture Oversight and Support

### **Authorities**

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.

38 U.S.C. § 312A. Director of Construction and Facilities Management. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## **OALC-003C1C Central Region**

### **Overview**

Responsible for the execution of major construction for VA in the Central Region. Develops and facilitates effective project delivery strategies, including budget and resource management and oversight for design, project management and construction management implementation.

### **Activities**

- Serves as the primary advisor to the Office of Design and Construction {ODC} Associate Executive Director of CFM on all Central Region Office matters associated with service delivery to clients. Is responsible for facilitating effective project delivery strategies, including budget and resource management and oversight for design, project management and construction management implementation. Manages the execution of major construction projects, including those managed
- by VA and Non-Departmental Federal Entities {NDFE}, currently the U.S. Army Corps of Engineers), as well as other VA projects {NRM/Minors} as assigned. Serves as the Primary Action Officer for
- emergent high-level issues related to major construction program management. Oversees the design of systems and processes to support CFMs growing major construction program responsibilities and manages CFMs expansion efforts. Fosters collaboration among VA organizations,
- U.S. Army Corps of Engineers and other NDFE's, 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 industry to ensure effective execution. Oversees CFM operations in the Central Region, which implements the VA's major construction projects.

### **Business Functions**

Provide Organizational Leadership and Oversight

Provide Construction, Engineering Architecture Oversight and Support

### Authorities

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities. 38 U.S.C. § 312A. Director of Construction and Facilities Management.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## OALC-003C1D Western Region

### Overview

Responsible for the execution of major construction for VA in the Western Region, serving VISN 19, 20, 21 & 22. Develops and facilitates effective project delivery strategies, including planning, budget and resource management and oversight for design, project management and construction management implementation.

### Activities

- Advance VA's mission in support of our Nation's Veterans by planning, designing, constructing, and acquiring major facilities, and setting design and construction standards. To Be the Proactive leaders in delivering healthcare and other facilities for our Nation's Veterans by transforming the Western Region to the model of professionalism, competency, and execution. PROACT: Professional, Respect, Opportunity, Accountability, Customer Service, Transformation. Serves as the primary advisor and executor to the Office of Design and Construction (ODC) Associate Executive Director of CFM on all Western Region Office matters associated with highest quality of service delivered to clients. WRO is responsible for facilitating effective project delivery strategies, including planning, budget and resource management and oversight for design, project management and construction management implementation. and standard construction management and implementation
- strategies. Manages the execution of major construction projects from conception in SCIP phase through design and construction. This includes all projects managed by VA, Non-Departmental
- Federal Entities (NDFE), Seismically funded projects as well as other VA projects (Non-reoccurring Maintenance (NRM)/Minors) as assigned. Oversees the design of systems and processes to support CFMs growing major construction program responsibilities and manages CFMs expansion efforts.
- Fosters collaboration among VA organizations and NDFE; synthesizes information from various sources to identify best practices to facilitate overall CFM operations. Forms relationships with VHA facilities leadership, construction, and the Architect/Engineer/Construction management industry to ensure effective execution. Oversees CFM operations in the Western Region, which implements the VHA major, Minor, and NRM construction projects within the West. "

### Business Functions

Provide Organizational Leadership and Oversight

Provide Construction, Engineering Architecture Oversight and Support

### **Authorities**

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities. 38 U.S.C. § 312A. Director of Construction and Facilities Management.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## **OALC-003C2 Facilities Planning**

### **Overview**

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

### **Activities**

- Serves as the principal advisor to the Executive Director, CFM, on planning, architectural cost estimating, quality of project submissions, and manages the development and maintenance of VA architectural and engineering (A/E) quality standards for new and existing facilities. Provides consulting services for the VA's State Nursing Home Grant and Homeless Grant Programs and oversees VA's historic preservation and National Environmental Policy Act (NEPA) compliance issues.
- Develops planning, design, and construction standards including design guides, design manuals, master specifications and guidance, and space planning criteria and coordinates VA facilities space requirements; oversees strategic planning and research on health care specialties and related space requirements, process engineering and layouts in accordance with Departmental policy.
- Provides policy guidance and support for enterprise-wide integrated planning.
- Provides master planning, technical advice, and training assistance to other VACO and field organizations.
- Provides consulting assistance on an as-needed basis to VA Administrations and Staff Offices on minor construction projects and nonrecurring maintenance (NRM).
- Takes a major role in VA's Strategic Capital Investment Planning process to ensure VA's assets are allocated and implemented in the best interest of the Department and VA.

### **Business Functions**

Provide Organizational Leadership and Oversight Develop Facilities and Grounds Capital Investment

Perform Internal VA Communications and Coordination

Perform Administrative Acquisition and Contract Management Perform Administrative Human Resource Management  
Perform Administrative IT Management Conduct Mission Requirements Planning  
Perform Administrative Financial Management Manage Correspondence  
Provide Employee Customer Services  
Manage Office Supply Inventory and Distribution Develop and Codify Functional Policy  
Conduct Quality Assurance Conduct Strategic Planning  
Perform Stakeholder Requirements Management Conduct Programming  
Perform Office Administrative Support Functions Perform Property Design and Development  
Provide Construction, Engineering Architecture Oversight and Support Manage Non-Recurring Maintenance of Real Property

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

38 U.S.C. § 312A. Director of Construction and Facilities Management.

## **OALC-003C2A Facilities Planning Development Service**

### **Overview**

Facilities Planning and Development Service provides medical facility planning expertise in defining and developing major construction project scopes and cost estimates to ensure the Administration's service requirements are met. Plays a lead role in the preparation and review of project documentation, and is responsible for coordinating the integration of project planning, programming, and implementation.

### **Activities**

- Informs and oversees the development of plans and designs for all CFM projects
- Provides program management and process improvements for Market Area Health Systems Optimization (MAHSO).
- 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 offices and other VA organizations by providing policy guidance and support for facility planning.

- Promotes the initiation and development of Cultural Resource Management Geospatial Information System tools.
- Ensures all funding requirements developed, and entered into appropriate systems, e.g. iFAMS, CRMBS, etc.

### **Business Functions**

Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management

Perform Administrative Human Resource Management Oversee Vendor Relationship Management

Perform Administrative IT Management Manage Correspondence

Provide Employee Customer Services

Manage Office Supply Inventory and Distribution Perform Internal VA Communications and Coordination

Develop Facilities and Grounds Capital Investment

Manage Non-Recurring Maintenance of Real Property

Execute Licensing and Permits

Provide Construction, Engineering Architecture Oversight and Support Assist Veteran Small and Disadvantaged Business

Manage Occupational Health and Safety Act and Environmental Hazards Policies and Programs Develop and Codify Functional Policy

Establish Service Delivery Standards Conduct Quality Assurance

Conduct Enterprise Program Management Coordinate External Partnerships

Develop New Approaches and Models of Service Delivery Manage Partnerships

Conduct Enterprise Performance Management Provide Organizational Leadership and Oversight Perform

Office Administrative Support Functions Conduct Geospatial Analysis

Perform Property Design and Development

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

## **OALC-003C2B Facilities Standards Service**

### **Overview**

The Facility Standards Service develops policy, standards, guidance, and systems for the planning, design, and construction of VA facilities including: functional space and equipment planning criteria; architectural and engineering design standards; master construction specifications; sustainability, sustainable design, and resource conservation; Design Guides, Design Manuals, {technical discipline}, Design Alerts; wayfinding/signage/graphics; interior design; architectural barriers compliance; quality assessment and



control; post occupancy evaluations {POE}; building information modeling {BIM} 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.

### Activities

- Establishes best practice, best value design and construction standards for healthcare, memorial, and benefits facilities in alignment with Law, E.O., regulation, process, and referenced national codes and standards.
- Develops and maintains planning, design, and construction standards for all VA projects, and publishes standards in the VA Technical Information Library (TIL).
- Forms relationships, partnerships, and collaborations with VA Administrations, program and facilities administrative, operational, and clinical leadership, Government agencies, national professional organizations, academia, and healthcare, construction and A/E industries.
- Promotes the development of innovative and best practices for project design, planning, and construction throughout VA; Takes a major role in VA's strategic planning and design process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.
- Develops guidelines and provides oversight and technical support training to CFM's regional offices and other VA organizations; ensures that design and construction standards support the Administrations' concept of operations; provides policy guidance and support for enterprise wide planning, design, and construction.
- Provides support to the VHA State Home Program by developing guidelines and reviewing project designs.
- Provides support to the CFM Design Review Program; VA/CFM Leasing Program
- Provides planning, design and construction support to VHA and NCA administrative, clinical and memorial programs, National Engineering Program, and Minor/NRM Project Program
- Ensures all funding requirements developed, and entered into appropriate systems, e.g. iFAMS, CRMBS, etc.

### Business Functions

Develop and Codify Functional Policy

Develop and Evaluate Internal Controls Develop Internal Controls

Evaluate Internal Controls

Conduct Quality Assurance

Conduct Property Space Design and Construction

Provide Construction, Engineering Architecture Oversight and Support Coordinate External Partnerships

Develop New Approaches and Models of Service Delivery Establish Service Delivery Standards

Oversee Vendor Relationship Management Manage Partnerships

Execute Talent Development  
Perform Property Design and Development

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.  
38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

## **OALC-003C2C Cost Estimating Service**

### **Overview**

Cost Estimating Service provides oversight of the programs for construction cost estimating and budgeting, estimates overall construction costs, manages the value management program, and provides estimating support.

### **Activities**

- Develops policy and requirements for construction cost estimating, budgeting, benchmarking, risk analysis, value engineering and projections.
- Provides guidance and oversight of programs for construction cost estimating, benchmarking, and cost escalation.
- Develops cost estimates for major construction and leased projects.
- Maintains historical cost data and establishes benchmark costs used for estimating.
- Monitors national and local construction market conditions and trends for impacts to construction costs and provides guidance on the impact to project budgets.
- Develops policy and requirements for and provides oversight of CFM's Value Management Program. Coordinates value engineering activities for construction project and design standards development.
- Provides cost estimating support for all customers, programs, and initiatives.
- Ensures all funding requirements developed, and entered into appropriate systems, e.g., iFAMS, CRMBS, etc.

### **Business Functions**

Perform Earned Value Management Develop and Codify Functional Policy Conduct Quality Assurance  
Perform Market Research  
Perform Total Lifecycle Cost Analysis Conduct Cost Estimation  
Conduct Enterprise Performance Management Perform Property Design and Development Conduct Property

Space Design and Construction Conduct Risk Identification

### Authorities

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

## OALC-003C3 Resource Management for Construction and Facilities

### 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.

### Activities

- Oversees the financial management of VA's major construction program and CFM's administrative budget as well as office administration functions, including human resources management, travel, training, space management, database management, office logistics, IT, equipment issuing and tracking.
- Serves as the Principal Advisor to the Executive Director of CFM regarding fiscal processes, IT resources and human resources related to real property and construction services.
- Coordinates annual construction and leasing program budget formulation for VA's budget.
- Manages the major construction working reserve.
- Serves as primary point of contact on CFM organizational needs for integration of new technologies.
- Coordinates responses to OMB, GAO, OIG and FOIA requests for information.
- Fulfills service requests as CFM's FOIA and Privacy Officers.

### Business Functions

Perform Administrative Financial Management Perform Administrative IT Management

Perform Administrative Human Resource Management Manage Correspondence

Provide Employee Customer Services

Perform Internal VA Communications and Coordination Manage Enterprise Process Improvement

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions Respond to Freedom of Information Act Requests Develop Budget Estimation and Justification

Perform Budget Operating/Spend Plan Monitoring and Adjustment

### Authorities

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

38 U.S.C. § 312A. Director of Construction and Facilities Management. Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## **OALC-003C3A 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.

### **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.
- Provides financial management support services for CFM's Seismic and Minor Construction programs.

### **Business Functions**

Perform Budget Planning

Develop Budget Estimation and Justification Perform Budget Operating/Spend Plan Development

Perform Financial Asset Information Processing - Property, Plant, and Equipment

Perform Financial Asset Information Processing - Heritage Assets and Stewardship Land Provide

Organizational Leadership and Oversight

Perform Office Administrative Support Functions Manage Budget Request Planning and Submission Perform

Budget Spend Planning and Monitoring

Perform Budget Operating/Spend Plan Monitoring and Adjustment Perform Financial Asset Information

Management

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

38 U.S.C. § 312A. Director of Construction and Facilities Management.

## OALC-003C3B Database Management and Logistics Services

### Overview

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

### Activities

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

### Business Functions

Perform Planning and Requirements Analysis  
Develop and Codify Functional Policy  
Manage Systems Architecture  
Perform Office Administrative Support Functions  
Perform Administrative IT Management  
Manage IT Systems Lifecycle  
Conduct IT Project Management  
Develop Enterprise Architecture  
Manage Official Government Records  
Manage Office Supply Inventory and Distribution

### Authorities

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.  
38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.  
38 U.S.C. § 312A. Director of Construction and Facilities Management.

## OALC-003C3C Human Resources and Training Services

### Overview

HR and Training Service coordinates human resources actions of all CFM employees with the National Cemetery Administration Center National Cemetery Administration's Human Resources Center to facilitate HR service for CFM employees.

### Activities

- Provides coordination and oversight of the development of all HR-related documents; ensures quality of documents; and forwards completed documents on in a timely fashion.
- Coordinates with National Cemetery Administration's Administration Human Resources Center regarding miscellaneous HR-related issues; resolves related problems or follows up on-going or hard to resolve issues; and provides advice to managers and employees concerning major areas of HR policy and process.
- Oversees the training function for all CFM employees; manages internal training programs for mission critical occupations; and coordinates with internal and external training organizations for relevant training and other developmental opportunities.
- Conducts special HR-related studies as needed by gathering pertinent information and presenting findings clearly and adequately.
- Maintains and updates CFM's continuity of operations plan.
- Fulfills service requests as CFM's FOIA and Privacy Officers.

### **Business Functions**

Perform Office Administrative Support Functions Participate in On-The-Job Training

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

38 U.S.C. § 312A. Director of Construction and Facilities Management.

## **OALC-003C4 Facilities Acquisition**

### **Overview**

The Office of Facilities Acquisition provides acquisition support for VA's major construction program, that include; establishment of Interagency Agreements (IAAs), design, major construction, lease project management support services, design and construction standards, construction management, environmental, and historic preservation services.

### **Activities**

- Serves as the Head of the Contracting Activity (HCA) for Construction and Facilities Management (CFM). Serves as the Principal Advisor to the Executive Director of CFM on major construction, architect and engineer (A/E) design services, and leasing support service contracting.
- Oversees and manages the policy, planning, design, construction, and operation of facilities and infrastructure of the Department, including major and minor construction projects as assigned, in

accordance with 38 U.S.C. 312A {Director of Construction and Facilities Management).

- Awards and administers contracts and Interagency Agreements for design, construction, lease support services, and the furnishing of supplies and equipment for major construction projects.
- Initiates and establishes interagency agreements with other government agencies, e.g., U.S. Army Corps of Engineers {USACE), to fulfill design and construction project requirements in excess of \$100 million.

### **Business Functions**

Perform Administrative Financial Management

Perform Administrative Human Resource Management Perform Administrative IT Management

Manage Correspondence

Provide Employee Customer Services

Manage Office Supply Inventory and Distribution Perform Internal VA Communications and Coordination

Conduct Acquisition Planning

Conduct Acquisition Package Preparation Conduct Acquisition Source Selection

Conduct Contracts Administration

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions Perform

Property Acquisition and Control

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. 38 U.S.C. Ch. 3 § 312. Veterans' Benefits Part I - General Provisions.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Pub. L. 114-92. National Defense Authorization Act (NDAA).

## **OALC-003C4A Architect/Engineer Construction Contracting Policy Service**

### **Overview**

The Architect/Engineer (AE) Construction Contracting Policy Service consists of two components: Policy Team and Acquisition Support Service Team. The Policy Team is responsible for the oversight and development of Construction & Facilities Management (CFM) acquisition policies and guidelines, to meet targeted award and completion dates. The Policy Team coordinates and contributes to the direction of VA's acquisition policy, including implementation of Federal and VA acquisition regulations, policies, and standards. Acquisition Support Service provides cradle to grave acquisition support for CFM's construction, AE and leasing programs as well as Interagency Agreements with non-Department Federal Entities such as United States Army Corps of Engineers (USACE).

### **Activities**

- Develops acquisition policy and guidelines and provides acquisition support to Construction & Facilities

Management (CFM)'s Regional Offices on a full range of contracting activities, including but not limited to the evaluation and selection, contract negotiation and award activities covering all stages of the acquisition life cycle.

- Manages the internal controls; fraud, waste and abuse survey; and contract compliance program for the Office of Facilities Acquisition (OFA} Head of Contracting Activity (HCA}.
- Manages the OFA HCA warrant program and provides guidance on acquisition career management for CFM.
- Manages and provides oversight for CFM purchase card program.
- Compiles and tracks CFM's achievement of small and disadvantaged business contracting goals.
- Administers CFM's Federal Acquisition Certificate in Contracting (FAC} and Facilities Engineering in Contracting (FE-C} programs.
- Conducts contract technical and quality assurance reviews at various stages of the acquisition life cycle, as well as Electronic Contract Management System (eCMS} contract file reviews.
- Adheres to Federal, VA and CFM acquisition regulations, standard operating procedures and other guidelines to award and administer Interagency Agreements and support service contracts involving a wide array of contracts.
- Develops the overall acquisition strategy to include milestones to meet the targeted contract award and completion dates.
- Conducts solicitation and contract award as well as peer-to-peer reviews.
- Provides contract administration of contracts to ensure successful and timely contract completion.
- Collaborates with CFM program offices to ensure contract services are properly executed by contractors, invoices are properly submitted, certified, and paid timely and contracts are closed out upon completion of the project in accordance with the contract terms and conditions.

### **Business Functions**

Develop Internal Controls

Conduct Quality Assurance

Perform Requirements Development Conduct Business Case Development Perform Market Research

Request for Information (RFI) Issuance Perform Total Lifecycle Cost Analysis

Develop Technical Evaluation Criteria and Instructions to Offerors Determine and Document Source Selection/Technical Evaluation Plan

Develop Performance Based Services Acquisition (PBSA) Documentation Conduct Proposal Evaluation

Identify and Document Competitive Range Determination Conduct Negotiations/Proposal Revisions

Conduct Proposal Discussions/Clarifications



Document Best Value Determination and Determine Source Selection Authority Determine Award Decision  
Perform Contract Award Issuance  
Conduct Notification/Debriefing of Unsuccessful Offerors Perform Documentation of Contract Transition  
Perform Contract Execution and Management Plan Conduct Documentation of Delivery/Acceptance  
Conduct Vendor Performance Monitoring and Dispute Resolution Perform Contract Modification  
Conduct Contract Close Out  
Perform Earned Value Management Perform Fee Management  
Conduct Contractor Clearance Tracking  
Perform Purchase Card Account Set-Up and Maintenance Perform Acquisition Reporting  
Perform Acquisition and Procurement Audits Conduct Purchase Card Issuance and Support Conduct Purchase Card Audit  
Perform Purchase Card Reporting  
Administer Job Specific Qualification Program Design and Management Perform Talent Development Knowledge Management  
Perform Skills and Competencies Assessment and Management Conduct Certification and Credit Management  
Assist Veteran Small and Disadvantaged Business Develop Acquisition Strategy/Plan  
Conduct Acquisition Package Preparation Conduct Acquisition Source Selection  
Conduct Contracts Administration Perform Purchase Card Management  
Perform Office Administrative Support Functions

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. 38 U.S.C. Ch. 3 § 312. Veterans' Benefits Part I - General Provisions.  
38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

## **OALC-003C4B Acquisition National Region**

### **Overview**

The National Region primarily provides cradle to grave acquisition support for National Cemetery project in the U.S. and it's territories.

### **Activities**

- Adheres to Federal, VA and CFM acquisition regulations, standard operating procedures and other guidelines to award and administer contracts. Contracting activities involve a wide array of contracts for construction, professional services, support services and Architect/Engineer (A/E) services. A/E services include services such as schematic design, design development, construction documents and construction period services.

- Develops the overall acquisition strategy to include milestones to meet the targeted contract award and completion dates.
- Conducts solicitation and contract award peer to peer reviews.
- Provides contract administration of contracts to ensure successful and timely contract completion.
- Collaborates with CFM program offices to ensure contract services are properly executed by contractors, invoices are properly submitted, certified, and paid timely and contracts are closed out upon completion of the project in accordance with the contract terms and conditions.

### **Business Functions**

Perform Administrative Financial Management Perform Internal VA Communications and Coordination

Perform Requirements Development

Conduct Business Case Development Perform Market Research

Request for Information (RFI) Issuance Perform Total Lifecycle Cost Analysis Determine Award Decision

Develop Technical Evaluation Criteria and Instructions to Offerors Determine and Document Source

Selection/Technical Evaluation Plan

Develop Performance Based Services Acquisition (PBSA) Documentation Conduct Notification/Debriefing of Unsuccessful Offerors

Develop and Document Independent Government Cost Estimate (IGCE) Develop and Document Solicitation Documentation

Conduct Pre-Solicitation Communications Issue Solicitation

Conduct Pre-Proposal Conferences Disposition of Solicitation Questions

Develop and Issue Solicitation Amendment Conduct Proposal Evaluation

Identify and Document Competitive Range Determination Conduct Proposal Discussions/Clarifications

Conduct Negotiations/Proposal Revisions

Document Best Value Determination and Determine Source Selection Authority Perform Contract Award Issuance

Perform Documentation of Contract Transition

Perform Contract Execution and Management Plan

Conduct Documentation of Delivery/Acceptance Perform Contract Modification

Conduct Contractor Clearance Tracking Conduct Contract Close Out

Perform Earned Value Management Perform Fee Management

Conduct Vendor Performance Monitoring and Dispute Resolution Perform Acquisition Reporting

Perform Acquisition Analysis and Forecasting Perform Acquisition and Procurement Audits Develop Acquisition Strategy/Plan

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions Execute Talent Development

Perform Property Acquisition and Control Perform Property Design and Development

## Authorities

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. 38 U.S.C. Ch. 3 § 312. Veterans' Benefits Part I - General Provisions.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Pub. L. 114-92. National Defense Authorization Act (NDAA). 48 C.F.R. Ch. 1. Federal Acquisition Regulation. 48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

## OALC-003C4C Acquisition Support Eastern Region

### Overview

The Eastern Region provide cradle to grave acquisition support for the CFM major construction program and primarily provides acquisition services for projects on the east coast and the U.S. Territory of Puerto Rico.

### Activities

- Adheres to Federal, VA and CFM acquisition regulations, standard operating procedures and other guidelines to award and administer contracts. Contracting Activities involve a wide array of contracts for construction, professional services, support services and Architect/Engineer {AE} services.
- A/E services include services such as schematic design, design development, construction documents and construction period services.
- Develops the overall acquisition strategy to include milestones to meet the targeted contract award and completion dates.
- Conducts solicitation and contract award peer to peer reviews.
- Provides contract administration of contracts to ensure successful and timely contract completion.
- Collaborates with CFM program offices to ensure contract services are properly executed by contractors, invoices are properly submitted, certified, and paid timely and contracts are closed out upon completion of the project in accordance with the contract terms and conditions.

### Business Functions

Perform Administrative Financial Management Perform Internal VA Communications and Coordination

Perform Requirements Development

Conduct Business Case Development Perform Market Research

Request for Information {RFI} Issuance Perform Total Lifecycle Cost Analysis Develop Acquisition Strategy/Plan

Develop Technical Evaluation Criteria and Instructions to Offerors Determine and Document Source

Selection/Technical Evaluation Plan  
Develop Performance Based Services Acquisition {PBSA} Documentation Develop and Document  
Independent Government Cost Estimate {IGCE} Develop and Document Solicitation Documentation  
Conduct Pre-Solicitation Communications Issue Solicitation  
Conduct Pre-Proposal Conferences  
Disposition of Solicitation Questions Develop and Issue Solicitation Amendment Conduct Proposal Evaluation  
Perform Acquisition Reporting  
Identify and Document Competitive Range Determination Conduct Proposal Discussions/Clarifications  
Determine Award Decision  
Conduct Negotiations/Proposal Revisions  
Document Best Value Determination and Determine Source Selection Authority Perform Contract Award  
Issuance  
Perform Documentation of Contract Transition Perform Contract Execution and Management Plan Conduct  
Documentation of Delivery/Acceptance  
Perform Contract Modification Conduct Contract Close Out  
Perform Earned Value Management Perform Fee Management  
Conduct Contractor Clearance Tracking  
Conduct Vendor Performance Monitoring and Dispute Resolution Perform Acquisition Analysis and  
Forecasting  
Perform Acquisition and Procurement Audits Provide Organizational Leadership and Oversight Perform Office  
Administrative Support Functions  
Provide Construction, Engineering Architecture Oversight and Support

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. 38 U.S.C. Ch. 3 § 312. Veterans' Benefits  
Part I - General Provisions.  
38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply;  
Enhanced-Use Leases of Real Property.  
Pub. L. 114-92. National Defense Authorization Act (NDAA). 48 C.F.R. Ch. 1. Federal Acquisition Regulation.  
48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

## **OALC-003C4D Acquisition Support Central Region**

### **Overview**

The Central Region primarily provides cradle to grave acquisition support for projects in the Central Region of the U.S.

### **Activities**

- Adheres to Federal, VA and CFM acquisition regulations, standard operating procedures and other

guidelines to award and administer contracts. Contracting activities involve a wide array of contracts for construction, professional services, support services and Architect/Engineer (A/E) services. A/E services include services such as schematic design, design development, construction documents and construction period services.

- Develops the overall acquisition strategy to include milestones to meet the targeted contract award and completion dates.
- Conducts solicitation and contract award peer to peer reviews.
- Provides contract administration of contracts to ensure successful and timely contract completion.
- Collaborates with CFM program offices to ensure contract services are properly executed by contractors, invoices are properly submitted, certified, and paid timely and contracts are closed out upon completion of the project in accordance with the contract terms and conditions.

### **Business Functions**

Perform Administrative Financial Management Perform Internal VA Communications and Coordination

Perform Requirements Development

Conduct Business Case Development Perform Market Research

Request for Information (RFI) Issuance Perform Total Lifecycle Cost Analysis Develop Acquisition Strategy/Plan

Develop Technical Evaluation Criteria and Instructions to Offerors

Determine and Document Source Selection/Technical Evaluation Plan Issue Solicitation

Develop Performance Based Services Acquisition (PBSA) Documentation Develop and Document Independent Government Cost Estimate (IGCE) Develop and Document Solicitation Documentation

Conduct Pre-Solicitation Communications Conduct Pre-Proposal Conferences

Disposition of Solicitation Questions Develop and Issue Solicitation Amendment Conduct Proposal Evaluation

Identify and Document Competitive Range Determination Conduct Proposal Discussions/Clarifications

Conduct Negotiations/Proposal Revisions

Document Best Value Determination and Determine Source Selection Authority Determine Award Decision

Perform Contract Execution and Management Plan Perform Contract Award Issuance

Conduct Notification/Debriefing of Unsuccessful Offerors Perform Documentation of Contract Transition

Conduct Contract Close Out

Conduct Documentation of Delivery/Acceptance Perform Contract Modification

Perform Fee Management

Perform Earned Value Management Conduct Contractor Clearance Tracking

Conduct Vendor Performance Monitoring and Dispute Resolution Perform Acquisition Reporting

Perform Acquisition Analysis and Forecasting Perform Acquisition and Procurement Audits

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. 38 U.S.C. Ch. 3 § 312. Veterans' Benefits Part I - General Provisions.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System. Pub. L. 114-92. National Defense Authorization Act (NDAA).

## **OALC-003C4E Acquisition Support Western Region**

### **Overview**

The Western Region primarily provides cradle to grave acquisition support for projects in the Western Region of the U.S.

### **Activities**

- Adheres to Federal, VA and CFM acquisition regulations, standard operating procedures and other guidelines to award and administer contracts. Contracting activities involve a wide array of contracts for construction, professional services, support services and Architect/Engineer (A/E) services. A/E services include services such as schematic design, design development, construction documents and construction period services.
- Develops the overall acquisition strategy to include milestones to meet the targeted contract award and completion dates.
- Conducts solicitation and contract award peer to peer reviews.
- Provides contract administration of contracts to ensure successful and timely contract completion.
- Collaborates with CFM program offices to ensure contract services are properly executed by contractors, invoices are properly submitted, certified, and paid timely and contracts are closed out upon completion of the project in accordance with the contract terms and conditions.

### **Business Functions**

Perform Administrative Financial Management Perform Internal VA Communications and Coordination

Perform Requirements Development

Conduct Business Case Development Perform Market Research

Request for Information {RFI} Issuance Perform Total Lifecycle Cost Analysis Develop Acquisition Strategy/Plan

Determine and Document Source Selection/Technical Evaluation Plan Develop Technical Evaluation Criteria and Instructions to Offerors

Develop Performance Based Services Acquisition {PBSA} Documentation Develop and Document

Independent Government Cost Estimate {IGCE} Develop and Document Solicitation Documentation

Conduct Pre-Solicitation Communications Issue Solicitation  
Conduct Pre-Proposal Conferences Disposition of Solicitation Questions  
Develop and Issue Solicitation Amendment Conduct Proposal Evaluation  
Identify and Document Competitive Range Determination Conduct Proposal Discussions/Clarifications  
Conduct Negotiations/Proposal Revisions  
Document Best Value Determination and Determine Source Selection Authority Determine Award Decision  
Perform Contract Award Issuance  
Conduct Notification/Debriefing of Unsuccessful Offerors Perform Documentation of Contract Transition  
Perform Contract Execution and Management Plan  
Conduct Vendor Performance Monitoring and Dispute Resolution Conduct Documentation of  
Delivery/Acceptance  
Perform Contract Modification Conduct Contract Close Out  
Perform Earned Value Management Perform Fee Management  
Conduct Contractor Clearance Tracking Perform Acquisition Reporting  
Perform Acquisition Analysis and Forecasting Perform Acquisition and Procurement Audits

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. 38 U.S.C. Ch. 3 § 312. Veterans' Benefits Part I - General Provisions.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Pub. L. 114-92. National Defense Authorization Act (NDAA). 48 C.F.R. Ch. 1. Federal Acquisition Regulation. 48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

## **OALC-003C6 Deputy Executive Director, Construction and Facilities Management**

### **Overview**

The Deputy Executive Director's office is responsible for providing subject matter expertise, organizational and operational support, and internal review services to all matters pertaining to all aspects of planning, designing, constructing and acquiring major facilities, as well as facilities lifecycle management.

### **Activities**

- Serves as the Principal Advisor to the Executive Director of CFM for issues associated with construction acquisition, real property acquisition and disposal, and program quality assurance.
- Oversees the administration of programs to assess organizational achievement and individual performance.
- Provides senior leadership to the planning, design, and construction of all Major and Lease construction projects.

- Oversees internal controls and establishes metrics to increase the effectiveness, efficiency, and adaptability of CFM's business processes.
- Maintains construction and leasing performance measurement and reporting systems.
- Guides the development of a national program strategy for construction acquisition, real property acquisition and disposal, and program quality assurance.
- Reviews policy, guidance and performance measures for the acquisition oversight of construction and leasing programs.
- Delivers expert project and contract schedule support, maintains communication networks for project managers and resident engineers, administers customer satisfaction surveys, and facilitates CFM's Project.
- Provides comprehensive oversight of CFM programs and operations through reviews and inspections, in addition to maintaining CFM's internal policy and procedure framework and inventorying the condition of all VA facilities.
- Offers professional consultation services to VHA and NCA.
- Dedicated to the prevention of work-related injuries and illnesses for all CFM employees and contractors through compliance with Federal and VA workplace and construction safety policies and procedures.
- Oversees the department level Historic program, established to collect, preserve, and provide access to relevant historical records and artifacts to tell a comprehensive story of VA.

### **Business Functions**

Provide Organizational Leadership and Oversight Manage Correspondence

Perform Internal VA Communications and Coordination Manage Documentation

### **Authorities**

38 U.S.C. § 312A. Director of Construction and Facilities Management.

## **OALC-003C6A Project Control Service**

### **Overview**

The Project Control Service (PCS) manages and directs a platform of Activities to assure development of construction program metrics, focusing on the key processes of time management, cost management; and systems that provide access to all relevant construction program information. PCS delivers expert project and contract schedule support, and administers customer satisfaction surveys.

### **Activities**



- Oversees development of detailed construction program measurement, determines if current measurement tools are appropriate to the intended strategy, articulates proposed strategies, provides 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 can utilize these project management fundamental tools to plan, design, and manage a project effectively and efficiently.
- Manages construction program support encompassing professional services for construction management, identifying policy elements that may give rise to disputes and claims.
- Establishes and maintains program review materials with CFM directors and oversees the administration of programs that assess organizational achievement and performance.
- Supports an information management tool that visually tracks, analyzes, and displays key performance indicators (KPI), metrics, and key data points to monitor the health of CFM major construction projects.
- Equips CFM employees and management with actionable feedback from clients that CFM can then apply to improve stakeholder's experience with services.
- Other tasks include directives management, development of organizational performance measures, and benchmarking best practices in cost and pricing data measurement for the major construction program.

### **Business Functions**

Develop and Codify Functional Policy Develop Internal Controls

Evaluate Internal Controls

Administer Corrective Action Conduct Quality Assurance

Conduct Enterprise Program Management Conduct Program Evaluations

Conduct Enterprise Risk Management

Conduct Enterprise Performance Management Provide Organizational Leadership and Oversight Perform

Office Administrative Support Functions

Provide Construction, Engineering Architecture Oversight and Support

### **Authorities**

38 U.S.C. § 312A. Director of Construction and Facilities Management.

## **OALC-003C6B 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 CFM Regional Offices, VA Medical Centers, Major & Minor & Leased Construction Programs, VHA, VBA, and NCA regional offices and VA Medical Centers.

### **Activities**

- Provides guidance for construction, facilities engineering, and safety activities in CFM and provides support on A/E issues; provides subject matter expertise for VA's design and construction programs.
- Serves as the Principal Advisor to the Deputy Executive Director of CFM on all engineering, architectural, and safety 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, engineering design services, construction safety, and incident investigation.
- Provides emergency response teams for natural disasters or other emergencies affecting VA assets to assess and document damage and critical safety issues and develop recommendations for corrective action.
- Provides Fire Protection & Life Safety Training to VISN's and VAMC.
- Oversees electrical studies , suitability assessments, and facade studies.
- Participates and provides technical expertise in major design reviews, facility commissioning, and emergency preparedness assessments.
- Participates and provides technical expertise in minor and NRM design reviews per request by VAMCs.
- Participates and provides required SMEs in various CFM/VHA technical committees, including VHA Design Deviation Oversight committees.
- Collaborates and provides technical SME support in developing VA planning, design, and construction standards.
- Provides construction and occupational safety assessments, oversight, and guidance to all CFM facilities, and active construction sites.
- Provides occupational safety training for CFM employees and contractors.
- Provides support in VA standards development.
- Assists VHA Healthcare Engineering in various VHA Waiver committees.
- Supports CFM Sustainability group in development and advancement of CFM sustainability policies.

### **Business Functions**

Provide Construction, Engineering Architecture Oversight and Support Perform Facilities Operation and Maintenance

Identify, Review, and Prioritize Essential Functions Prepare for Disasters and Emergencies

Maintain Essential Operations Readiness Support Federal Emergency Response

Support National Emergency Recovery Recover after Disasters or Emergencies

## Authorities

38 U.S.C. § 312A. Director of Construction and Facilities Management.

38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## OALC-003C6C Quality Assurance Service

### Mission

To establish focused objectives and to provide objective reviews and assessments of CFM's Activities that lead to relevant findings and corrective actions.

### Overview

Quality Assurance Service provides independent and objective reviews and assessments to help the organization comply with requirements, and to obtain improvements in performance.

### Activities

- Provides a variety of quantitative performance reviews on CFM projects, contracts, and other business actions to achieve quality improvements at both the project and organizational levels.
- Administers performance reviews on VA major and super construction contracts, targeting the qualitative aspects of construction delivery and issuing recommendations to optimize workflow processes, strengthen team dynamics, reduce risk, and achieve success.
- Identifies and reports unauthorized purchases, as well as evaluate the effectiveness of internal control measures associated with CFM's Purchase Card Program.
- Inventories the condition every VA Medical Center and National Cemetery on a three-year rotating basis, thereby enabling VHA, VBA, and NCA to plan, manage, and direct capital resources against identified needs in a consistently managed approach across VA.
- Provides the framework for CFM's internal governance by managing the production, posting, and interfacing of internal policies and standard operating procedures.
- Provides a platform to gather and manage disposition of systemic issues identified from internal and external

sources.

## Business Functions

Evaluate Internal Controls

Provide Construction, Engineering Architecture Oversight and Support

Conduct Quality Assurance

Develop and Codify Functional Policy Develop Internal Controls

Administer Corrective Action Conduct Program Evaluations Conduct Purchase Card Audit

## Authorities

38 U.S.C. § 312A. Director of Construction and Facilities Management.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. VA Directive 7700. Occupational Safety and Health.

VHA Directive 1030. Compliance and Business Integrity Oversight Program, February 26, 2016. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

OMB Circular A-11. Preparation Submission and Execution of the Budget. VA Directive 4086. Investment Matrix.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006. OMB M-20-03. Implementation of Agency-Wide Real Property Capitol Planning.

38 U.S.C. § 8118. Authority for Transfer of Real Property; Department of Veterans Affairs Capital Asset Fund.

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.

VA Office of the Inspector General Report No. 02-02181-79. Audit of Veterans Health Administration Major Construction Contract Award and Administration Process.

VA Office of the Inspector General Report No. 08-01084-112. Follow-up Audit of VA's Major Construction Contract Award and Administration Process.

## OALC-003C6D VA History Office

### Overview

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

### Activities

- Manages the Department's history program at the enterprise level.

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

### **Business Functions**

Promote Awareness of Veteran Issues Coordinate External Partnerships Manage Correspondence  
Perform Internal VA Communications and Coordination Provide Library Services  
Manage Documentation  
Document Organizational History  
Conduct Historical Research and Comply with Historic Preservation Requirements

### **Authorities**

38 U.S.C. § 510. Authority to Reorganize Offices.  
VA Directive 7777. Implementation of the VA History Program

## **OALC-003C7 Real Property**

### **Overview**

Office of Real Property (ORP) supports VA by acquiring land for VHA and NCA and by leasing space; facilitating intergovernmental transfers, exchanges, disposals and the acquisition of and granting of easements, licenses and permits. It also provides guidance to regional and local VA offices regarding real property, including the analysis of real estate investment analysis. ORP also oversees and administers the Lease Credentialing Program (LCP) and Lease Contracting Warrant (LCO) Program for VA.

### **Activities**

- Oversees administration of lease acquisition for medical, office and research facilities; and assists General Services Administration (GSA) in the execution of leases; and reviews GSA's lease documents for VBA leases.
- Oversees administration of land acquisition and management activities for all Administrations, including leasehold interests, land and building acquisitions, disposal and historic reuse of buildings, and/or land, demolitions; related land use agreement activities, licenses and permits, out-leasing; Communities Helping Invest through Property and Improvements Needed for Veterans Act of 2016 (CHIP-IN); and management of other real property programs related to VA's capital assets.
- Provides policies and associated updates for real property initiatives, such as land use agreements, leasing guidance, CHIP-IN, Quarters Management, Randolph Sheppard Act, Disposal Guidebook, McKinney-Vento Act, etc.

### **Business Functions**

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions Perform Property Acquisition and Control  
Manage Property Transfer, Disposal, or Retirement  
Provide Construction, Engineering Architecture Oversight and Support

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003. Pub. L. 114-294. Chip-In for Veterans Act. 20 U.S.C. § 107 et seq. Operation of Vending Machines.  
38 U.S.C. § 8301. Authority to Accept Gifts, Devises, and Bequests. 38 CFR § 38.603. National Cemetery Gifts and Donations.  
Pub. L. 100-77 § 11301 et seq. McKinney-Vento Homeless Assistance Act of 1987. 38 U.S.C. § 1708. Temporary Lodging.  
38 U.S.C. § 2406. Acquisition of Lands.  
40 U.S.C. § 3113. Acquisition by Condemnation.  
54 U.S.C. § 306121. Historic Preservation, Lease or Exchange.  
38 U.S.C. Ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.  
38 C.F.R. pt. 60. Fisher Houses and Other Temporary Lodges.  
Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

## **OALC-003C7A Real Property Policy and Program Service**

### **Overview**

Policy and Programs Service is responsible for providing and updating VA's real property policy, managing the Lease Certification Program (LCP) and Lease Contracting Officer (LCO) Warrant Program, managing the CHIP-IN program, managing the appraisal program, and conducting real estate investment analysis. This

division develops and updates policy and guidance for VA's real estate Activities for the Department. This section also manages VA's Lease program, including providing guidance, conducting internal reviews, and conducting lease training.

### Activities

- Develops VA's real estate policies and guidance, such as Conducting Interagency Security Committee Risk Evaluations for Delegated Leases; Digital Electronic Signature Interim Policy; Authorities Matrix; etc.
- Manages VA's LCP and LCO warrants, including evaluating warrant and certification requests; ensuring appropriate training; and obtaining warrant signatures by VA's Appointing Official.
- Manages VA's CHIP-IN program, including providing policy and managing the initiation of new pilot projects.
- Conducts appraisals for leases and land initiatives.
- Develops sharing of space tools, such as Sharing Guidebook and legislative proposals to support needed changes to VA's authorities.
- Manages VA's Lease Program, including activities for Lease Head of Contracting Activities (HCA); providing guidance, including distributing GSA's Leasing Alerts; conducting lease reviews to ensure compliance with warrant thresholds and prospectus level; and conducting lease training for identified gaps.
- Conducts real estate investment analyses, such as Hilo, Hawaii and Norman, Oklahoma initiatives.

### Business Functions

Develop and Codify Functional Policy

Manage Enterprise Process Improvement Perform Property Acquisition/Receipt

Manage Property Transfer, Disposal, or Retirement Conduct Property Strategy Development

Perform Enhanced Use Lease Management

### Authorities

Pub. L. 114-294. Chip-In for Veterans Act.

38 U.S.C. §§ 8101-8120. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

38 U.S.C. § 2406. Acquisition of Lands.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

38 U.S.C. § 312A. Director of Construction and Facilities Management.

## OALC-003C7B Lease Execution Division

### Overview

Lease Execution (LE) oversees administration of the procurement of VHA's Major Leases procurement of some Minor leases. Leases support medical, office, research, and warehouse requirements. LE also collaborates with GSA who has and is executing 7 pilot leases as well as non-delegated, office-type leases. For Major Leases, lease execution begins with conceptual design, due diligence for environmental and historical, proposal and site evaluations in collaboration with the respective VA Medical Center staff to determine the best lease solutions.

### Activities

- Review and update business processes to reduce execution timelines, such as conducting design ahead of authorization.
- Partner with GSA and other entities to share best practices.
- Provide modern, well designed health care facilities that meet the need of our Veterans.

### Business Functions

Perform Property Acquisition/Receipt

Manage Property Transfer, Disposal, or Retirement Conduct Property Strategy Development

Manage Enterprise Process Improvement Coordinate External Partnerships

Develop New Approaches and Models of Service Delivery

### Authorities

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks {MISSION} Act of 2018.

20 U.S.C. § 107 et seq. Operation of Vending Machines.

38 U.S.C. §§ 8101-8120. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## OALC-003C7C Lease Delivery Division

### Overview

The Lease Delivery Division oversees administration of the execution of lease construction from award through acceptance for VHA's medical, office, warehouse, and research major and some minor leases. This is accomplished through Lease Resident Engineers who work with developers, Architect/Engineers {A/E}, who provides technical assistance, contract management services, and other procurement

### Activities.

This team develops and facilitates effective, standard lease construction management and implementation strategies. The team is also responsible for assisting Lease Execution Division in the technical requirements development of the projects prior to lease award. The team also leads in the development of standards for VA leased healthcare space.



## Activities

- Oversees CFM's lease field staff, who manage VHA major and minor lease construction projects. Staff provides construction and design management for all space types of lease construction including medical, office, warehouse, research and office space.
- Implements lease construction projects, provides technical assistance to individual project sites, provides contract management services and supports lease and other contract procurement activities.
- Forms relationships with VA facilities leadership, developers, and the Architect/Engineer {A/E} industry to ensure effective delivery throughout the country.
- Provides technical support throughout the lease acquisition process to ensure project meets the needs of VA as well as national and local code requirements.
- Oversees CFM's efforts to standardize lease facility requirements through development and updating of the Lease Design Narrative standard and provides technical support to other lease procurement standards and documents.

## Business Functions

Conduct Property Strategy Development Conduct Property Space Design and Construction Perform Property Acquisition/Receipt

Manage Property Transfer, Disposal, or Retirement

Provide Construction, Engineering Architecture Oversight and Support Perform Internal VA Communications and Coordination

## Authorities

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks {MISSION} Act of 2018.

38 U.S.C. §§ 8101-8120. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

20 U.S.C. § 107 et seq. Operation of Vending Machines.

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

## OALC-003C7D Land Acquisition and Strategic Utilization

### Overview

Land Acquisition and Strategic Utilization {LASU} Division oversees administration of land acquisition and disposals for the Department, primarily for NCA and VHA. Support includes land and easement acquisitions, fed-to-fed transfers, condemnations, property disposals {both entire campuses and individual buildings}, donations, and the Historic Reuse Program {HRP}.

### Activities

- Land Acquisitions for NCA - LASU acquires land for cemetery expansion purposes throughout the country to further the VA NCA mission of providing burial benefits to Veterans and eligible dependents.
- Land Acquisitions for VHA - LASU acquires land to meet the needs of VA medical centers. This land is used for expansion purposes or for parking.
- Real Property Disposals and HRP - Land and buildings no longer needed to carry out the mission of VA are disposed of in many possible ways, and LASU executes the disposal process. Additionally, LASU executes HRP to find other uses for buildings no longer needed, preserving each building's historic value by finding a tenant who will perform maintenance and upkeep for up to 99 years.

### **Business Functions**

Manage Property Transfer, Disposal, or Retirement Determine Property Valuation

Perform Property Acquisition/Receipt

Establish Property Control and Accountability

Provide Property Acquisition and Control Reporting Develop Facilities and Grounds Capital Investment

Conduct Property Strategy Development

Develop and Prepare New or Enhanced Grounds

Prioritize Capital Investments

Develop Legislative Analysis for Capital Programs and Investments

Coordinates Capital Planning with Federal, State, and Local Government Partners Manages Capital

Investment Information Systems

### **Authorities**

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

40 U.S.C. § 3113. Acquisition by Condemnation.

38 C.F.R. pt. 60. Fisher Houses and Other Temporary Lodges. 38 U.S.C. § 1708. Temporary Lodging.

38 U.S.C. §§ 8101-8120. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

38 U.S.C. § 2406. Acquisition of Lands.

38 U.S.C. § 8301. Authority to Accept Gifts, Devises, and Bequests. 54 U.S.C. § 306121. Historic Preservation, Lease or Exchange.

Pub. L. 100-77 § 11301 et seq. McKinney-Vento Homeless Assistance Act of 1987. 38 CFR § 38.603. National Cemetery Gifts and Donations.

## **OALC-003C7E Land Management Division**

### **Overview**

Land Management Division (LMD) oversees administration of land management for the Department, primarily for NCA and VHA. Support includes granting easements; executing intra-agency land exchanges,

permits, licenses, and out-leasing; and ordering surveys and title work. LMD solves land use issues such as taxes, easement vacations, and deed corrections and releases. LMD also ensures compliance on all land transactions as required by the NEPA and NHPA.

### **Activities**

- Manages the Real Property Project Tracking System {RPPTS) for land initiatives.
- Executes NCA's, VBA's and VHA's outleases.
- Executes easement grants needed for VA's properties.
- Executes permits to support approved capital initiatives for VHA, NCA and VBA.
- Handles all land rights issues on VA-owned land.

### **Business Functions**

Perform Property Acquisition/Receipt

Conduct Grant Program Set-up and Maintenance Manage Property Transfer, Disposal, or Retirement Provide

Property Acquisition and Control Reporting Manage VA Asset Sales

Determine Grant Program Funding Opportunity Develop Grant Award Issuance

Conduct Grant Award Payment Processing

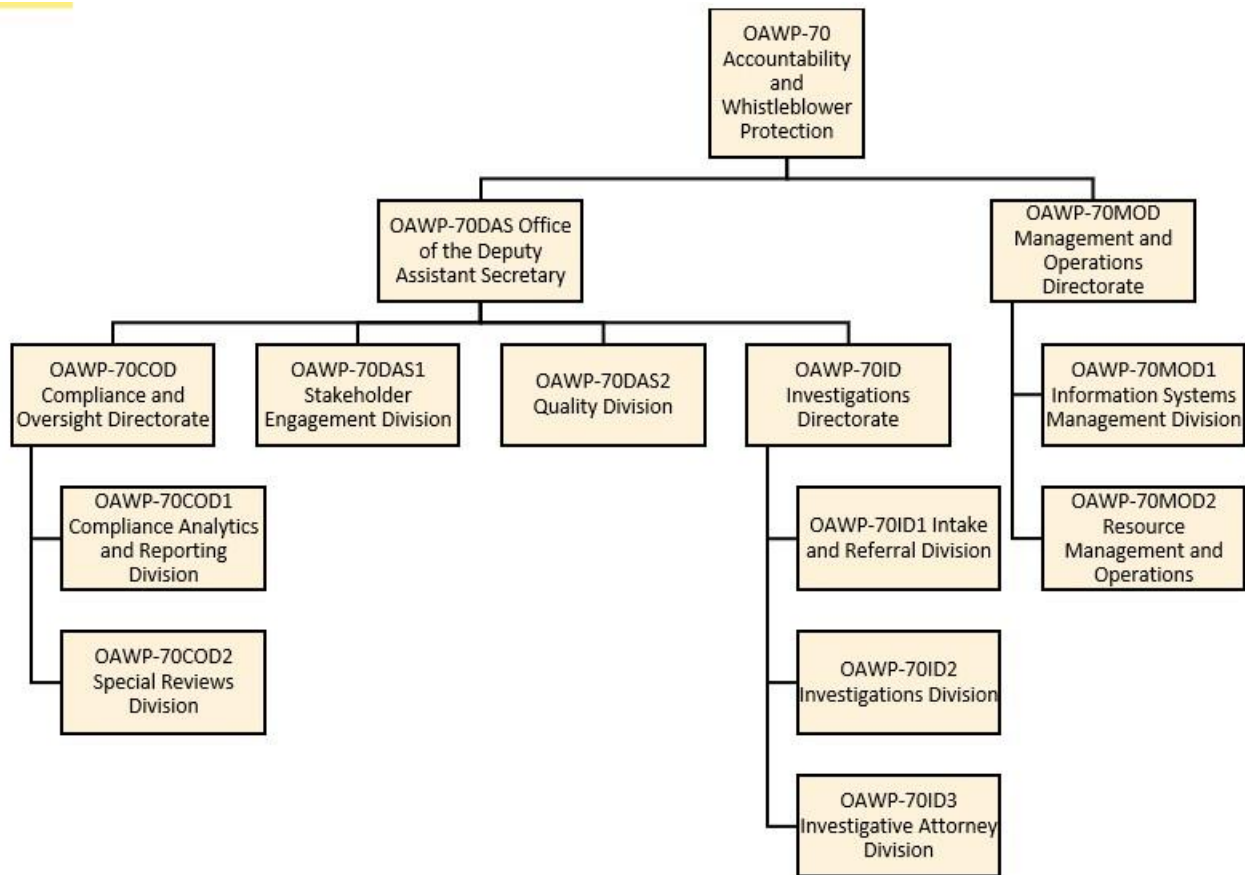
### **Authorities**

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks {MISSION) Act of 2018.

38 U.S.C. § 1708. Temporary Lodging.

38 U.S.C. §§ 8101-8120. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

## *OAWP-70 Accountability and Whistleblower Protection*



### **Mission**

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

### **Overview**

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

### **Activities**

- Advises the Secretary on all matters relating to accountability at VA.
- Receives whistleblower disclosures from VA employees and applicants for employment. Refers whistleblower

disclosures for investigation to VA Administrations or Staff Offices (e.g., the Veterans Health Administration), if the disclosure does not involve VA senior leader misconduct or poor performance or allegations of whistleblower retaliation.

- Receives, reviews, and investigates allegations of VA senior leader misconduct or poor performance and makes recommendations for action, if appropriate.
- Receives, reviews, and investigates allegations of whistleblower retaliation by VA supervisors and makes recommendations for action, if appropriate.
- Receives and refers disclosures from the U.S. Office of Special Counsel (OSC) for investigation within VA.
- Records, tracks, reviews, and confirms implementation of recommendations from audits and investigations carried out by VA's Office of Inspector General (OIG), VA's Office of the Medical Inspector (OMI), OSC, and the Government Accountability Office (GAO).
- Analyzes data to identify trends and issue reports to the Secretary.
- Delegated authority to develop and conduct whistleblower rights and protections training required under 38 U.S.C. § 733 and 5 U.S.C. § 2302(c).
- Obtains and maintains 5 U.S.C. § 2302(c) certification from the Office of Special Counsel which ensures the VA meets the statutory obligation to inform their workforces about the rights and remedies available to them under the Whistleblower Protection Act (WPA), the Whistleblower Protection and Enhancement Act (WPEA), and related civil service laws.

## **Business Functions**

Provide Organizational Leadership and Oversight

Perform Administrative Human Resource Management Manage Correspondence

Respond to Freedom of Information Act Requests Manage Office Supply Inventory and Distribution Perform Internal VA Communications and Coordination

Perform Administrative Financial Management

## **Authorities**

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

38 U.S.C. § 733. Adverse Actions Against Supervisory Employees Who Commit Prohibited Personnel Actions Relating to Whistleblower Complaints.

38 U.S.C. § 714. Employees: Removal, Demotion, or Suspension Based On Performance or Misconduct.

## **OAWP-70DAS Office of the Deputy Assistant Secretary**

### **Overview**

The Office of the Deputy Assistant Secretary {DAS} is led by the Deputy Assistant Secretary who reports

directly to the Assistant Secretary. The DAS manages the day-to-day operations of OAWP with oversight of the Compliance and Oversight Directorate, Investigations Directorate and consists of the following divisions: Stakeholder Engagement and Quality Division.

### Activities

- Supports the Assistant Secretary for OAWP in carrying out strategic planning, quality improvement, and program evaluation responsibilities for projects and programs within the Office of the Assistant Secretary.
- Oversees and provides executive leadership for OAWP's day-to-day operations.
- Provides strategic advice to the Assistant Secretary and designs organizational structures that promote OAWP's statutory mandate to advise the Secretary on matters that involve accountability within VA, as well as its statutory mandate to track and confirm recommendations made to VA by internal and external auditors and investigators.
- Develops and implements communications, processes, and procedures within the VA to promote the ability of whistleblowers to speak up, and to prevent retaliation of whistleblowers.
- Interacts and works with external stakeholders including Congress, VA employees, unions, VA senior and executive leaders, OIG, GAO, OSC, and others to ensure that OAWP fulfills its statutory mission.
- Leads and directly supervises OAWP's Executive Director for Investigations, Executive Director for Compliance & Oversight, Quality, and Stakeholder Engagement.

### Business Functions

Provide Organizational Leadership and Oversight

Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management

Conduct Program Evaluations

Perform Administrative Human Resource Management Manage Correspondence

Respond to Freedom of Information Act Requests Manage Office Supply Inventory and Distribution

Perform Internal VA Communications and Coordination Administer Employee Engagement

### Authorities

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

38 U.S.C. § 714. Employees: Removal, Demotion, or Suspension Based On Performance or Misconduct.

38 U.S.C. § 733. Adverse Actions Against Supervisory Employees Who Commit Prohibited Personnel Actions Relating to Whistleblower Complaints.

## OAWP-70COD Compliance and Oversight Directorate

### Overview

The Compliance and Oversight Directorate (COD) is led by the Executive Director for Compliance and Oversight who reports directly to the Deputy Assistant Secretary. The COD consists of the following divisions: Compliance Analytics and Reporting Division and Special Reviews Division.

### Activities

- Oversees and provides executive leadership in OAWP's development of processes and procedures to implement 38 U.S.C. 323(c)(1)(A), (B), (F) and (G) and 323(f)(2).
- Advises the Assistant Secretary for Accountability and Whistleblower Protection on policy and processes related to compliance and oversight, including implementation of the Accountability and Whistleblower Protection Act to its fullest potential.
- Oversees the implementation of approved policy and processes within COD and ensures measurable success for the duties of the directorate.

### Business Functions

Provide Organizational Leadership and Oversight Manage Correspondence

Respond to Freedom of Information Act Requests Manage Office Supply Inventory and Distribution Perform

Internal VA Communications and Coordination

### Authorities

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

## *OAWP-70COD1 Compliance Analytics and Reporting Division*

### Overview

The Compliance Analytics and Reporting Division tracks data relating to accountability in order to identify trends that the Department can act upon or that merit further evaluation by the Special Reviews Division, and notifies Congress when certain Investigation Directorate recommendations are not carried out by the VA.

### Activities

- Records, tracks, and confirms implementation of recommendations from audits and investigations carried out by the Inspector General of the Department (OIG), the Medical Inspector of the Department (OMI), the Special Counsel (OSC), and the Comptroller General of the United States (GAO), including the imposition of disciplinary actions and other corrective actions contained in such recommendations.
- Analyzes data from OAWP, OIG telephone hotlines, other whistleblower disclosures, disaggregated by facility and area of health care if appropriate, and relevant audits and investigations to identify trends and issue reports to the Secretary based on analyses conducted.

- Provides a detailed justification to Congress if the Secretary receives a recommendation for disciplinary action under subsection 38 USC 323(c){1}{I} and does not take or initiate the recommended disciplinary action before the date that is 60 days after the date on which the Secretary received the recommendation.

### **Business Functions**

Develop Internal Controls Evaluate Internal Controls Conduct Internal Audits Manage External Audits  
Administer Corrective Action Manage Official Government Records

### **Authorities**

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

## ***OAWP-70COD2 Special Reviews Division***

### **Overview**

The Special Reviews Division conducts audits, evaluations and special reviews of issues relating to accountability and as otherwise requested by the Secretary.

### **Activities**

- Advises the Secretary on all matters of the Department relating to accountability, including accountability of employees of the Department, retaliation against whistleblowers, and such matters as the Secretary considers similar and affect public trust in the Department; and provides reports and recommendations regarding the same.
- Reviews implementation of recommendations and effectiveness thereof from audits and investigations carried out by the OIG, the OMI, the OSC, and the GAO, including the imposition of disciplinary actions and other corrective actions contained in such recommendations.

### **Business Functions**

Conduct Internal Audits Manage External Audits Evaluate Internal Controls

### **Authorities**

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

## **OAWP-70DAS1 Stakeholder Engagement Division**

### **Overview**

The Stakeholder Engagement Division manages relationships with key stakeholders, oversees OAWP's Freedom of Information Act and Privacy Act programs, and accomplishes all correspondence Activities for the Office.



### Activities

- Manages OAWP relationships with key external stakeholders, to include Members of Congress, Congressional staff, key VA Officials, other agencies of government, Veteran Service Organizations, whistleblower advocacy groups, and the media.
- Oversees the OAWP's Freedom of Information Act and Privacy Act programs.
- Oversees OAWP's correspondence management, front office support activities, and strategic initiatives.

### Business Functions

Respond to Freedom of Information Act Requests Perform Internal VA Communications and Coordination Manage Correspondence

Provide Media Services

Provide Employee Customer Services Coordinate External Partnerships Manage Diversity and Inclusion

Administer Employee Engagement

## OAWP-70DAS2 Quality Division

### Overview

The Quality Division is led by a director who reports directly to the Deputy Assistant Secretary. The Quality Division oversees the audit and internal review process for OAWP's investigative operations and recommends ways for process improvement. The Quality Division is responsible for OAWP's policy development and statutory compliance with the Accountability and Whistleblower Protection Act.

### Activities

- Advises the Assistant Secretary for Accountability and Whistleblower Protection on standards and processes related to quality assurance, including implementation of policies and procedures that align with the Accountability and Whistleblower Protection Act.
- Conducts reviews to identify systemic deficiencies.
- Develops recommendations on policy that align with OAWP's mission.
- Identifies and evaluates the need for statutory, regulatory, and or policy changes.
- Analyzes federal laws, agency statutes, regulations, policies, and case precedent to ensure statutory authority, cohesiveness, and consistency of policy choices.

### Business Functions

Conduct Program Evaluations Conduct Quality Assurance Conduct Risk Identification Conduct Risk Assessment  
Conduct Risk Mitigation

## Authorities

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

## OAWP-70ID Investigations Directorate

### Overview

The Investigations Directorate is led by the Executive Director for Investigations (EDI) who reports directly to the Deputy Assistant Secretary. The Investigations Directorate consists of the following divisions: Intake and Referral Division, Investigations Division, Investigative Attorneys Division and contains an Operations and Training Section.

### Activities

- Receives and refers complaints and investigations pursuant to 38 U.S.C. § 323.
- Conducts investigations into Whistleblower retaliation and senior leader misconduct and poor performance.
- Provides legal advice and assistance to OAWP administrative {non-criminal} investigators, reviews investigative work-products, and prepares reports of investigation and recommendations, including recommendations for disciplinary action against VA senior leaders and supervisors.
- Develops and provides mandatory and supplemental education and training in whistleblower rights and protections as required by 38 U.S.C. § 733 and to support obtaining and maintaining 5 U.S.C. § 2302(c) certification.
- Works to obtain and maintain OSC's 2302(c) Certification for the entire VA.
- Provides legal advice and assistance to OAWP investigators and staff related to the collection and documentation of facts, documents, witness testimony, and other information necessary to develop a complete investigative record.
- Conducts extensive legal research and evaluation of various theories and subjects and applies such legal analysis to the facts memorialized in the investigative record.
- Provides legal advice and assistance to OAWP on establishing and revising standard operating procedures, policies, and regulations related to investigations.

### Business Functions

Provide Organizational Leadership and Oversight Manage Correspondence

Respond to Freedom of Information Act Requests Manage Office Supply Inventory and Distribution Perform Internal VA Communications and Coordination

## Authorities

38 U.S.C. § 714. Employees: Removal, Demotion, or Suspension Based On Performance or Misconduct. 38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

38 U.S.C. § 733. Adverse Actions Against Supervisory Employees Who Commit Prohibited Personnel Actions Relating to Whistleblower Complaints.

## *OAWP-70101 Intake and Referral Division*

### Overview

The Intake and Referral Division {IRD} receives and refers complaints for investigation regarding allegations of whistleblower retaliation and senior leader misconduct and poor performance. IRD refers, monitors, and reviews completed reports of investigation for Whistleblower Disclosures referred to VA offices for an external investigation.

### Activities

- Receives complaints from individuals about whistleblower retaliation and senior leader misconduct and poor performance in accordance with 38 U.S.C. § 323{c}{1}{H}.
- Receives whistleblower disclosures from VA employees and applicants for employment in accordance with 38 U.S.C. § 323{c}{1}{C}.
- Refers complaints and whistleblower disclosures that involve allegations of whistleblower retaliation or allegations of senior leader misconduct or poor performance to OAWP's Investigations Division.
- Refers and monitors other whistleblower disclosures for investigation to VA offices for investigation in accordance with 38 U.S.C. § 323{c}{1}{D} and {E}.
- Implements whistleblower protection holds on disciplinary actions taken under 38 U.S.C. § 714.
- Transmits complaints that are not included in 38 U.S.C. § 323 or 38 U.S.C. § 714 to VA offices for review.

### Business Functions

Manage Correspondence

Perform Internal VA Communications and Coordination Manage Knowledge Capture Services

Manage Information Privacy Manage Documentation

Document Organizational History Manage Official Government Records

### Authorities

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

38 U.S.C. § 714. Employees: Removal, Demotion, or Suspension Based On Performance or Misconduct.

## *OAWP-70102 Investigations Division*

### **Overview**

The Investigations Division investigates allegations of whistleblower retaliation and senior leader misconduct and poor performance.

### **Activities**

- Investigates allegations of VA senior leader misconduct and poor performance and allegations of whistleblower retaliation by VA supervisors in accordance with 38 U.S.C. § 323{c}{1}{H}.
- Makes recommendations for action in accordance with 38 U.S.C. § 323{c}{1}{I}.

### **Business Functions**

Administer Corrective Action Develop Internal Controls Evaluate Internal Controls Conduct Internal Audits  
Conduct Criminal Investigations

### **Authorities**

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

## *OAWP-701D3 Investigative Attorney Division*

### **Overview**

The Investigative Attorney Division provides legal support and assistance to OAWP administrative (non-criminal) investigators relating to investigations, reviews investigative work-product, and prepares reports of investigation and recommendations, including recommendations for disciplinary action against VA senior leaders and supervisors.

### **Activities**

- Provides legal support and assistance to OAWP investigators and staff related to the collection and documentation of facts, documents, witness testimony, and other information necessary to develop a complete investigative record.
- Provides legal support and assistance involving OAWP audits and reviews and reports of same.
- Conducts extensive legal research and evaluation of various theories and subjects and applies such legal analysis to the facts memorialized in the investigative record.
- Develops and presents training for OAWP Directorates and VA Administrations and Staff Offices on laws related to senior leader discipline, administrative investigations and whistleblower rights and protections.

## Authorities

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

38 U.S.C. § 714. Employees: Removal, Demotion, or Suspension Based On Performance or Misconduct.

38 U.S.C. § 733. Adverse Actions Against Supervisory Employees Who Commit Prohibited Personnel Actions Relating to Whistleblower Complaints.

## OAWP-70MOD Management and Operations Directorate

### Overview

The Management and Operations Directorate is led by a Chief of Staff who reports directly to the Assistant Secretary. The Management and Operations Directorate consists of the following divisions: Information Systems Management Division and Resource Management and Operations Division.

### Activities

- Implements and maintains OAWP information systems and supports OAWP's portfolio of products, services, and processes from research and ideation through detailed design and delivery.
- Identifies trends, data analytics and statistical information from OAWP data so that VA can proactively address areas of concern in accordance with 38 U.S.C. § 323(f)(B)(i) and (ii).
- Oversees OAWP's human resources and budget operations.

### Authorities

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

38 U.S.C. § 714. Employees: Removal, Demotion, or Suspension Based On Performance or Misconduct.

## OAWP-70MOD1 Information Systems Management Division

### Overview

The Information Systems Management Division implements and maintains OAWP's information systems, portfolio of products, services, and processes.

### Activities

- Implements and maintains OAWP information systems and supports OAWP's portfolio of products, services, and processes from research and ideation through detailed design and delivery.
- Identifies trends, data analytics and statistical information from OAWP data so that VA can proactively address areas of concern in accordance with 38 U.S.C. § 323(f)(B)(i) and (ii).

### Business Functions

Perform Administrative IT Management

### **Authorities**

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

38 U.S.C. § 733. Adverse Actions Against Supervisory Employees Who Commit Prohibited Personnel Actions Relating to Whistleblower Complaints.

38 U.S.C. § 714. Employees: Removal, Demotion, or Suspension Based On Performance or Misconduct.

## **OAWP-70MOD2 Resource Management and Operations**

### **Overview**

The Resource Management and Operations Division administers and oversees OAWP's human resources and budget operations.

### **Activities**

- Oversees, manages, and advises on OAWP's budget, contracting and acquisitions, facilities and equipment/supplies, and travel.
- Oversees, manages, and advises on all OAWP human capital matters (i.e., recruitment initiatives, classification and position management, workforce planning, employee relations, performance management, awards and recognition, telework, etc.), employee learning and professional development, and employee engagement.

### **Business Functions**

Provide Organizational Leadership and Oversight

Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management

Perform Administrative Human Resource Management Develop Internal Controls

Manage Correspondence

Respond to Freedom of Information Act Requests Manage Office Supply Inventory and Distribution Perform Internal

VA Communications and Coordination Evaluate Internal Controls

Administer Employee Engagement

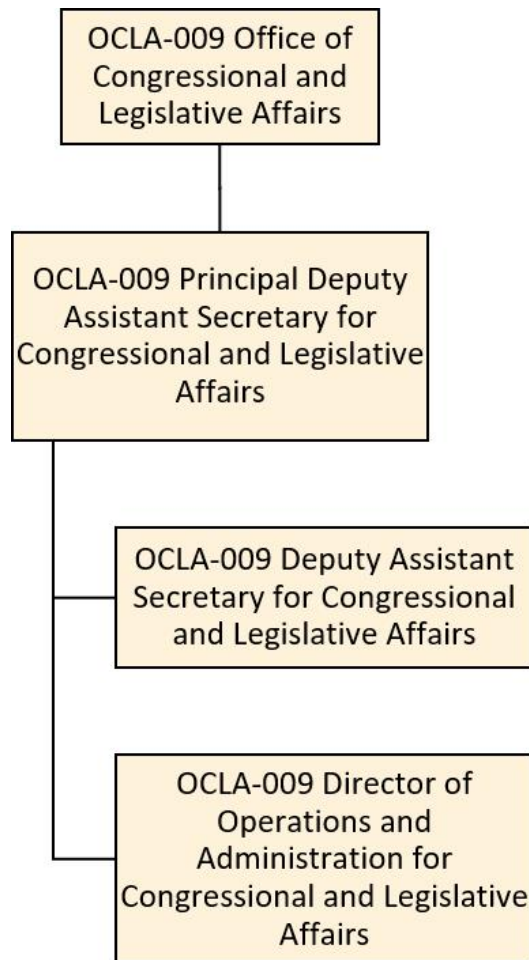
Conduct Program Evaluations

### **Authorities**

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

38 U.S.C. § 714. Employees: Removal, Demotion, or Suspension Based On Performance or Misconduct.

## *OCLA-009 Office of Congressional and Legislative Affairs*



### **Mission**

The mission of the Office of the Assistant Secretary for Congressional and Legislative Affairs (OCLA) is to improve the lives of Veterans and their families by advancing pro-Veteran legislation and maintaining responsive and effective communications with Congress.

### **Overview**

OCLA coordinates the Department's Activities with Congress . It is the Department's focal point for all interactions and engagements with Members of Congress, authorization committees and personal staff. Additionally, the Office is the Department's liaison with the Government Accountability Office (GAO). The Assistant Secretary advises the Secretary of the Department of Veterans Affairs (VA) and serves as the Department's primary point of contact with Congress. The Assistant Secretary also serves as the Department's principal point of contact between OCLA and the White House Office of Legislative Affairs as well as other federal agency legislative operations.

## Activities

- Coordinates VA's relations and all activities with Congress.
- Maintains responsive communications with Congress through briefings, hearings, correspondence, reports, site visits, requests for information (RFIs), and other requested services from Members of Congress.
- Develops and executes the Secretary and Department's legislative strategy and priorities and champions them before Congress.
- Leads the preparation and management of the Department's participation in Congressional hearings, briefings and accompanies VA personnel in meetings with Members of Congress, Congressional committees, or staff.
- Coordinates the development of pro-Veteran legislation, requests for views and technical support of the Department on pending or proposed legislation to benefit Veterans and improve the operations and efficiency of the Department.
- Manages the Department's Title 38 U.S.C. Congressionally Mandated Reports (CMR) process and transmits those reports to Congress. These reports do not include reports mandated by appropriations acts.
- Leads and coordinates on behalf of the Department in working with the Office of Management and Budget (OMB) for comments and review on pending authorizing legislation, oversight and authorizing legislation testimony, draft Statements of Administration Policy, or other material for which OMB requests VA review.
- In close consultation with the White House, support hearings for VA nominees.
- Coordinates with the Department on responses to Congressional Budget Office (CBO) requests.
- Advises VA senior leadership, in coordination with program office and legal staff, on all legislative matters, including serving as the primary OCLA representative for strategy and working group efforts within VA leadership.
- Provides Congressional liaison support to all Members of Congress and staff.
- Maintains liaison offices in Senate and House office buildings.
- Receives and processes Member requests for assistance with constituent and policy inquiries.
- Receives, resolves, and responds to Veteran case inquiries from Congressional offices.
- Serves as the Department's liaison with the GAO, monitoring GAO activities affecting VA and Veterans and notifying the Department of all GAO engagements.
- Prepares responses to GAO draft and final reports and provides updates to open recommendations. Ensures responses are provided to GAO in a timely manner and keeps VA leadership apprised of GAO recommendation implementations.
- Oversees the Congressional Fellowship Program and federal detailees stationed in OCLA, which provides opportunities for VA and federal employees to learn the workings of the legislative branch and capitalize on the experience gained.



## Business Functions

Provide Organizational Leadership and Oversight

# OCLA-009 Principal Deputy Assistant Secretary for Congressional and Legislative Affairs

## Overview

The Principal Deputy Assistant Secretary (PDAS) assists the Assistant Secretary in executing the mission and functions of OCLA, including the management of OCLA operations and administrative staff and serves as OCLA's enterprise integration executive. Serves as the deputy to the Assistant Secretary and advises on planning, preparing, and prioritizing OCLA operations to ensure it delivers effective communications and engagements with Congress. The PDAS develops and executes on the Office's Strategic Plan, chairs the Legislative Review Panel and directly supervises the Director of Operations and Administration.

## Activities

- Supervision: Directly supervises the Director of Operations and Administration.
- Establishes goals, objectives and priorities for the Director of Operations and Administration.
- Enterprise Integration: Responsible for ensuring integration across VA Administrations and Staff Offices.
- Serve as OCLA's central coordination point with senior leaders and Chiefs of Staff in negotiations involving establishment or implementation of policies, practices, and operations activities to carry out the OCLA mission.
- Congressional and Executive Branch Correspondence: Management and oversight of OCLA congressional, executive correspondence, and regulatory affairs correspondence.
- Reviews and approves OCLA submission for White House Cabinet Affairs Report, Congressionally Mandated Reports (CMRs) and Government Accountability Reports (GAO).
- In addition to the AS and DAS, ensures timely submission and communications to Congress by serving as an authorized reviewer and approver for letters, testimony, QFRs and other related correspondence.
- Legislative Program
- Represents OCLA on the Legislative Review Panel that considers the Department's legislative proposals, which consists of VA's recommendations on statutory changes that are needed to improve program operations or modify program authority to better serve the nation's interests.
- Collaborates with DAS in developing and drafting the VA legislative strategy, engagement plans, and legislative objectives for AS review and approval.
- Financial Oversight

- Submits the annual OCLA budget proposal to the AS for review and approval.
- Collaborates with the Director of Administration and Operations and assigned the Office of Financial Management (OM) personnel to draft annual OCLA budget proposal.
- Meets with key stakeholders in OM to develop and manage OCLA's budget.
- Human Capital Management
- Oversees the drafting of plans for talent management (recruiting, hiring, retention) and organizational design for OCLA.
- Submits plans for filling OCLA vacancies to the AS for review and approval.
- Provides management and oversight in evaluating the results and providing recommendations of OCLA employee engagement initiatives resulting from the All Employees Survey (AES).
- OCLA Engagement Metrics
- Reviews and updates OCLA engagement measures and metrics to ensure they align with the strategic OCLA goals as well as met.
- Internal Communications
- Primary communicator between OCLA and PDASs/Chiefs of Staff across VA Administrations and Staff Offices.
- Primary OCLA representative at the Veterans Affairs Operations Board (VAOB) and represents OCLA at the VAEB and any other meetings designated by AS.
- Provides support to the AS with communications and coordination between OCLA and the Office of Secretary of Veterans (OSVA); as necessary and/or delegated by the AS.
- Intervenes as necessary with Administration and Staff Offices senior leadership to ensure timely responses to Congress.
- Represents OCLA at VA working group and meetings as necessary and/or delegated by the AS.
- External Communications
- Provides support to the AS with communications and coordination between OCLA and the Office of Secretary of Veterans (OSVA); as necessary and/or delegated by the AS.
- Provides support to the AS with communications and coordination between OCLA and Members Offices and Committee Staff, as delegated by the AS.
- Reviews and transmits urgent and sensitive communications to Members Offices and Committee Staff, as delegated by the AS.

## OCLA-009 Deputy Assistant Secretary for Congressional and Legislative Affairs

### Overview

The Deputy Assistant Secretary (DAS) provides management and oversight of the day-to-day congressional and legislative Activities of OCLA's five Directorates: Veterans Benefits Legislative Affairs Service; Veterans Health Legislative Affairs Service; Corporate Enterprise Legislative Affairs Service; Legislative Affairs Service; and Congressional Outreach and Congressional Liaison Service. The DAS directly supervises the Directors of the five Directorates, OCLA Senior Advisors to the Under Secretaries for Health (VHA), Benefits (VBA), and National Cemetery Administration (NCA).

### Activities

- Supervision: The DAS directly supervises the Directors of the five Directorates, OCLA Senior Advisors to the Under Secretaries for Health (VHA), Benefits (VBA), and National Cemetery Administration (NCA).
- Manages and oversees of the day-to-day congressional and legislative activities of OCLA's five Directorates.
- Establishes goals, objectives, and priorities for OCLA Directors and Senior Advisors.
- Congressional Engagements: Primary OCLA attendee on engagements except HVAC and SVAC Chair and Ranking Member and Congressional Leadership; all other engagements as delegated by the AS
- Review and approve all oral and written materials for SecVA, DepSec and COSVA congressional engagements including trip packages.
- Review, approve, and send all non-sensitive communications to Congress.
- Leads VA initiatives, projects as delegated to or assigned by the AS, SecVA, or DepSec.
- Legislative Strategy: Drafts and consults with the AS on VA legislative strategy, engagement plans, and legislative objectives.
- Ensures integration of Administrations and Staff Office priorities into congressional strategy, plans and objectives in consultation with the AS.
- Drafts and submits congressional engagement plans legislative strategy, and legislative objectives to the AS for review and approval.
- Internal Communications
- Represents OCLA at VAEB, VAOB, and any other meetings as delegated by the AS.
- Serve as point of coordinator between OSVA Senior Advisors and OCLA for approval and concurrence process.
- Provides support to the AS with communications and coordination between OCLA and the Office of

Secretary of Veterans (OSVA); as necessary and/or delegated by the AS.

- Intervenes as necessary with Administration and Staff Offices senior leadership to ensure timely responses to Congress.
- Represents OCLA at VA working group and meetings as necessary and/or delegated by the AS.
- External Communications
- Leads communication between OCLA and other government agency legislative affairs offices and reports updates to AS.
- Secondary communicator with White House Legislative Affairs (WH OLA}
- Secondary communicator between OCLA and Congress
- Participates in White House OLA meetings as assigned by the AS.
- Coordinate with Members offices, federal agency legislative affairs counterparts on RFIs, joint engagements, and joint initiatives.
- Establishes and maintains relationship and routine communications with Members Offices and Committee Staff.
- Reviews and transmits urgent and sensitive communications to Members and Congressional Staff, delegated by the AS.
- In addition to the Principal Deputy Assistant Secretary (PDAS), ensures timely submission and communications to Congress by serving as an authorized reviewer and approver for letters, testimony, QFRs and other related correspondence.
- Coordinate with OMB to clear and submit testimony to Congress
- Financial Oversight
- Collaborates with the PDAS and OCLA leadership in drafting annual OCLA budget proposal.
- Represents OCLA in budgetary meetings when attendance is delegated by the AS.

### **Business Functions**

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions

## *OCLA-009 Corporate Enterprise Legislative Affairs Service*

### **Overview**

The Director for Corporate Enterprise Legislative Affairs Directorate maintains liaison Activities between VA

and its Congressional oversight committees regarding all issues related to: VA Major Construction;

Department of Defense (DoD)/VA collaboration; Joint Executive Committee (JEC); financial management; contracting; acquisitions; small business; information technology; Electronic Health Record Modernization (EHRM); personal information security; Office of Operations Security and Preparedness; Human Resources and Administration; the Office of Accountability and Whistleblower Protection; Veterans Experience Office, Tribal Government Relations, Minority Veterans; and the Center for Women Veterans. The Director also serves as the Department's liaison with the GAO and monitors GAO Activities affecting VA and Veterans.

## Activities

- Coordinates VA's relations and all activities with Congress.
- Maintains responsive communications with Congress through briefings, hearings, correspondence, reports, site visits, requests for information (RFIs), and other requested services from Members of Congress.
- Develops and executes the Secretary and Department's legislative strategy and priorities and champions them before Congress.
- Leads the preparation and management of the Department's participation in Congressional hearings, briefings and accompanies VA personnel in meetings with Members of Congress, Congressional committees, or staff.
- Coordinates the development of pro-Veteran legislation, requests for views and technical support of the Department on pending or proposed legislation to benefit Veterans and improve the operations and efficiency of the Department.
- Manages the Department's Title 38 U.S.C. Congressionally Mandated Reports (CMR) process and transmits those reports to Congress. These reports do not include reports mandated by appropriations acts.
- Leads and coordinates on behalf of the Department in working with the Office of Management and Budget (OMB) for comments and review on pending authorizing legislation, oversight and authorizing legislation testimony, draft Statements of Administration Policy, or other material for which OMB requests VA review.
- In close consultation with the White House, support hearings for VA nominees.
- Coordinates with the Department on responses to Congressional Budget Office (CBO) requests.
- Advises VA senior leadership, in coordination with program office and legal staff, on all legislative matters, including serving as the primary OCLA representative for strategy and working group efforts within VA leadership.
- Provides Congressional liaison support to all Members of Congress and staff.
- Maintains liaison offices in Senate and House office buildings.
- Receives and processes Member requests for assistance with constituent and policy inquiries.
- Receives, resolves, and responds to Veteran case inquiries from Congressional offices.
- Serves as the Department's liaison with the GAO, monitoring GAO activities affecting VA and Veterans and notifying

the Department of all GAO engagements.

- Prepares responses to GAO draft and final reports and provides updates to open recommendations. Ensures responses are provided to GAO in a timely manner and keeps VA leadership apprised of GAO recommendation implementations.
- Oversees the Congressional Fellowship Program and federal detailees stationed in OCLA, which provides opportunities for VA and federal employees to learn the workings of the legislative branch and capitalize on the experience gained.

### **Business Functions**

Manage Activities with Congress, GAO, and Veteran Stakeholders Prepare VA Officials for Congressional Briefings and Hearings Respond to Congressional, Constituent, and GAO Inquiries

Manage VA's Legislative Strategy and Priorities Coordinate Legislative Proposals

Conduct Strategic Planning

Provide Organizational Leadership and Oversight

## *OCLA-009 Congressional Outreach and Congressional Liaison Service*

### **Overview**

The Director for Congressional Outreach and Congressional Liaison Service is responsible for maintaining liaison Activities between VA and Congress. The Director guides the development, documentation, establishment, and implementation of policies, guidelines, and procedures for Congressional liaison representatives in conducting Congressional outreach, policy, and constituent service support. The Director ensures Members of Congress and their staff are provided with accurate and timely responses to policy and constituent inquires. The Director also monitors the flow of executive correspondence through the drafting and concurrence process.

### **Activities**

- Coordinates VA's relations and all activities with Congress.
- Maintains responsive communications with Congress through briefings, hearings, correspondence, reports, site visits, requests for information (RFIs), and other requested services from Members of Congress.
- Develops and executes the Secretary and Department's legislative strategy and priorities and champions them before Congress.
- Leads the preparation and management of the Department's participation in Congressional hearings, briefings and accompanies VA personnel in meetings with Members of Congress, Congressional committees, or staff.
- Coordinates the development of pro-Veteran legislation, requests for views and technical support of the Department on pending or proposed legislation to benefit Veterans and improve the operations and efficiency of the Department.
- Manages the Department's Title 38 U.S.C. Congressionally Mandated Reports (CMR) process and transmits those

reports to Congress. These reports do not include reports mandated by appropriations acts.

- Leads and coordinates on behalf of the Department in working with the Office of Management and Budget (OMB) for comments and review on pending authorizing legislation, oversight and authorizing legislation testimony, draft Statements of Administration Policy, or other material for which OMB requests VA review.
- In close consultation with the White House, support hearings for VA nominees.
- Coordinates with the Department on responses to Congressional Budget Office (CBO) requests.
- Advises VA senior leadership, in coordination with program office and legal staff, on all legislative matters, including serving as the primary OCLA representative for strategy and working group efforts within VA leadership.
- Provides Congressional liaison support to all Members of Congress and staff.
- Maintains liaison offices in Senate and House office buildings.
- Receives and processes Member requests for assistance with constituent and policy inquiries.
- Receives, resolves, and responds to Veteran case inquiries from Congressional offices.
- Serves as the Department's liaison with the GAO, monitoring GAO activities affecting VA and Veterans and notifying the Department of all GAO engagements.
- Prepares responses to GAO draft and final reports and provides updates to open recommendations. Ensures responses are provided to GAO in a timely manner and keeps VA leadership apprised of GAO recommendation implementations.
- Oversees the Congressional Fellowship Program and federal detailees stationed in OCLA, which provides opportunities for VA and federal employees to learn the workings of the legislative branch and capitalize on the experience gained.

### **Authorities**

VA Directive 8100. Guidance Relating to Congressional Relations Activities.

## ***OCLA-009 Legislative Affairs Service***

### **Overview**

The Director for Legislative Affairs Directorate coordinates, develops and continuously monitors the Department's legislative priorities. The Director also tracks and transmits CMRs; monitors and engages on Veteran-related legislation pending in Congress and provides support for: Legislative hearings, technical assistance on the Department's legislative priorities and pending legislation before Congress; requests from the CBO; and requests from the OMB.

### **Activities**

- Establishes goals, objectives, and priorities for the Legislative Affairs Directorate.
- Supervises employees assigned to the Legislative Affairs Service Directorate.
- Ensures effective and responsive communications with Congress regarding legislative matters.
- Provides advice and support to VA personnel involved in legislative interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused Congressional committees on legislative matters.
- Encourages and facilitates relationship building with Congressional and intradepartmental staff concerning legislative matters.
- Obtains information from Congress to assist the Department in preparing for Congressional engagements regarding legislation.
- Advises, prepares, and accompanies VA personnel in meetings with Congressional committees, staff, and Members of Congress on legislative matters.
- Responds to Congressional committees or staff inquires and RFI regarding legislation.
- Plans, supports, and accompanies Members of Congress and committee staff on approved travel when relevant to legislation.
- Prepares senior VA officials to testify before Congress on hearings relating to legislation.
- Reviews legislative hearing transcripts and coordinates VA's responses to hearing QFRs.
- Provides liaison services between senior Department officials on VA legislative priorities and other legislation affecting the Department, as well as VA's message to Congressional committees identifying key points and risk areas regarding legislation.
- Tracks, monitors, and delivers all technical assistance requests, and RFI and briefings relating to legislation.
- Coordinates hearings and witness preparation for legislative hearings.
- Coordinates issues crossing service boundaries.

## *OCLA-009 Veterans Benefits Legislative Affairs Service*

### **Overview**

The Director for Veterans Benefits Legislative Affairs Directorate maintains liaison Activities between VA and its Congressional oversight committees regarding all Veterans Benefits Administration issues.

### **Activities**



- Establishes goals, objectives, and priorities for the Benefits Legislative Affairs Directorate.
- Supervises employees assigned to the Benefits Legislative Affairs Directorate
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused Congressional committees.
- Encourages and facilitates relationship building with Congressional and intradepartmental staff concerning Veterans benefits activities and initiatives.
- Obtains information from Congress to assist the Department in preparing for Congressional engagements.
- Advises, prepares, and accompanies VA personnel in meetings with Congressional committees, staff, and Members of Congress.
- Tracks, monitors, and responds to Congressional committees or staff inquiries, RFIs and briefing requests.
- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.
- Ensures VA subject matter experts (SMEs) are prepared to provide briefings to Members of Congress, committee, and personal staff.
- Coordinates hearings and prepares senior VA officials to testify before Congress.
- Reviews and manages hearing transcripts and questions for the record (QFRs).
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to Congressional committees identifying key points and risk areas.
- Coordinates issues crossing service boundaries.

## *OCLA-009 Veterans Health Legislative Affairs Service*

### **Overview**

The Veterans Health Legislative Affairs Service maintains liaison Activities between VA and its Congressional oversight committees regarding all Veterans Health Administration issues.

### **Activities**

- Establishes goals, objectives, and priorities for the Health Legislative Affairs Directorate.
- Supervises employees assigned to the Health Legislative Affairs Directorate.

- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel in support of all interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused Congressional committees.
- Encourages and facilitates relationship building with Congressional and intradepartmental staff concerning Veterans health activities and initiatives.
- Obtains information from Congress to assist the Department in preparing for Congressional engagements.
- Advises, prepares, and accompanies VA personnel in meetings with Congressional committees, staff, and Members of Congress.
- Tracks, monitors, and responds to Congressional committees or staff inquires, RFIs and briefings.
- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.
- Ensures VA SMEs are prepared to provide briefings to Members of Congress, committee, and personal staff.
- Coordinates hearings and prepares senior VA officials to testify before Congress.
- Reviews and manages hearing transcripts and QFRs.
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to Congressional committees identifying key points and risk areas.
- Coordinates issues crossing service boundaries.

## **OCLA-009 Director of Operations and Administration for Congressional and Legislative Affairs**

### **Overview**

The Director of Operations and Administration manages the day-to-day Activities of OCLA's operations and administrative staff. The Director provides overall administrative management of the organization to include budget formulation and execution; and directs the personnel management program for the organization by overseeing the full range of human resources requirements; and manages congressional fellows detailee, and work-study participants.

### **Activities**

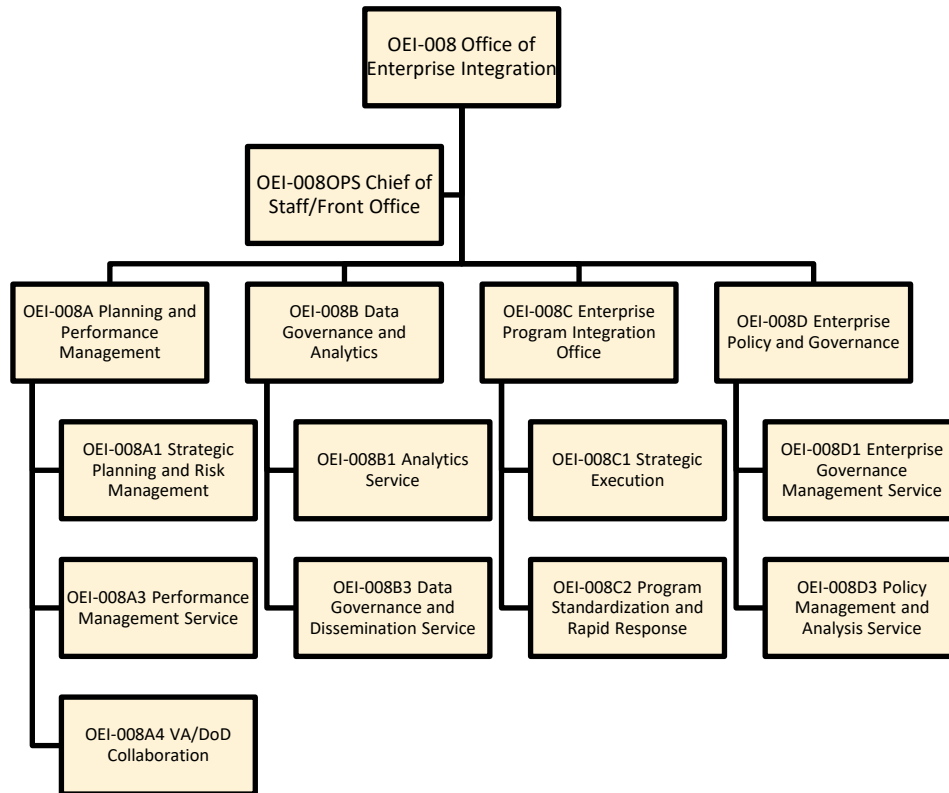
- Supervision: Directly supervises administrative and operations staff in OCLA.
- Establishes goals, objectives, and priorities for assigned administrative and operations staff.

- Administrative and Operations Management:
- Provides readiness support for the front office management and operational continuity throughout the organization.
- Provides assessment, recommendations, and assistance to the AS, the PDAS, and the DAS in all phases of administration and management.
- Provide day-to-day management and oversight on all aspects and activities for OCLA detailee, fellowship, work-study programs.
- VA Congressional Fellows Program in accordance with VA Directive 8003.
- Creation, implementation, and management of OCLA Detailee Program, both internal candidates from VA as well as across federal agencies.
- Works with OCLA core team on work-study program.
- Performs and oversees special studies and projects for the Assistant Secretary.
- Oversees completion of assignments from the OSVA and other internal VA offices.
- Oversees the day-to-day activities of administrative staff assigned to OCLA.

### **Business Functions**

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions

## OEI-008 Office of Enterprise Integration



### Mission

The Office of Enterprise Integration (OEI) drives unity of effort across the Department of Veterans Affairs (VA) in support of Veterans.

### Overview

The Office of Enterprise Integration (OEI) uses evidence, policy and governance to create an integrated Department of Veterans Affairs (VA) where strategy and resources are aligned to improve outcomes.

### Activities

- Performs Oversight & Leadership Functions

### Business Functions

Provide Organizational Leadership and Oversight Conduct Enterprise Risk Management  
 Conduct Risk Identification Conduct Risk Mitigation Conduct Risk Assessment Manage Performance and Risk  
 Respond to Congressional, Constituent, and GAO Inquiries Manage Correspondence

### OEI-008OPS Chief of Staff / Front Office

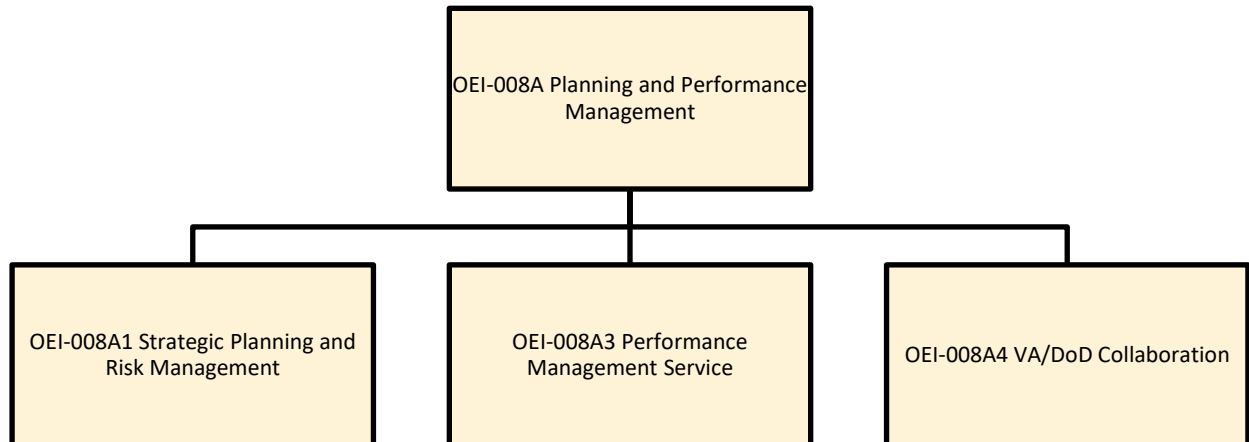
## **Overview**

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

## **Activities**

- Manages OEI workplace policies and standard operating procedures.
- Manages budget; financial management; travel management, and space management activities for OEI.
- Oversees all Human Capital Management support for OEI employees.
- Manages the distribution and inventory of information technology devices, software, and systems issued to OEI.

## OEI-008A Planning and Performance Management



### Overview

Planning and Performance Management Overview Planning and Performance Management (PPM) leads forward-thinking strategic planning across the enterprise; coordinates strategy development; provides enterprise governance of mission requirements; advises on enterprise performance management; oversees the Department's enterprise governance process; advises on the Department's Enterprise Risk Management (ERM) process; and supports data-driven analysis and evidence-based policymaking to improve the efficiency and effectiveness of VA's management capabilities and operations.

### Activities

- Manages the development, refinement and execution of the Department's Quadrennial Strategic Planning Process to develop the VA Strategic Plan.
- Chairs the Department's cross-functional 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 key VA stakeholders. Oversees the quarterly status reporting process to OMB.
- Matures and strengthens VA's Enterprise Risk Management framework to provide practical management tools to senior leaders.

- Facilitates and maintains the Department's Risk Profile and Enterprise Risk Register and related processes.
- Ensures responsiveness to enterprise risks through enterprise governance mechanisms.

### **Business Functions**

Provide Organizational Leadership and Oversight

Perform Administrative Acquisition and Contract Management Perform Internal VA Communications and Coordination

Manage Correspondence

Provide Employee Customer Services

### **Authorities**

VA Directive 0211. Functional Organization Manual Management (FOM}.

## **OEI-008A1 Strategic Planning and Risk Management**

### **Overview**

Strategic Planning and Risk Management (SPRM) leads the Department's forward-thinking planning and risk management processes to address long-range issues. SPRM collaboratively develops the VA Strategic Plan and manages VA's Enterprise Risk Management (ERM) framework.

### **Activities**

- Leads the development and execution of the Department's Strategic Planning Process.
- Chairs the Department's enterprise-spanning Strategic Planning Team which coordinates the development and oversees execution of the Department's strategic plan.
- Provides advisory support and expertise to Administrations and Staff Offices to ensure their long-range planning efforts align to and complement the Department's Strategic Plan.
- Leads the biennial development of VA's Agency Priority Goals (APGs) to focus departmental efforts and drive progress on leadership priorities.
- Oversees execution of VA's risk management framework encompassing governance, communications, training, processes and tools required to identify, assess, address, monitor and report on enterprise risks.
- Leads the Department's Enterprise Risk Management (ERM) program:
- Coordinates and collaborates with Department component risk offices;
- Partners with the Office of Management's Office of Business Oversight in support of the annual Internal Controls Assessment and Statement of Assurance.

- Convenes enterprise risk governance bodies, the Enterprise Risk Council (executive body) and ERM Working Group (staff body).
- Matures the Enterprise Risk Management (ERM) program by implementing the Federal Enterprise Risk Management Maturity Model.
- Coordinates and compiles Congressionally Mandated Reports (CMRs) related to the Government Accountability Office (GAO) for P.L. 116-315, The Johnny Isakson and David P. Roe M.D. Veterans Health Care and Benefits Improvement Act of 2020.

### **Authorities**

VA Directive 0054. VA Enterprise Risk Management (ERM).

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

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

## **OEI-008A3 Performance Management Service**

### **Overview**

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

### **Activities**

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



- Ensures Department complies with the Government Performance and Results Act (GPRA) and GPRA Modernization Act.

### Authorities

Pub. L. 103-62. Government Performance and Results Act (GPRA) of 1993. Pub. L. 111-352. GPRA Modernization Act of 2010.

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

## OEI-008A4 VA/DoD Collaboration

### Overview

Veterans Affairs (VA) - Department of Defense (DoD) Collaboration Service (VDCS) synchronizes VA's capabilities across organizational lines and is the VA staffing lead for VA-DoD Joint Executive Committee (JEC) collaboration. VDCS supports JEC, Benefits Executive Committee (BEC), and Health Executive Committee (HEC), and other sub-committees as well as workgroups designated by JEC co-chairs to improve service delivery to Veterans.

### Activities

- Facilitates the development and integration of joint policies and programs between VA and DoD.
- Provides oversight for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the VA-DoD JEC.
- Oversees execution of the Joint Incentive Fund (JIF).
- Coordinates and facilitates a Department-wide perspective in all VA-DoD collaboration activities and initiatives.
- Provides planning and support for VA-DoD governance bodies, such as the VA-DoD JEC.
- In coordination with DoD, develops and monitors the execution of the VA-DoD Joint Strategic Plan (JSP) to synchronize joint activities.
- In coordination with DoD, develops and publishes the VA-DoD Annual Joint Report (AJR) to Congress on VA-DoD resource sharing and collaboration issues.

### Business Functions

Manage Partnerships

Conduct Strategic Planning

Conduct Advisory Committees and Councils

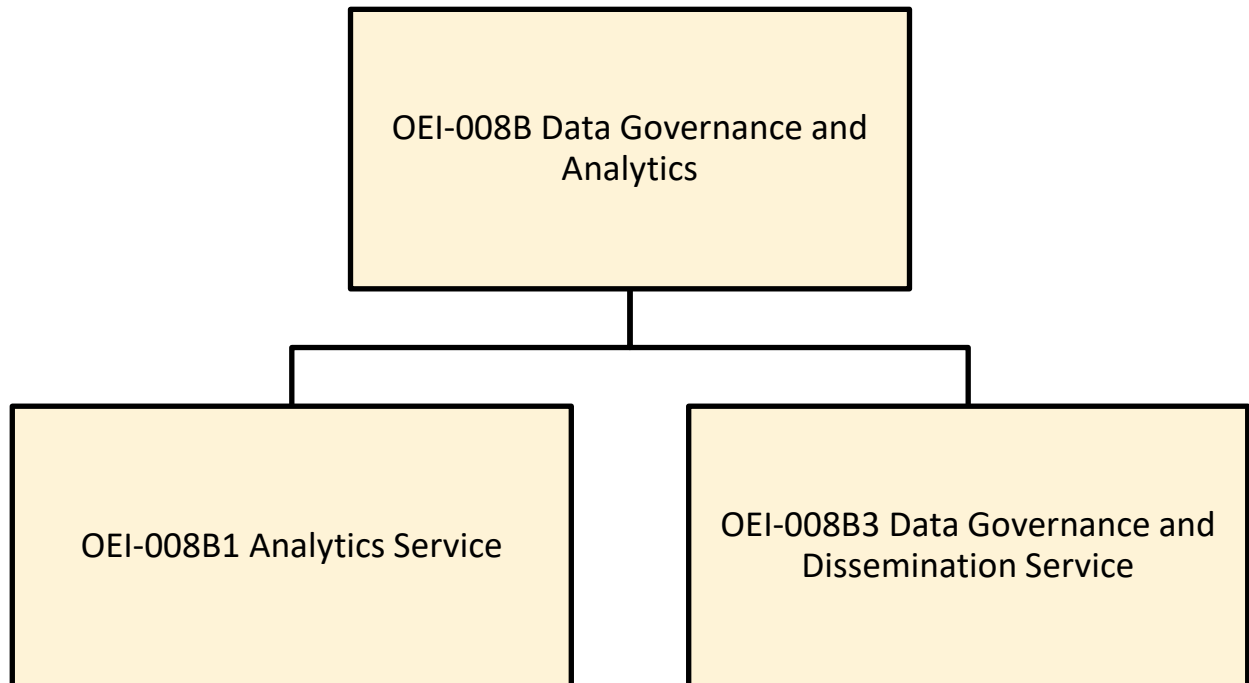
Develop New Approaches and Models of Service Delivery Establish Service Delivery Standards

Coordinate External Partnerships

**Authorities**

38 U.S.C. § 320. Department of Veterans Affairs-Department of Defense Joint Executive Committee. 38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.

## OEI-008B Data Governance and Analytics



### Overview

The Office of Data Governance and Analytics (DGA) is responsible for leading enterprise data strategy and governance, data management and information quality policy, collection management, open data, business architecture, and enterprise statistical and predictive analyses. DGA consists of two service areas: Data Governance & Dissemination focuses on implementing the VA Data Strategy and Roadmap and providing data governance, policy, and dissemination coordination services; and the Analytics Service provides data integration, quality assessments, business architecture, and statistical and predictive analytics. The Analytics Service is also referred to as the National Center for Veterans Analysis & Statistics (NCVAS). NCVAS is VA's capstone Veteran population analytics center and serves as a population data analytics hub driving coordination across the Veteran-focused Administration and program-level analytics centers across VA. NCVAS also publishes data and analytic products to VA's OPEN data site.

DGA is responsible for execution and oversight of VA's data asset management and for ensuring VA data stewards manage their data as a VA strategic asset over the data's lifecycle. DGA's Executive Director and OIT's Principal Deputy Assistant Secretary co-chair the Data Governance Council (DGC) under the VA Operations Board. DGA also leads joint data governance and data and analytic strategy and implementation under the Joint Executive Committee (JEC) with DOD counterparts.

### Activities

- Leads the Department's development and implementation of enterprise-wide data governance, management, stewardship, and standards, including open data initiatives and VA business data policy.
- Responsible for developing and implementing the VA Data Strategy and Roadmap.
- Publishes a wide range of corporate and population-based analytic and statistical products such as the VA Utilization Report, Veterans' profiles, Geographic Distribution of VA Expenditures (GDX), VA State Summaries, infographics, data stories, and other data visualizations.
- Provides mapping and geospatial analytic services and products to support VA planning and decision-making activities.
- Manages and updates the U.S. Veterans Eligibility Trends and Statistics (USVETS) multidimensional database used by analysts for business intelligence, research, modeling, and reporting activities.
- Produces Veteran Population Projections of future Veteran demographic and socio-economic status to support VA budget, strategic planning and policy making.
- Maintains the official VA statistics website (<https://www.va.gov/vetdata>) and responds to requests for VA statistics and analytics from the public.
- Manages the official VA open data website ([www.va.gov/data](http://www.va.gov/data)) and responds to requests from the public.
- Coordinates and Co-chairs the Data Governance Council (DGC).
- Leads joint data governance and data and analytic strategy and implementation under the Joint Executive Committee (JEC) with DOD counterparts.
- Develops and manages the agency's business architecture and the associated activity codes necessary for activity-based costing and program evaluations.
- Manages VA's information and reference architecture.

### **Business Functions**

Provide Organizational Leadership and Oversight Manage Correspondence

Perform Administrative Acquisition and Contract Management Perform Internal VA Communications and Coordination

Provide Employee Customer Services Coordinate External Partnerships

### **Authorities**

38 U.S.C. §§ 308, 512. Delegation of Authority. 38 U.S.C. § 527. Evaluation and Data Collection.

Pub. L. 108-454 § 805. Report on Servicemembers' and Veterans' Awareness of Benefits and Services Available under Laws Administered by the Secretary.

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

## OEI-008B1 Analytics Service

### Overview

The Analytics Service (AS) provides VA's data analytics product line and knowledge management, including demographic, socio-economic, and program outcomes, predictive analytics, and lifetime outcomes. The Service provides data analytics and geospatial analytics services and products to support VA planning, policy analysis, reporting and decision-making Activities. The Service projects future Veteran population and demographic characteristics and manages the collection and disseminates official statistics on Veteran well-being and lifetime outcomes. AS is also responsible for developing and maintaining the agency's information and reference architecture. The Service consists of four teams: Statistics and Analytics (SA), Predictive Analytics (PA), Lifetime Analytics (LA), and the Business Architecture Team (BA). The SA and PA teams make up the National Center for Veterans Analysis & Statistics (NCVAS). The Director of the Analytics Service is VA's Statistical Official.

Statistics and Analytics Team:

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

Predictive Analytics Team:

The Predictive Analytics (PA) Team maintains databases of the current and past Veteran populations and projects future Veteran populations to support VA planning, policy analysis, reporting and decision making. PA is responsible for developing and disseminating statistics on the Veteran population and VA programs. Work products provide the necessary evidence to support planning and decision making to improve the economic and social well-being of Veterans and their families. Lifetime Analytics Team: The Lifetime Analytics (LA) team disseminates official statistics on the Servicemember and Veteran's journey to develop insights on the health and well-being of Veterans and lifetime outcomes. Lifetime Analytics involves analysis of data describing over 30 million living and deceased veterans extending back to approximately the year, 2000, and forward to the current year, 2022.

Business Architecture Team:

The Business Architecture (BA) team develops VA's integrated view of objectives, requirements, investments, Activities, processes, performance, and outcomes. The Service manages the integration of business, systems, and data architectures and taxonomies and the development of VA business data policy and standards.

BA is responsible for VA's business and information architecture frameworks supporting evaluation of requirements, functions, organizations, resources, IT systems and system components, facility and facility type, Veteran outcomes, performance, and risks.

### Activities

- Conducts a wide range of data analytics, analytic support, and publishes analytic and statistical data products disseminated on the National Center for Veterans Analysis and Statistics (NCVAS) website: <https://www.va.gov/vetdata/>, the NCVAS Geospatial Public Hub, and VA's OPEN Data website:

<https://www.data.va.gov/>.

- Manages the resources required for data collection and processing and for conducting data and geospatial analytic activities.
- Develops estimates and future projections of the Veteran population by various demographic and military history characteristics to support VA strategic planning, policymaking, and budget development. Predictive analytic efforts will scale to include utilization of VA benefits.
- Manages and updates integrated data objects used by VA analysts for research, analytics, modeling, operational decision support, and reporting activities. Documents and maintains business data quality issues tracking for authoritative data sources
- Leads VA's Health Outcomes Study (HOS).
- Coordinates and participates in an official VA/Census Joint Statistical Project (JSP). To date VBA claims data have been merged with 17 years of American Community and tax data to account for labor market outcomes (earnings and labor force participation).
- Coordinates the Suicide Prevention Data Summit to understand how VA can collectively remove barriers and improve data policy, information sharing processes and analytic tradecraft and collaboration, with suicide prevention as the central use case.
- Collaborates with other agencies including Department of Defense (DoD) to develop joint analytics and evidence-building efforts to better understand the lifetime cost and impact of benefits and services. Work includes deep dives into specific priorities such as suicide prevention and health outcomes.
- Coordinates the development of VA's Business Reference Model and Activity Codes
- Manages Business Reference Model Governance and Change Management Control Board
- Supports the integration of business, data, and systems architectures
- Supports Business Systems Integration Analysis and Planning
- Responsible for migrating and maintaining VA's business data in the VA Common Operating Platform.

### **Business Functions**

Perform Advanced Data Analytics Perform Data Mining

Manage Business Architecture Perform Analytics

Conduct Advisory Committees and Councils Manage Talent Development and Training

Respond to Congressional, Constituent, and GAO Inquiries Develop Internal Controls

### **Authorities**

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

Pub. L. 115-48. Harry W. Colmery Veterans Educational Assistance Act of 2017.

OMB M-19-23. Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018. 38 U.S.C. § 527. Evaluation and Data Collection.  
44 U.S.C. § 3514. Responsiveness to Congress.  
5 C.F.R. § 1320.9. Agency Certifications for Proposed Collections of Information. 5 C.F.R. § 1320.8. Agency Collection of Information Responsibilities.  
OMB M-19-16. Centralized Mission Support Capabilities for the Federal Government. 44 U.S.C. § 3563. Notification of Eligibility.  
Pub. L. 115-436. Foundations for Evidence-Based Policymaking Act {or OPEN Government Data Act}. 38 U.S.C. § 512. Delegation of Authority; Assignment of Functions and Duties.  
Pub. L. 103-62. Government Performance and Results Act {GPRA} of 1993.  
Pub. L. 107-347 §§ 3601, 3602. E-Government Act of 2002. Office of Electronic Government.  
OMB Circular A-11. §§ 53, 55.4, and 240.18. Preparation, Submission and Execution of the Budget. OMB Circular No. A-130. Managing Federal Information as a Strategic Resource.  
President's Management Agenda: Federal Data Strategy 2020 Action Plan. President's Management Agenda: Federal Data Strategy 2020 Action Plan.

## **OEI-008B3 Data Governance and Dissemination Service**

### **Overview**

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

Data Governance and Data Strategy Implementation Team:

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

Reports and Information Team:

The Reports and Information Team (RI) is responsible for disseminating statistics and analytics on the Veteran population and VA programs to internal and external stakeholders to support decision making and policy development. RI supports VA's Paperwork Reduction Act policy, including statistical review of information collection requests, and coordinates specialized VA reports to the Office of Management and Budget (OMB). RI is also responsible for the Open Data (OD) program. As part of the OD program, RI provides guidance, coordinates the publication of data assets, manages the department's OD platform and coordinate Activities with OMB and external organizations.

Communications and Support Team:

DGA's communications and support team oversees the mission management functions such as budgeting, correspondence, project management and staffing.

## Activities

- Data Governance and Implementation Team:
  - Serves as the Secretariat for the VA DGC collection and supports policy.
  - Manages data governance activities, policy implementation and oversight.
  - Manages VA's Data Stewardship Program.
- Reports and Information Team:
  - Manages the collection and dissemination of official Veteran statistics for the Department.
  - Produces statistical reports such as the Geographic Distribution of VA Expenditures (GDY) and VA State Summaries.
  - Maintains the official VA statistics website (<https://www.va.gov/vetdata>) and responds to requests for VA statistics from the public.
  - Manages the Paperwork Reduction Act policy for the department.
  - Manages Department's Open Data program coordination, implementation, and oversight.
  - Serves as the DGA Open Data Liaison.
  - Maintains and manages the VA Open Data webpage and coordinates the quarterly Open Data information releases following OMB's data call and guidance.
- Communications and Support Team:
  - Manages DGA's privacy compliance and data sharing agreements.
  - Manages DGA's contracts and related activities such as budgeting and staffing.
  - Coordinates VA's submission to the OMB's Statistical Programs of the United States Government ("Blue Book") and Information Quality Act reporting.
  - Coordinates VIEWS reviews and the Service's correspondence requirements.
  - Information Quality Act reporting.

## Business Functions

Perform Advanced Data Analytics Conduct Data Governance  
Develop Internal Controls Manage Correspondence Manage Data Quality  
Perform Internal VA Communications and Coordination  
Manage Talent Development and Training



Respond to Congressional, Constituent, and GAO Inquiries Manage Documentation  
Facilitate Data Sharing and Data Sharing Agreements Execute Data Stewardship  
Perform Shared Information Data Management Perform Data Mining

### **Authorities**

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 40 U.S.C. § 11302. Capital Planning and Investment.

44 U.S.C. §§ 3501-3502, 3506, 3511. Public Printing and Documents and Confidential Information Protection and Statistical Efficiency Act of 2002.

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

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

OMB M-19-23. Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018.

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

OMB Circular A-130. Management of Federal Information Resources, December 1985.

OMB M-18-16. Appendix A to OMB Circular A-123, Management of Reporting and Data Integrity Risk. Pub. L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.

5 C.F.R. § 1320.9, 1320.8(B){3}. Paperwork Reduction Act.

President's Management Agenda: Federal Data Strategy 2020 Action Plan. President's Management Agenda: Federal Data Strategy 2020 Action Plan.

40 U.S.C. § 11315. Agency Chief Information Officer. 40 U.S.C. § 11501. Public Buildings.

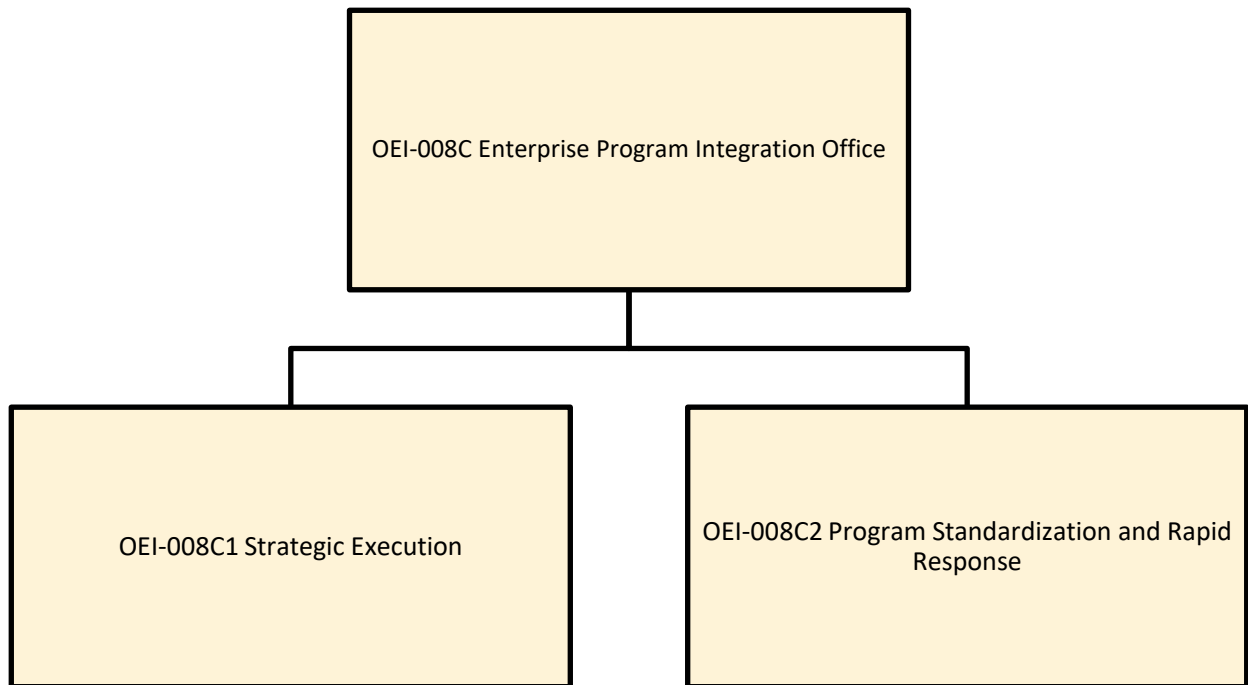
38 U.S.C. subCh. III §§ 5721-5728. Information Security.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

OMB M-18-16. Appendix A to OMB Circular A-123, Management of Reporting and Data Integrity Risk. OMB M-19-23. Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018. 38 U.S.C. § 310. Chief Information Officer.

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

## OEI-008C Enterprise Program Integration Office



### Mission

The Enterprise Program Integration Office (EPIO) provides cross-organizational integration and decision-analysis support for VA's strategic imperatives, improving the delivery of services that increase positive outcomes for Veterans, their families, caregivers, and survivors.

### Overview

The Enterprise Program Integration Office (EPIO) integrates execution of initiatives, synchronizes enterprise priority Activities, promotes interoperability, and achieves coordinated decision-making across the enterprise that strengthens VA's operational capabilities by adopting best business practices from the private and public-sector.

EPIO supports the Secretary and Deputy Secretary in prioritizing the Department's modernization agenda. Through this role, the office strategically integrates major initiatives, synchronizing scope, schedules, costs and managing inter-dependencies, risks, and program transition points. EPIO seeks to reinforce VA leadership's commitment to modernization; to promote an execution mindset that encourages leaders to synchronize efforts and avoid opportunities for failure, and to promote effective communications that inform stakeholders and reinforce positive behaviors.

### Activities

- Enables effective enterprise evaluation, governance, and decision-making to execute strategic goals.
- Bridges strategy, execution, performance, and accountability across the enterprise.
- Provides unbiased facilitation and analysis and produces recommendations and mitigation strategies to resolve operational, programmatic, and governance deficiencies.
- Promotes and instills project management standards, policies, and guidelines to reduce risk, eliminate waste, and improve programmatic outcomes.

### **Business Functions**

Perform Office Administrative Support Functions Provide Organizational Leadership and Oversight

Perform Administrative Acquisition and Contract Management Manage Correspondence

Provide Employee Customer Services

Perform Internal VA Communications and Coordination Manage and Oversee Transformation Initiatives

## **OEI-008CI Strategic Execution**

### **Overview**

Provide proactive identification and assessment of strategic drivers and emerging enterprise risks/issues and rapidly intervene to drive cross-organizational synchronization, jumpstart, and enable the successful implementation of strategic imperatives.

### **Activities**

- Analyze Presidential actions, legislative actions, VA Strategic Plan, and SECVA opportunities.
- Identify stakeholders and actions emerging from strategic drivers.
- Map and validate activities against strategic imperatives.
- Determine if rapid response is needed.
- Facilitate across relevant stakeholder groups to build shared understanding.
- Provide targeted intervention support to achieve strategic imperatives.
- Establish tiger teams and ad-hoc workgroups.
- Provide decision support (e.g., go/no-go technical analysis, deconfliction, etc.).
- Support the development and management of strategic roadmaps and implementation schedules.
- Identify and collaborate with stakeholders to mitigate and manage risks and issues.

- Provide input and feedback for process improvement analytical capabilities.
- Identify and validate risks and roadblocks within and across strategic imperatives.
- Evaluate and track the progress of high-impact activities.
- Coordinate stakeholder groups to build/refine Courses of Actions (COAs)/Operational Plans.
- Escalate to appropriate governance forum.

### **Business Functions**

Conduct Enterprise Program Management  
Manage and Oversee Transformation Initiatives

## **OEI-008C2 Program Standardization and Rapid Response**

### **Overview**

Improve the performance of strategic imperatives through the application of best practices, lessons learned, and program management, using a portfolio approach that emphasizes repeatability and standardization.

### **Activities**

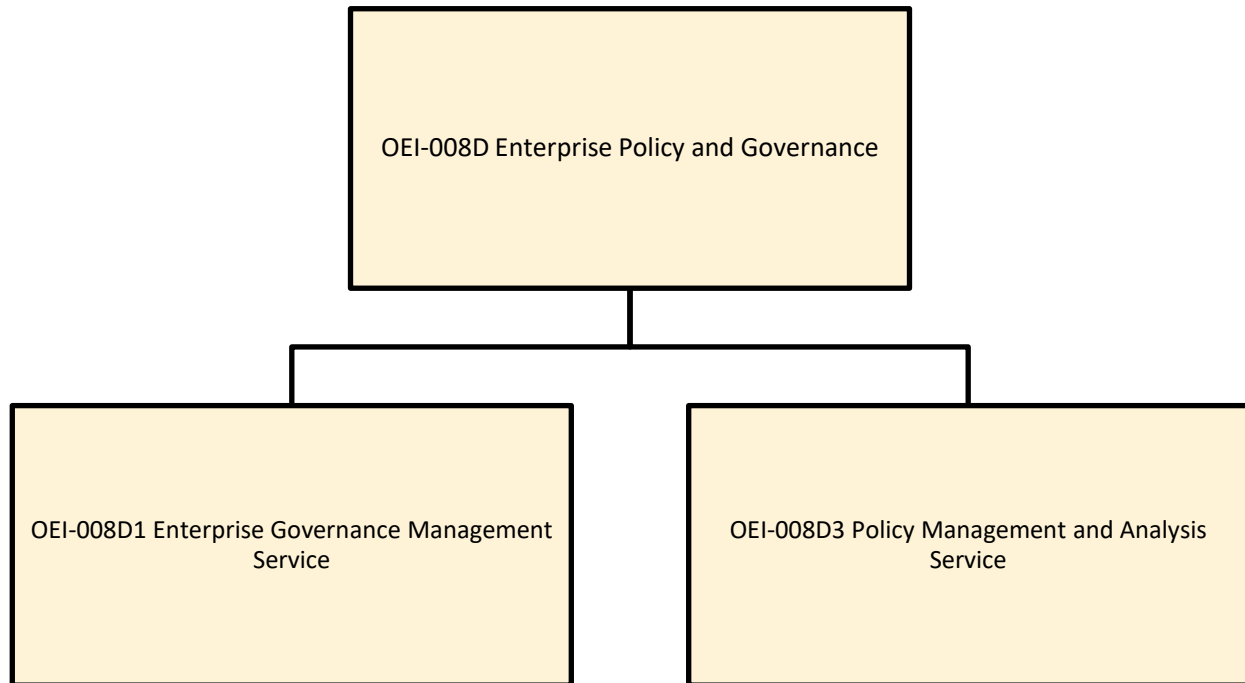
- Create a standardized approach for strategic triage and rapid response for enterprise initiatives.
- Develop and sustain integration analytics capabilities.
- Identify and communicate performance metrics, thresholds, and criteria for strategic imperatives during rapid response.
- Document strategic performance and planning information in quarterly and annual reports.
- Enable enterprise-level organizational learning and integration across EPIO's portfolio of strategic imperatives through lessons learned, best practices, and improved strategic execution.
- Model and promote repeatable and standardized program management processes in alignment with the Program Management Improvement Accountability Act {PMIAA}.
- Provide timely internal operations data analysis.
- Provide visualizations for operational reporting.

### **Business Functions**

Conduct Mission Requirements Planning

Manage and Oversee Transformation Initiatives

## OEI-008D Enterprise Policy and Governance



### Overview

Enterprise Policy and Governance {EPG} leads and manages the Department's policy analysis and governance processes.

EPG oversees the management and administration of VA's governance process to support and deliver a collaborative, integrated and transparent decision-making process. The governance system consists of four boards and councils: the VA Executive Board {VAEB}, the VA Operations Board {VAOB}, the Evidence-Based Policy Council {EBPC}, and the Investment Review Council {IRC}.

EPG also leads and manages the Department's policy management process and provides policy analysis support to the Secretary and VA senior leadership to include the directive management process and oversight of delegations of authority. EPG serves as the VA lead on issues pertaining to interagency collaboration and coordination with Federal partners {DoD, SSA, HUD, DOL, Commerce, etc.}.

EPG also publishes the VA Functional Organization Manual {FOM} as a regularly updated, authoritative source of information about VA and its organizations and functions.

### Activities

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

- Manages the Department's organizational change process.
- Maintains a centralized repository of directives, handbooks, notices, VA financial policies, VA acquisition regulations and delegations of authority.
- Conducts enterprise-wide policy support, analysis, implementation and evaluation.
- Manages the day-to-day operations of VA's National Academy of Science, Engineering and Medicine Task Force.
- Publishes and maintains the Department's Functional Organization Manual (FOM).
- Provides oversight of the E.O. 13891 guidance document process.
- Supports the development and integration of joint policies and programs between VA and DoD and other agencies.
- Provides oversight for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the VA-DoD Joint Executive Committee (JEC).
- Coordinates and facilitates a Department-wide perspective in all VA-DoD collaboration activities and initiatives.
- Provides planning and support for multiple VA-DoD governance bodies, such as the joint VA/DoD Secretarial Meetings and VA-DoD JEC.
- In coordination with DoD, develops and monitors the execution of the VA-DoD Joint Strategic Plan (JSP) to synchronize joint activities.
- In coordination with DoD, develops and publishes the VA-DoD Annual Report to Congress on VA- DoD resource sharing and collaboration issues.

## **Business Functions**

Provide Leadership Decision Support

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions Coordinate

External Partnerships

Perform Administrative Acquisition and Contract Management Manage Correspondence

Provide Employee Customer Services

Develop New Approaches and Models of Service Delivery Perform Internal VA Communications and Coordination

Establish Service Delivery Standards

## **OEI-008D1 Enterprise Governance Management Service**

### **Overview**

The Enterprise Government Management (EGM) Team oversees the day-to-day management and administration of VA's governance process to support and deliver a collaborative, integrated and transparent decision making process. The governance system consists of four boards and councils: the VA Executive Board (VAEB), the VA Operations Board (VAOB), the Evidence-Based Policy Council (EBPC), and the Investment Review Council (IRC).

The VAEB is the Department's highest-level leadership governance forum. Its purpose is to review, discuss, and, through the decisions of the Secretary, to provide direction on Departmental policy, strategic direction, resource allocation, and performance in key areas. The VAOB serves as the day-to-day operational management body for the Department. Its mission is to review, discuss, and provide recommendations to SECVA and the VAEB on enterprise-level policy, strategic direction, resource allocation, and performance in key areas. The IRC is responsible for reviewing major investment proposals to include capital investment against predetermined criteria, which include linkage to strategic, budget, and performance goals. The EBPC identifies strategic and key operational issues facing VA and develop strategies and recommendations to the VAOB and VAEB for consideration. The EBPC will also develop strategies and recommendations for issues identified by VA leadership.

EGM serves as the Governance Executive Secretariat (GES) for VA, providing management and support to the VAEB, the VAOB; the IRC; and the EBPC to facilitate a proactive and rigorous VA policy process. The GES's primary role is to advise the SECVA, advance the SECVA's policy agenda, and oversee the effective operation of the VA governance system. The GES will manage the process of integrating information and policy considerations affecting VA programs and operations, prioritizing their strategic importance, and synthesizing them into concise issues and options for the SECVA's consideration. Moreover, the GES must bring to the SECVA not only information he/she wants to see, but also information he/she needs to see. The policy recommendations presented to the SECVA for decision should reflect a decision opinion of the principal leaders and senior advisors. All policy recommendations to the SECVA must include full analysis of any significant dissenting positions on the policy area under consideration and, as appropriate, a slate of options on the issues with detailed assessments of the pros and cons for each option.

### Activities

- Determines the agenda in consultation with the SECVA, DEPSECVA, and other Chairs of the governance bodies;
- Ensures the proper use of data and evidence, in alignment with current enterprise data maturity;
- Ensures that the necessary materials {policy papers, briefings, etc.} are prepared;
- Records and stores VAEB and VAOB, IRC and EBPC deliberations; and,
- Formally codifies all decisions and transmits to all appropriate VA organizations and to external stakeholders as appropriate.
- Produces a monthly summary report of decisions made at all the enterprise governance forums {VAEB, VAOB, IRC, EBPC} for dissemination to all VA organizations and to external stakeholders as appropriate.
- Establishes policies and standard operating procedures for governance structures and bodies enterprise wide.
- Schedules and coordinates governance board meetings and all related activities for effective decision making.



- Tracks meeting action items to completion to ensure accountability.
- Communicates governance board information and decisions to stakeholders in the most transparent and effective manner.
- Manages records for governance boards in accordance with VA Directive 6300.
- Provides guidance, support and expertise to Administrations and Staff Offices on developing effective governance bodies and councils as necessary.

### **Business Functions**

Evaluate Internal Controls Develop Internal Controls

Conduct Advisory Committees and Councils

### **Authorities**

VA Directive 0214. Enterprise Governance Structure and Process.

## **OEI-008D3 Policy Management and Analysis Service**

### **Overview**

The Policy Management and Analysis Service (PMAS) leads and manages the Department's policy management process, including VA Directives, Handbooks, Notices and delegations of authority. PMAS also manages the Department's organizational change process and FOM updates and changes to VA's organizational hierarchy in VIEWS and provides policy analysis support to the Secretary and VA senior leadership. PMAS also facilitates interagency collaboration with external partners such as the National Academy of Medicine, USDA and the Internal Revenue Service to further Veteran policy agenda.

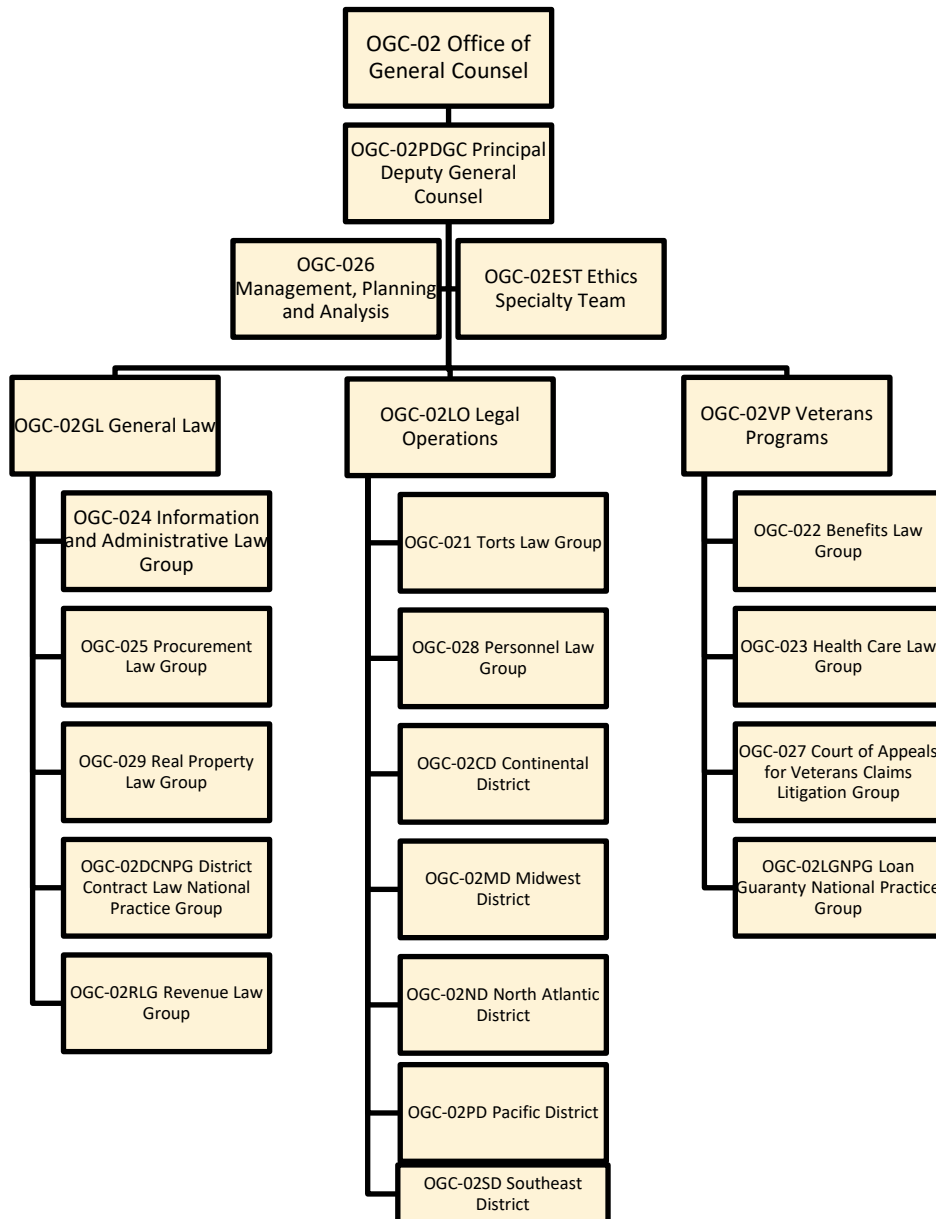
### **Activities**

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

### **Business Functions**

Develop and Codify Functional Policy Manage Directives System

## OGC-02 Office of General Counsel



### Mission

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

### Overview

OGC serves as VA's in-house counsel and is committed to ensuring that every member of OGC is focused on how OGC's work impacts Veterans and has an understanding and commitment to the business priorities of our VA clients many of whom directly serve Veterans.

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

### Activities

- OGC strives to provide real time legal advice. Our goal is to be involved with Department decision makers (our clients) during the initial phases of decisions and actions, rather than focusing only on defending actions after decisions have been made. This proactive, preventive-law approach promotes better outcomes and reduces risk.
- The General Counsel, Principal Deputy General Counsel (PDGC), Deputy General Counsel for Veterans Programs (DGCVP), Deputy General Counsel for General Law (DGCGL), Deputy General Counsel for Legal Operations (DGCL) and the Counsel to the General Counsel advise the SECVA, Deputy Secretary (DEPSECVA), VA Chief of Staff (COSVA), and other senior Department officials regarding all laws, regulations, Executive Orders and judicial precedent pertaining to the Department and its operations.
- The PDGC serves as senior legal advisor to the General Counsel on all matters received for consideration or action. The PDGC provides oversight of OGC's provision of legal services and representation. In addition, the PDGC serves as the Designated Agency Ethics Official (DAEO). The DGCVP, the DGCGL and the DGCL report to the PDGC. The Chief Counsel for the Ethics Specialty Team (EST) and the Executive Director of Management, Planning and Analysis (MPA) also report to the PDGC.
- OGC provides a full range of legal and litigation services, as well as support for legislative and regulatory activities through our Chief Counsels who lead eight Law Groups, five Offices of Chief Counsel in the Districts, two National Practice Groups (NPGs), the Court of Appeals for Veterans Claims Litigation Group (CAVCLG), and the EST, which manages the Department's Ethics Program. OGC's internal administrative functions are handled by MPA.

### Business Functions

Provide Organizational Leadership and Oversight Provide Legal Guidance and Representation Manage Correspondence

### Authorities

38 U.S.C. § 311. General Counsel.

38 C.F.R. § 14.500. Functions and Responsibilities of General Counsel.

## OGC-02PDGC Principal Deputy General Counsel

### Overview

The Principal Deputy General Counsel (PDGC) advises the SECVA, DEPSECVA, COSVA, and other senior department officials regarding all laws, regulations, Executive Orders and judicial precedent pertaining to the

Department and its operations.

### Activities

- The PDGC serves as senior legal advisor to the General Counsel on all matters received for consideration or action.
- The PDGC provides oversight of OGC's provision of legal services and representation.
- The PDGC serves as the Designated Agency Ethics Official (DAEO).
- The DGCVP, DGCGL, DGCLC, Chief Counsel for the Ethics Specialty Team (EST), and Executive Director of Management, Planning and Analysis (MPA) report to the PDGC.

## OGC-026 Management, Planning and Analysis

### Overview

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

### Activities

- Manages budget execution, human capital, knowledge management, records management, and logistics.
- Maintains the OGC's internal and client facing SharePoint sites, OGC's public facing website, OGC's internal newsletter and other strategic communication.
- Operates the OGC Law Library which maintains legal reference resources, including managing OGC's legal research contracts and collection of opinions of the General Counsel.
- Provides informatics, planning and analysis services, including strategic and workforce planning, client satisfaction surveys, performance measurement, and reporting.

### Business Functions

Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management

Perform Administrative Human Resource Management Perform Administrative IT Management

Manage Correspondence

Manage Office Supply Inventory and Distribution Perform Internal VA Communications and Coordination Provide

Library Services

Develop Internal Controls Evaluate Internal Controls

Conduct Enterprise Performance Management Execute Talent Development

## OGC-02EST Ethics Specialty Team

### Overview

OGC's Ethics Specialty Team (EST) manages the Department's Government Ethics Program, assisting VA employees in complying with the Standards of Ethical Conduct for Employees of the Executive Branch, criminal statutes related to conflicts of interest and other laws governing employee conduct. The EST is led by a Senior Executive Chief Counsel; and the Principal Deputy General Counsel serves as VA's DAEO. Clients contact the EST directly for advice on ethics issues.

### Activities

- Oversees VA's financial disclosure program, providing information on the public financial disclosure reports, Office of Government Ethics (OGE) Form 278 and OGE Form 278-T and confidential financial disclosure reports, OGE Form 450, including who must file, when and with which forms.
- Provides information regarding avoiding criminal conflict of interest violations and the appearance of partiality.
- Provides guidance on rules regarding Federal employee fundraising, personal activities outside of VA position, and employee representation of others before Federal Agencies or Courts.
- Provides information and advice 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.
- Provides guidance regarding donated travel, which is where 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.
- Provides information and advice on misuse of Government resources such as property, time, non- public information and position. This also includes information regarding endorsement and governmental sanction.
- Provides guidance regarding the Hatch Act, which governs the political activities of Federal employees.
- Provides information and advice for employees who are seeking, or who have an arrangement for, non-Federal employment.
- Implements an effective government ethics education and training program.

### Business Functions

Provide Legal Guidance and Representation Conduct Program Evaluations

### Authorities

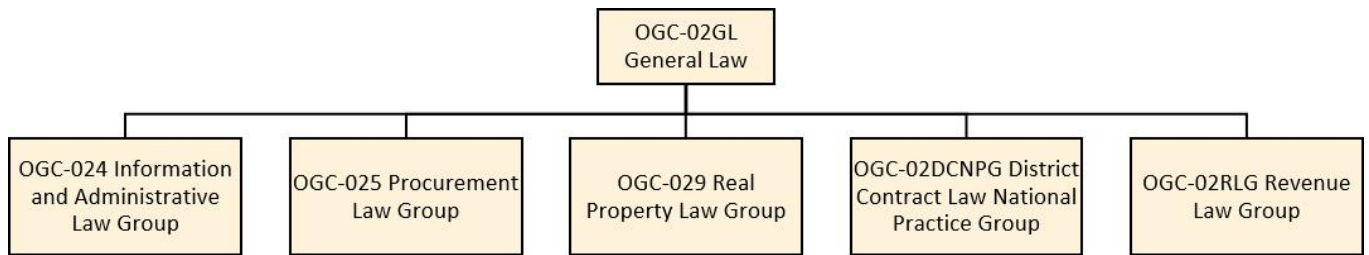
5 C.F.R. pt. 2638. Executive Branch Ethics Program.

5 C.F.R. pt. 2635. Standards of Ethical Conduct for Employees of the Executive Branch. 18 U.S.C. Ch. 11. Bribery, Graft, and Conflicts of Interest.

38 C.F.R. § 0.735-1. Agency Ethics Officials.

38 C.F.R. § 0.735-2. Government-wide standards. VA Directive 8002. Financial Disclosure Reports. VA Handbook 8002. Financial Disclosure Reports. OGC-

## OGC-02GL General Law



### Overview

The Deputy General Counsel of General Law {DGCGGL} supervises a team of Senior Executive Chief Counsels responsible for leading four of OGC's Law Groups {Information and Administrative Law, Procurement Law, Real Property Law and Revenue Law} and the District Contract Law National Practice Group, a virtual nationwide team.

### Activities

- The Information and Administrative Law Group provides advice relating to information disclosure, information security and technology, records management, Federal Advisory Committee Act (FACA), copyrights and trademarks, appropriations law, law enforcement, and gifts to VA.
- The Procurement Law Group provides legal and business advice and litigation representation on enterprise-wide supply, service and information technology contracts.
- The Real Property Law Group serves as full-service in-house and litigation counsel for all Real Property matters.
- The Revenue Law Group recovers funds owed to the United States by using various legal-collection remedies, to include litigation in Federal and state courts.
- The District Contract Law National Practice Group provides legal advice, reviews, litigation representation and support on matters pertaining to VA contracts originating from District contracting activities and aside from those performed by the Office of Acquisition Operations.

### Business Functions

Provide Organizational Leadership and Oversight Provide Legal Guidance and Representation

### Authorities

38 U.S.C. § 8153. Sharing of Health Care Resources.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System. 38 U.S.C. § 8121. Revolving Supply Fund.



## OGC-024 Information and Administrative Law Group

### Overview

Information and Administrative Law Group attorneys provide advice regarding Information Disclosure [Freedom of Information Act (FOIA), Privacy Act, Health Insurance Portability and Accountability Act (HIPAA), Privacy, Information Security, and Breach Notification Rules, Title 38 confidentiality statutes], Electronically Stored Information (ESI) Disclosure, Touhy regulations, Information Security and Technology, Records and Information Management, Data Governance, FACA, copyrights and trademarks, communications with Congress, responses to media inquiries, appropriations law, law enforcement, and gifts to VA.

### Activities

- Provides subject-matter experts on Information Law, including privacy, disclosure, records and information management, and 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, requested by Congress, directed by the Office of Accountability and Whistleblower Protection for internal investigations, requested by law enforcement agencies, directed by the Office of Special Counsel, and requested by the public under FOIA and FACA.
- Serves as final administrative arbiter of fact in administrative appeals under FOIA and the 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 disclosure statutes.
- Reviews terms of service and memoranda of understanding with social networking and other service providers to promote and protect VA's online presence.
- Reviews appropriation requests to Congress and advises VA senior leaders concerning the use of Congressionally appropriated funds.
- Renders advice on law enforcement matters, such as offenses on VA property, officer jurisdiction and authority, and cooperative agreements with local, state and Federal law enforcement authorities.

### Business Functions

Provide Legal Guidance and Representation Respond to Freedom of Information Act Requests

### Authorities

38 C.F.R. § 1.559. Appeals.

38 C.F.R. § 1.527. Administrative Review.

## OGC-025 Procurement Law Group

### Overview

The Procurement Law Group provides guidance regarding government supply, service, and information technology contracts, sharing and inter/intra-agency agreements, memoranda of agreement, bid protest and claims litigation, post-award contract administration issues, alleged contractor fraud and debarment and suspension actions.

### Activities

- Supports VA offices to secure legally compliant contracts which strike the best bargain for Veterans. This includes providing pre-award and post-award legal support for acquisition planning, solicitations, evaluations, awards, contract administration issues, and disputes.
- Serves as Counsel for the SECVA and VA staff on cases before the Civilian Board of Contract Appeals, Government Accountability Office, and U.S. Court of Federal Claims (COFC).
- Provides legal and business advice for contracts supporting multiple enterprise-wide programs, including the Electronic Health Record Modernization, Care in the Community programs, Telehealth, Federal Supply Schedules, and Medical Disability Examinations.
- Provides technical assistance to the Executive Branch regarding contemplated Executive Orders, Presidential Memoranda, and regulations impacting Federal procurement, in addition to providing technical assistance to the Legislative Branch regarding contemplated and/or proposed legislation impacting Federal procurement.
- Reviews and provides legal and business advice for Congressional inquiries and requests for information regarding VA's acquisition programs, in addition to VA Office of Inspector General and Government Accountability Office audits, reviews, and recommendations with respect to VA's procurement activities.
- Provides legal and business advice for inter/intra-agency agreements, including those entered into under the Economy Act, 31 U.S.C. § 1535, and Sharing Agreements entered into under 38 U.S.C. § 8153.
- Provides legal and business advice for compliance with 38 U.S.C. § 8127 (the "VA Rule of 2") for supplies and services procurements set-aside for Service-Disabled Veteran-Owned Small Business (SDVOSB) and Veteran-Owned Small Business (VOSB) concerns.
- Provides legal and business advice to the Suspension and Debarment Committee within VA's Office of Acquisition and Logistics, including review of referrals for procurement suspension and debarment actions governed by Federal Acquisition Regulation Subpart 9.4, and VA Acquisition Regulation (VAAR) Subpart 809.4, as deviated, and 38 U.S.C. § 8127(g) of the Veterans Benefits, Health Care, and Information Technology Act of 2006.

### Business Functions

Provide Legal Guidance and Representation

### Authorities

31 U.S.C. § 1535. Economy Act, Agency Agreements.

38 U.S.C. 8153. Health Care Resources (HCR) Sharing Authority.

38 U.S.C. § 8127. Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.

## **OGC-029 Real Property Law Group**

### **Overview**

Serves as full-service in-house and litigation counsel for real property matters (e.g., land acquisition and disposal, medical facility leases, enhanced-use leases, easements, permits, and licenses); environmental law, energy and utility matters, construction matters and architect-engineer matters; personal property matters (e.g., modular buildings, wheelchairs).

### **Activities**

- Provides pre-award and post-award legal support for solicitations and contracts including participants on Integrated Product Teams and Contract Review Boards.
- Provides transaction and litigation support and assistance.
- Serves as the lead attorney representing the Department in matters identified above and filed at the Civilian Board of Contract Appeals, and the Government Accountability Office.
- Provides direct litigation assistance and trial attorney support to the U.S. Department of Justice for matters filed at the US Court of Federal Claims and in US District Courts.
- Reviews legislative proposals, testimony, VA budget questions and regulations.

### **Business Functions**

Provide Legal Guidance and Representation

### **Authorities**

VA Directive 7415. Enhanced-Use Lease Program Policies. VA Handbook 7415. Enhanced-Use Lease Program.

## **OGC-02DCNPG District Contract Law National Practice Group**

### **Overview**

OGC's District Contract Law National Practice Group provides legal advice, reviews, litigation representation and support on matters pertaining to VA contracts, sharing agreements and leases originating from District contracting Activities outside of the Office of Acquisition Operations, VA Central Office.

### **Activities**

- As in-house counsel for the Veterans Health Administration (VHA) contracting staff in the field, provides legal advice and support to ensure legally defensible acquisitions that deliver the best supplies, services and facilities for Veterans.
- Serves as counsel for the SECVA and VA in contract litigation before the Government Accountability Office, Civilian Board of Contract Appeals, U.S. Court of Federal Claims and other Federal courts.
- Provides acquisition legal support for VA's Consolidated Mail Outpatient Pharmacies.

### **Business Functions**

Provide Legal Guidance and Representation

## **OGC-02RLG Revenue Law Group**

### **Overview**

The Revenue Law Group recovers funds owed to the United States by using various legal-collection remedies, to include litigation in Federal and state courts.

### **Activities**

- Provides legal services involving revenue to VA from health insurance carriers, claims to recover the cost of treatment for non-VA workers compensation and personal injury claims.
- Supports VA's centralized debt collection program (the Debt Management Center), which includes the provision of legal services to employee debt appeals.
- Compromises, when appropriate, amounts owed to VA to maximize personal injury and workers compensation recoveries for Veterans.

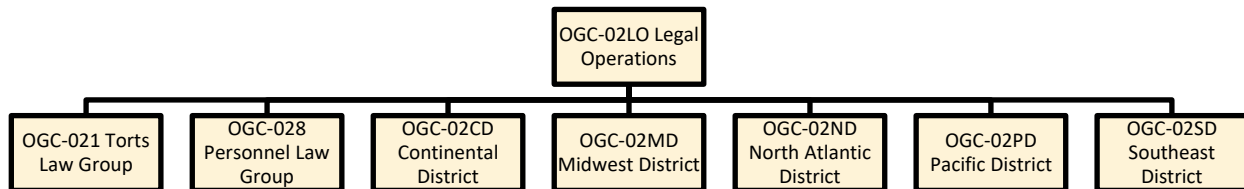
### **Business Functions**

Provide Legal Guidance and Representation

### **Authorities**

38 U.S.C. § 1729A. Department of Veterans Affairs Medical Care Collections Fund. 42 U.S.C. Ch. 32. Third Party Liability for Hospital and Medical Care

## OGC-02LO Legal Operations



### Overview

The Deputy General Counsel, Legal Operations supervises a team of Senior Executive Chief Counsels responsible for leading the Personnel and Torts Law Groups in addition to the five Offices of Chief Counsel, one for each VA District.

### Activities

- The Personnel Law Group provides advice to VA management regarding human resources, labor relations, employment related complaints, whistleblower retaliation, and immigration matters.
- The Torts Law Group provides advice and legal services regarding matters related to torts.
- District Chief Counsels provide legal advice and assistance to Directors and other officials at all VA facilities within their jurisdictions.

### Business Functions

Provide Organizational Leadership and Oversight  
 Provide Legal Guidance and Representation

### Authorities

VA Directive 0700. Administrative Investigations. VA Handbook 0700. Administrative Investigations.  
38 C.F.R. § 14.501. Functions and Responsibilities of Regional Counsels.

## **OGC-021 Torts Law Group**

### **Overview**

The Torts Law Group provides advice and legal services regarding torts, personal immunity and DOJ representation.

### **Activities**

- Performs legal review of administrative tort claims, negotiates claims and reconsiders denied tort claims.
- Provides legal support to U.S. Attorneys' Offices in tort litigation and monitors tort claim litigation in United States District Courts.
- Requests representation for Department officials who are sued in their individual capacity.
- Advises VHA Risk Management and the VHA Office of Medical and Legal Affairs on risk management issues and National Practitioner Data Bank issues.
- Reviews tort policy, regulations and legislation.
- Engages in enterprise risk management by providing statistics and clinical data to VHA regarding trends and areas of concern.

### **Business Functions**

Provide Legal Guidance and Representation

### **Authorities**

28 U.S.C. §§ 1346{b}, 2671-2680. Federal Tort Claims Act.  
38 C.F.R. §§ 14.600-14.605. Federal Tort Claims.

## **OGC-028 Personnel Law Group**

### **Overview**

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

### **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.

- Advises and serves as liaison for management in VA Central Office on Office of Special Counsel investigations.
- 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.
- Advises and represents management in VA Central Office on issues relating to personnel and labor law for all Senior Executive Service and Senior Leader employees.
- Serves as Counsel for the SECVA and VA staff on cases before the Merit Systems Protection Board, Equal Employment Opportunity Commission, Federal Labor Relations Board, and arbitrators.
- Provides legal counsel for labor relations matters including advising VA during labor union negotiations.
- Provides litigation assistance to the Department of Justice on major class action litigation before the
- U.S. Court of Federal Claims and in other cases filed in Federal court.
- Provides agency head reviews of all master collective bargaining agreements and local supplemental agreements.
- Provides technical legal review of all 38 U.S.C. 7422 decision memos.
- Provides subject matter expertise in all matters involving labor relations, EEO, personnel and immigration law.
- Drafts precedential, advisory and informal OGC opinions related to personnel, labor, EEO and immigration law matters.
- Oversees questions concerning administrative investigations, classification, credentialing and privileging, state licensing boards and the National Practitioner Data Bank, disciplinary process, employee agreements and delegations, employee benefits, employee education programs and scholarships, leave, occupational health, workers compensation and fitness for duty, pay and awards, performance management, Senior Executive Service, and staffing.
- Provides guidance to attorneys in the five District Counsel offices on personnel, labor, EEO, and immigration law matters.

## **Business Functions**

Provide Legal Guidance and Representation

## **Authorities**

VA Directive 0700. Administrative Investigations. VA Handbook 0700. Administrative Investigations. 38 U.S.C. § 7422. Collective Bargaining.

## OGC-02CD Continental District

### Overview

The Continental District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction. The jurisdiction of the Continental District includes Arkansas, Colorado, Louisiana, Mississippi, Montana, Oklahoma, Texas, Utah and Wyoming.

### Activities

- Advises and represents management of VA facilities on issues relating to personnel and labor law.
- Advises VA facilities on issues relating to hospital administration, law enforcement, informed consent and patient funds, among other matters.
- Provides other legal services and consultation as needed by VA field activities.

### Business Functions

Provide Legal Guidance and Representation

### Authorities

38 C.F.R. § 14.501. Functions and Responsibilities of Regional Counsels.

## OGC-02MD Midwest District

### Overview

The Midwest District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction. The jurisdiction of the Midwest District includes Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.

### Activities

- Advises and represents management of VA facilities on issues relating to personnel and labor law.
- Advises VA facilities on issues relating to hospital administration, law enforcement, informed consent and patient funds, among other matters.
- Provides other legal services and consultation as needed by VA field activities.

### Business Functions

Provide Legal Guidance and Representation



## Authorities

38 C.F.R. § 14.501. Functions and Responsibilities of Regional Councils.

## OGC-02ND North Atlantic District

### Overview

The North Atlantic District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction. The jurisdiction of the North Atlantic District includes Connecticut, the District of Columbia, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, Vermont, Virginia and West Virginia.

### Activities

- Advises and represents management of VA facilities on issues relating to personnel and labor law.
- Advises VA facilities on issues relating to hospital administration, law enforcement, informed consent and patient funds, among other matters.
- Provides other legal services and consultation as needed by VA field activities.

### Business Functions

Provide Legal Guidance and Representation

### Authorities

38 C.F.R. § 14.501. Functions and Responsibilities of Regional Councils.

## OGC-02PD Pacific District

### Overview

The Pacific District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction. The jurisdiction of the Pacific District includes New Mexico, Arizona, California, Nevada, Idaho, Oregon, Washington, Alaska, Hawaii, Guam, the Northern Mariana Islands, American Samoa, and the Manila Outpatient Clinic and Regional Office in the Republic of the Philippines.

### Activities

- Advises and represents management of VA facilities on issues relating to personnel and labor law.
- Advises VA facilities on issues relating to hospital administration, law enforcement, informed consent and patient funds, among other matters.

- Provides other legal services and consultation as needed by VA field activities.

### **Business Functions**

Provide Legal Guidance and Representation

### **Authorities**

38 C.F.R. § 14.501. Functions and Responsibilities of Regional Counsels.

## **OGC-02S0 Southeast District**

### **Overview**

The Southeast District is led by a Senior Executive Chief Counsel. The Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within its jurisdiction. The jurisdiction of the Southeast District includes Alabama, Florida, Georgia, Kentucky, Puerto Rico, South Carolina, Tennessee and the United States Virgin Islands.

### **Activities**

- Advises and represents management of VA facilities on issues relating to personnel and labor law.
- Advises VA facilities on issues relating to hospital administration, law enforcement, informed consent and patient funds, among other matters.
- Provides other legal services and consultation as needed by VA field activities.

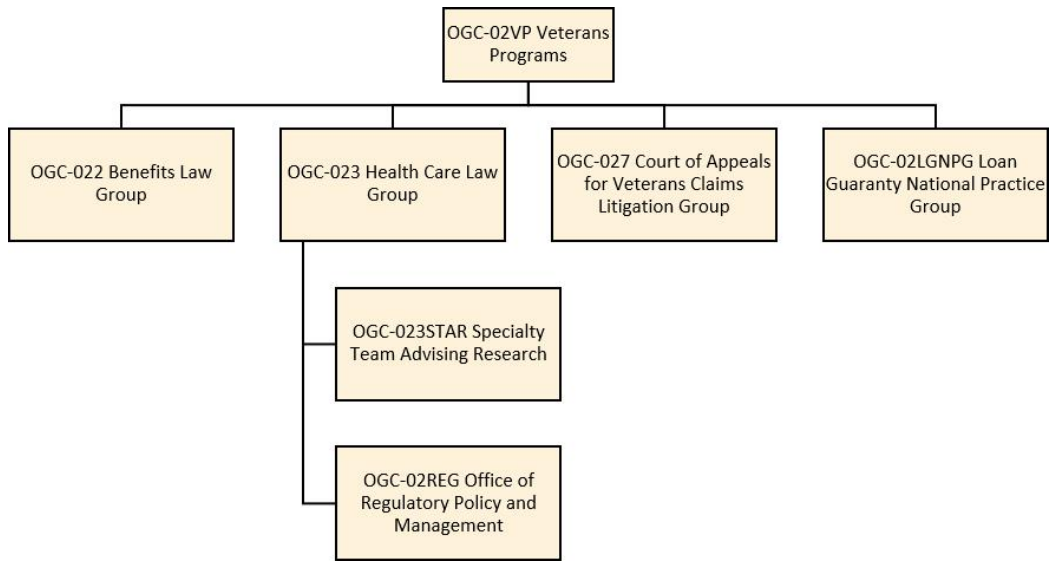
### **Business Functions**

Provide Legal Guidance and Representation

### **Authorities**

38 C.F.R. § 14.501. Functions and Responsibilities of Regional Counsels.

## OGC-02VP Veterans Programs



### Overview

The Deputy General Counsel {Veterans Programs} leads the Law Groups that advise and support VHA, Veterans Benefits Administration {VBA} and National Cemetery Administration {NCA}. The Deputy General Counsel supervises a team of Senior Executive Chief Counsels responsible for leading OGC's Benefits and Health Care Law Groups, the Court of Appeals for Veterans Claims Litigation Group and the Loan Guaranty National Practice Group, a virtual nationwide team.

### Activities

- The Benefits Law Group provides legal advice and services regarding benefits administered by VBA and NCA and administers VA's program for accrediting claimant representatives.
- The U.S. Court of Appeals for Veterans Claims Litigation Group represents the SECVA in all litigation brought before the Court of Appeals for Veterans Claims {CAVC}.
- The Health Care Law Group provides advice to VHA regarding health care administration and operations.
- The Loan Guaranty National Practice Group provides necessary legal services for VBA's Home Loan Guaranty, Native American Direct Loan and Specially Adapted Housing programs.

### Business Functions

Provide Organizational Leadership and Oversight Provide Legal Guidance and Representation

## OGC-022 Benefits Law Group

### Overview

The Benefits Law Group provides legal advice and assistance regarding benefits administered by VBA and NCA, including compensation, pension, education, insurance, fiduciary, vocational rehabilitation, and burial benefits, and with the assistance of the Department of Justice, represents the SECVA in litigation at the U.S. Court of Appeals for the Federal Circuit. The Benefits Law Group also administers VA's Accreditation, Discipline, and Fees program to oversee individuals who represent Veterans in their benefit claims.

### Activities

- Ensures compliance with laws, regulations and policies affecting VA benefits (other than Loan Guaranty) and NCA operations (except Real Property), and that VA programs and regulations carry out the intended purpose of serving Veterans and protects VA from litigation outcomes that are costly or inhibit efficient provision of service to Veterans.
- Administers the process of accrediting benefits representatives, which improves Veterans' access to qualified representation.
- Renders decisions on fee disputes, investigates complaints, and administers disciplinary process to protect Veterans from improper practices and excessive fees by representatives.
- Supports the Department of Justice defense of benefits litigation.

### Business Functions

Provide Legal Guidance and Representation

### Authorities

38 U.S.C. Ch. 59. Agents and Attorneys.

38 U.S.C. 5901-5905 (§§ 14.626-14.637). Representation of Department of Veterans Affairs Claimants; Recognition of Organizations, Accredited Representatives, Attorneys, Agents; Rules of Practice and Information Concerning Fees.

## OGC-023 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, caregiver programs, homeless programs, Veterans Canteen Service, patents, medical research, nonprofit research corporations and VA regulations.

### Activities

- Ensures compliance with laws and that VA programs, regulations and directives fulfill the intended purpose of serving Veterans, while protecting VA from costly litigation.
- Interprets and clarifies statutory requirements, facilitating timely and efficient provision of care in VA facilities and in the community, improving the Veterans' experience and access to health care.

- Through their Specialty Team Advising Research (STAR), facilitates research of value to Veterans.
- Through their Office of Regulatory Policy and Management (ORPM), provides centralized management and control for the formulation and publication of all VA regulations.

### **Business Functions**

Provide Legal Guidance and Representation

## *OGC-023STAR Specialty Team Advising Research*

### **Overview**

The Specialty Team Advising Research (STAR) focuses on medical research and nonprofit research corporations.

### **Activities**

- Drafts and/or reviews research agreements: Cooperative Research and Development Agreements; Material Transfer Agreements; Confidentiality Disclosure Agreements; Cooperative Technology Administration Agreements; Invention Management Agreement.
- Provides legal consultation regarding research issues: Institutional Review Boards (including informed consent and HIPAA authorization); research misconduct and oversight; treatment of subject injury; adverse events.
- Provides legal services in intellectual property matters: Licenses; determination of rights including representing the agency before the Commerce Department for appeals; actions at the U.S. Patent and Trademark Office (USPTO) limited to patent assignments; recordation at USPTO; power of attorney; establishing right of assignee to take action; recordation of Government use licenses.
- Provides legal services to VA Nonprofit Corporations: Creation/dissolution/merger; drafting and revising bylaws and policies; advising Boards of Directors, Officers and Employees.

### **Business Functions**

Provide Legal Guidance and Representation

### **Authorities**

38 U.S.C. § 7364. General Powers.

## *OGC-02REG Office of Regulatory Policy and Management*

### **Overview**

The primary mission of the Office of Regulatory Policy and Management (ORPM) is to provide centralized

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

### **Activities**

- Serves as the Department's Regulatory Policy Officer and as such is the direct liaison with EOP, OIRA, FR and OMB.
- Trains VA program offices on the regulation (rulemaking) process, including the types of regulations,
- APA requirements, Exec. Order No. 12866 requirements, compliance with OMB's Circular A-4, how to draft regulations, how to draft Regulatory Impact Analyses, and the entire rulemaking concurrence process.
- Works with VA program offices to ensure they have implementation plans for each new and revised regulation (including adequate resources-financial, staffing, messaging, and Information Technology (IT)).
- Tracks and facilitates the movement of each regulation through concurrence within VA, clearance by OMB, OIRA and publication in the FR.
- As the Department's FR Liaison Officer, manages the publication of all VA regulations and a majority of VA's Notices through the FR, to include processing and posting all public comments received on
- the published regulations and most notices.
- Serves on Department level working groups that have policy and regulatory implications, such as National Academy of Science, Engineering and Medicine (NASEM) Strategic Work Group, NASEM Technical Work Group and advisory and change control boards and committees for the Federal eRulemaking system.

### **Business Functions**

Track Public Comments

Conduct Regulatory Development

### **Authorities**

Exec. Order No. 12866. Regulatory Planning and Review. OMB Circular A-4. Regulatory Analysis.

## ***OGC-027 Court of Appeals for Veterans Claims Litigation Group***

### **Overview**

The Court of Appeals for Veterans Claims (CAVC) Litigation Group represents the SECVA in all litigation brought before the CAVC.

### **Activities**

- Provides legal representation for the SECVA regarding appeals from BVA decisions to the CAVC, writs of mandamus seeking extraordinary relief, requests for class action, and applications for attorney fees filed under the Equal Access to Justice Act.
- Conducts legal research, participates in court-led mediation sessions, drafts and files pleadings and presents oral argument before the CAVC.
- Consults with program stakeholders to ensure the positions taken before the CAVC are consistent with the SECVA's goals and priorities and advises on ways to reduce litigation risks.

### **Business Functions**

Provide Legal Guidance and Representation

## *OGC-02LGNPG Loan Guaranty National Practice Group*

### **Overview**

The Loan Guaranty National Practice Group provides necessary legal services for VBA's Home Loan Guaranty, Native American Direct Loan, and Specially Adapted Housing programs.

### **Activities**

- Advises on issues related to the proper application of statutes and regulations, provides legislative services to the Department and Congress, assists in promulgating rules and contributes to the efficient, legally compliant delivery of housing benefits to Veterans and Service members.
- Coordinates with the White House, Federal agencies and Government Sponsored Enterprises on issues related to the Nation's housing finance programs.
- Provides litigation assistance and serves as subject-matter experts when the Department of Justice represents VA in litigation, appeals or enforcement actions related to VA's home loan programs.
- Assists the Office of Inspector General and VBA in identifying and preventing false or fraudulent claims in the home loan programs.
- Conducts nationwide oversight of litigation that contract attorneys file in court to foreclose loans made or acquired by the SECVA or to recover possession of property acquired under the home loan programs.
- Helps ensure the SECVA acquires property that is marketable in the area where the property is located, thereby contributing to the short- and long-term solvency of the Veterans Housing Benefits Program Fund and the Native American Veteran Housing Loan Program Account.

### **Business Functions**

Provide Legal Guidance and Representation



## *OIG-50 Office of the Inspector General*

### **Mission**

To serve veterans and the public by conducting meaningful independent oversight of the Department of Veterans Affairs

### **Overview**

The Office of Inspector General (OIG) was administratively established on January 1, 1978, to consolidate audits and investigations into a cohesive, independent organization. In October 1978, the Inspector General Act, P.L. 95-452, was enacted, establishing a statutory Inspector General in VA. It states that the IG is responsible for: {1} conducting and supervising audits and investigations; {2} recommending policies designed to promote economy and efficiency in the administration of, and to prevent and detect criminal activity, waste, abuse, and mismanagement in VA programs and operations; and {3} keeping the Secretary and Congress fully informed about problems and deficiencies in VA programs and operations and the need for corrective action. The Inspector General has authority to inquire into all VA programs and Activities as well as the related activities of persons or parties performing under grants, contracts, or other agreements. In addition, P.L. 100-322, passed on May 20, 1988, charged the OIG with the oversight of the quality of VA health care. The OIG, with about 1100 onboard employees, is headquartered in Washington, DC, and has more than 40 field offices located throughout the country. The OIG is organized into the following offices:

Immediate Office of the Inspector General Counselor to the Inspector General

Audits and Evaluations Contract Review

Healthcare Inspections Investigations

Management and Administration Special Reviews

### **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.

### **Business Functions**

Conduct and Manage Audits and Audit Findings Provide Organizational Leadership and Oversight Conduct Program Evaluations

Perform Office Administrative Support Functions

### **Authorities**

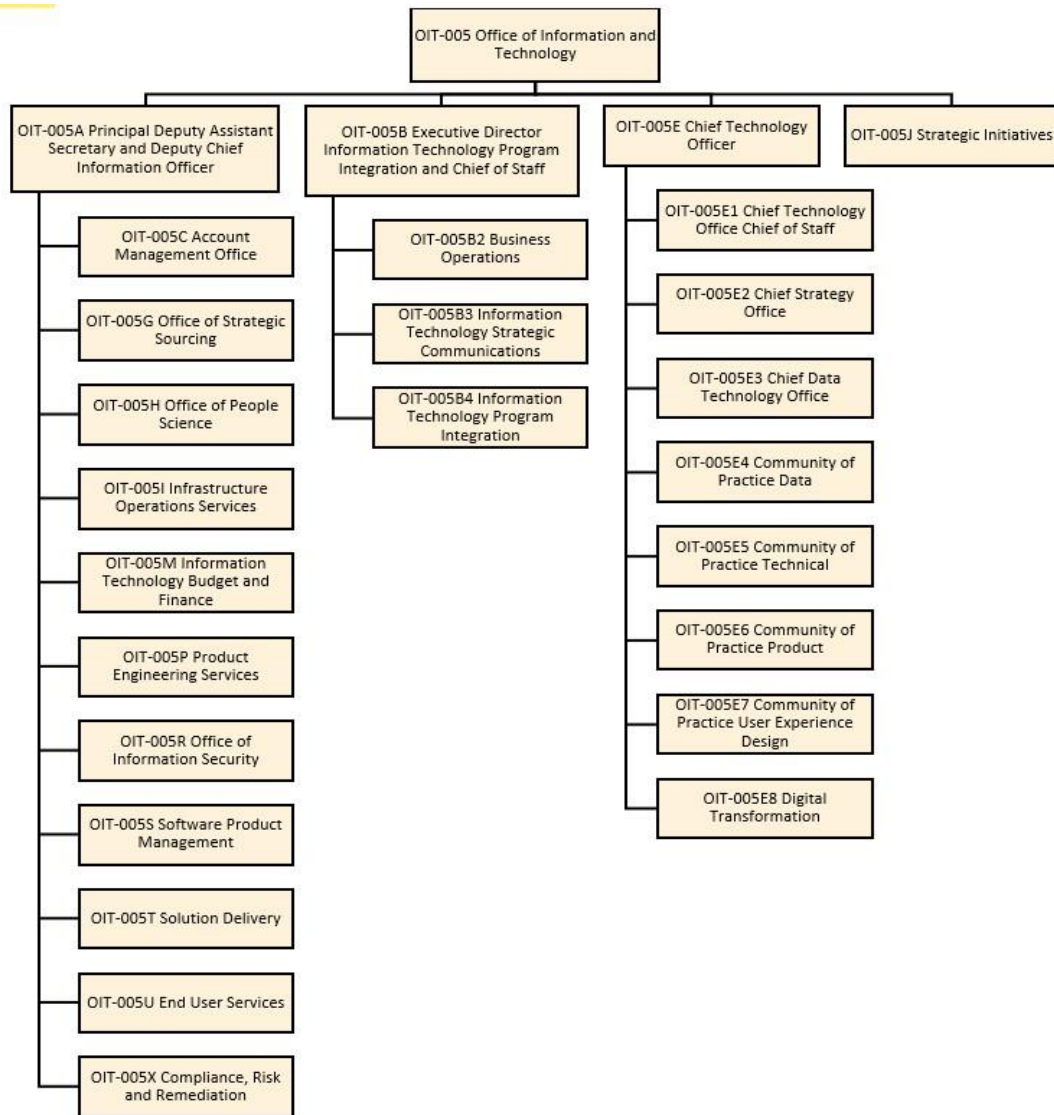
Pub. L. 95-452. Inspector General Act of 1978, as amended. Pub. L. 100-504. Inspector General Act Amendments.

Pub. L. 100-322. Veterans' Benefits and Services Act of 1988. Pub. L. 110-409. Inspector General Reform Act of 2008.

Pub. L. 114-317. Inspector General Empowerment Act of 2016. 38 U.S.C. § 312. Inspector General.

VA Directive 0701. Office of Inspector General Hotline Complaint Referrals.

## OIT-005 Office of Information and Technology



### Mission

The mission of the Office of Information and Technology (OIT) is to collaborate with our business partners to create the best experience for all Veterans. Information technology (IT) is an essential enabler to the mission of the Department of Veterans Affairs (VA)-serving our Nation's Veterans and their families.

### Overview

The Assistant Secretary (AS) 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, to deliver adaptable, secure, and cost-effective technology services to the Department. The AS/CIO is the principal advisor to the

Secretary for Veteran Affairs (SECVA) on matters relating to information and technology management as delineated in P.L. 104-106, the Clinger-Cohen Act, the Paperwork Reduction Act, Chapter 35 of Title 44 U.S.C. and, other associated legislated or regulatory media. The role of the CIO is to understand the department's administrations and staff offices' mission areas, goals, objectives, and operational processes. Armed with this information and the knowledge of technologies, the CIO leads OIT in applying the best and most effective technical solutions that address mission requirements. The CIO manages a more than \$7B Information and Technology (IT) Congressional appropriation, safeguards space and facilities services for OIT's 28 locations nationwide, ensures talent management services for OIT's currently authorized 8,668 appropriated and funded positions, and has 35 areas of responsibilities across six key functions: (1) IT Leadership and Accountability; (2) IT Strategic Planning; (3) IT Workforce; (4) IT Budgeting; (5) IT Investment Management; and (6) Information Security. These efforts are supported through operational transparency, effective communication, and management of people, technology, business requirements, and financial processes. CIO directs the tactical and strategic operations of three key offices and six divisions: Principal Deputy Assistant Secretary and Deputy Chief Information Officer; Executive Director of Information Technology Program Integration and Chief of Staff; Office of Chief Technology Officer; Compliance, Risk, and Remediations; Office of People Science; IT Budget and Finance; Office of Strategic Sourcing; Office of Information Security; Account Management Office; End User Services, Product Engineering, Software Product Management, Infrastructure Operations, and Solution Delivery. OIT's team of skilled technical experts collaborates with business partners, internal and external stakeholders to make VA a world-class organization that provides seamless unified services and benefits to our Nations' Veterans and their families.

### Activities

- Advises the Department on the best ways to plan for and manage the use of information technology to drive IT and VA capability modernization.
- Ensures the confidentiality, integrity, and availability of Veteran and VA information, and VA information systems and infrastructure.
- Leads process for all annual and multiyear IT planning, programming budgeting, and execution decisions.
- Collaborates with his counterpart in the Department of Defense {DoD} to implement a modern and fully interoperable electronic health record {EHR} inside and outside the department.
- Member of investments or related boards that sets agency-wide IT standards and policy for the effective, efficient, and secure use of IT and IT resources to accomplish the agency's mission.
- Migrates infrastructure and applications to commercial cloud providers to reduce operational costs and increase flexibility, allowing VA to deliver services to Veterans quickly and reliably.
- Transforms procurement and acquisitions processes to optimize sourcing capabilities, and streamlining processes that drive seamless and secure data interoperability across VA, DoD, Federal and commercial partners.
- Defines authoritative data sources to ensure data is consistent and secure; to better leverage data storage, improve data-driven decision making, and simplify the way our customers interact with VA platforms.

- Ensures the Annual Federal Information Security Management Act of 2002 {FISMA} Report to Congress.
- Senior Agency Official for Records Management {SAORM} has overall agency-wide responsibility for records management.
- Participates in Congressional engagements to educate, inform, and respond to questions about IT projects and programs, congressionally appropriated dollars, OIT's priorities, and IT workforce.
- Oversees information protection policies, planning, and activities to improve how VA and its partners safeguard sensitive data.
- Builds relationships across the enterprise to facilitate the operational and strategic alignment of IT requirements to current and future needs of stakeholders and business partners.
- Ensures the confidentiality, integrity and availability of Veteran and VA information, and VA information systems and infrastructure.
- Enables cross-organizational integration of people, programs, and initiatives, maximizing the execution of the OIT resources.
- Defines strategies and programs designed to ensure compliance with Federal information management requirements and accessibility requirements.
- Confirm the agency has a skilled workforce that keeps pace with technological advances with a robust process for the recruitment, retention, and development of a world-class cybersecurity workforce.
- Reviews all major acquisitions supporting IT programs and initiatives as outlined in the Federal Information Technology Acquisition Reform Act (FITARA).
- Senior Agency Official for Privacy (SAOP) ensures the agency's breach response plan and system security authorization documentation clearly define the roles and responsibilities for all who operate. Federal information systems that create, collect, use, process, store, maintain, disseminate, disclose, or dispose of Personal Identifiable Information (PII) on behalf of the agency.

### **Authorities**

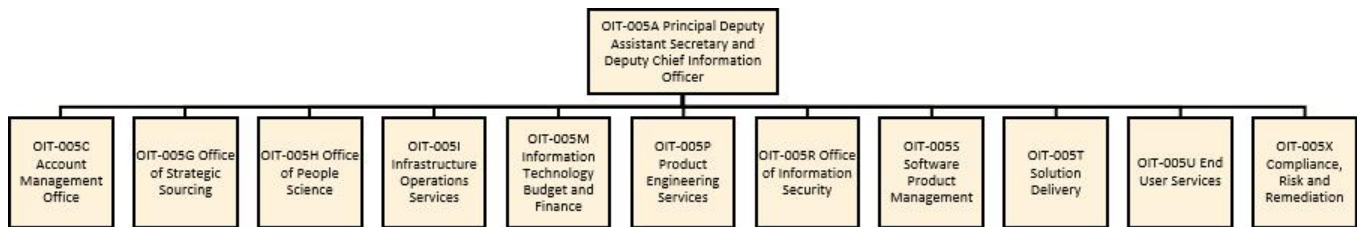
3 U.S.C. Ch. 4. Delegation of Functions. 38 U.S.C. Veteran' Benefits.  
5 U.S.C. Government Organization and Employees. 40 U.S.C. Public Buildings, Property, and Works.  
44 U.S.C. Ch. 35. Coordination of Federal Information Policy.  
36 C.F.R. Ch. 12. National Archives and Records Administration. 38 C.F.R. pts.1 and 2. Release of Information from DVA Records. 5 U.S.C. Government Organization and Employees.  
44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act. 5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.  
48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations (DFAR).  
Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.  
Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014. Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Exec. Order No. 13833. Enhancing the Effectiveness of Agency Chief Information Officers.

Pub. L. 115-59. Privacy Act of 1974 (as amended 5 U.S.C. § 552a) Social Security Number Fraud Prevention Act of 2017.

38 U.S.C. § 517. Quarterly Reports to Congress on Conferences Sponsored by the Department. 44 U.S.C. § 3554. Federal Agency Responsibilities.

## OIT-005A Principal Deputy Assistant Secretary and Deputy Chief Information Officer



### Overview

The Principal Deputy Assistant Secretary (PDAS) and Deputy Chief Information Officer (DCIO), in consultation with the Assistant Secretary for Information and Technology and Chief Information Officer (AS/CIO), guides executive-level decisions and the development of strategies to best support policies and priorities established by the Secretary for Veteran Affairs (SECVA). The PDAS is tasked with the implementation of processes that modernize and improve VA's information technology (IT) programs. A technical expert of IT strategies, policies, IT security, project management, budget management and best practices, the PDAS guides tactical operations of 11 Service Line: Compliance, Risk, and Remediations; Office of People Science; IT Budget and Finance; Office of Strategic Sourcing; Office of Information Security; Account Management Office; End User Services, Product Engineering, Software Product Management, Infrastructure Operations, and Solution Delivery. As OIT's ambassador for change, the PDAS collaborates with internal and external business partners stakeholders to make IT a deliberate part of their planning and operational processes and drives VA's Digital Transformation Strategy. The PDAS represents OIT at Congressional and media engagements, in various Federal, Department of Defense (DoD) and industry forums. As OIT's DCIO, the PDAS create a business culture that supports IT innovation and the development and retention of a skilled workforce to deliver adaptable, secure, and cost-effective technology services.

### Activities

- Oversees the day-to-day activities of OIT's more than \$7 billion Congressional IT appropriation, the delivery of talent management services for OIT's 8,668 government staff and ensures space and facilities services for OIT operations in 28 locations nationwide.
- Guides the implementation of VA's cybersecurity and privacy programs to protect Veterans' data and VA's information systems.
- Leverages IT Governance Framework as a tool for communication and transparency to determine priorities, maximize value of investments, manage cost-associated risks, and make data-driven decisions that improve business outcomes across the enterprise.
- Principal advisor to AS/CIO interprets and translates Federal laws, regulations, policies, and guidance to address agency-specific needs.
- Liaises with VA leadership to understand goals and objectives and recommends IT solutions that meet

Information Management (IM) requirements.

- Represents OIT on information technology planning and operational task forces and committees.
- Leads OIT strategic planning efforts, the development of OIT's Enterprise Roadmap, and the alignment of divisions' business operational plans to OIT's objectives.
- Provides technical oversight with centralized system management to maximize operational efficiency and streamline business practices that facilitate transparency.
- Fosters collaborative relationships with OIT's stakeholders and business partners to ensure operational and strategic alignment of IT requirements to current and future needs.
- Empowers innovation to drive digital solutions using Agile principles, a strategically integrated Authority to Operate (ATO) process, user-centered design, continuous monitoring and learning and frequent IT releases to accelerate the customer requirement-to-solution delivery timeline.
- Delivers enterprise-wide IT infrastructure engineering and operations services that optimize effectiveness and efficiency enhancing VA's ability to serve Veterans and customers through mobile and cloud-shared services.
- Strategizes with Federal, Department of Defense (DoD) and industry partners on technology advances that support OIT's modernization efforts.
- Leads the development of plans and processes necessary to control, optimize and leverage IT acquisition and category management actions associated with specific IT needs throughout the department.

### **Authorities**

36 C.F.R. Ch. 12. National Archives and Records Administration. 38 C.F.R. pts.1 and 2. Release of Information from DVA Records. 3 U.S.C. Ch. 4. Delegation of Functions.

5 U.S.C. Government Organization and Employees. 38 U.S.C. Veteran' Benefits.

40 U.S.C. Public Buildings, Property, and Works.

44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act. 5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations (DFAR).

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014. Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982.

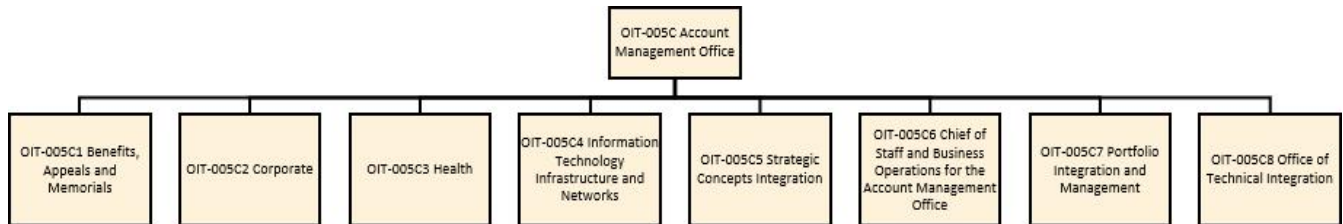
Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Exec. Order No. 13833. Enhancing the Effectiveness of Agency Chief Information Officers.

Pub. L. 115-59. Privacy Act of 1974 (as amended 5 U.S.C. § 552a) Social Security Number Fraud Prevention Act of 2017.

38 U.S.C. § 517. Quarterly Reports to Congress on Conferences Sponsored by the Department. 44 U.S.C. § 3554. Federal Agency Responsibilities.



## OIT-005C Account Management Office



### Overview

The Account Management Office (AMO) serves as a customer service organization that liaises between OIT the VA's three Administrations, Veterans Health Administration (VHA), Veterans Benefits Administration (VBA) and the National Cemetery Administration (NCA) as well as 17 Staff Offices referred to as business partners.

AMO serves as the gateway to IT success and is dedicated to understanding our business partner's needs. AMO has Account Groups (AG), Information Technology Account Managers (ITAMs) and Business Relationship Managers (BRMs) who establish and maintain strategic partnerships, ensure an understanding of OIT's governance processes, and serve as a trusted advisor. These relationships drive strategic alignment and prioritization of work in progress, as well as planning for future operations. The AGs represent their business partners' interests and communicate their requirements to OIT's Assistant Secretary and Chief Information Officer. AMO's efforts and partnerships enhance services and quality of care provided to the Nation's 19 million Veterans and their families.

### Activities

- Serves as an advocate, trusted advisor, and strategic partner to improve customer experience.
- Ensures the highest Return-on-Investment (ROI) on IT investments by implementing portfolio investment and integration management. Triaging business requests at intake, partnering with business partners to clearly identify the return on investment improves VA's ability to meet business goals.
- Ensures our business partners understand the importance of IT Governance. The IT Investment Board enables IT leadership to make data-driven decisions. In Fiscal Year 2021 AMO advised business partners on the execution of an \$885M portfolio.
- Business Relationship Managers (BRM) serve as strategic partners to both VA business partners and IT service providers. BRMs focus on high priority IT initiatives to ensure the successful delivery of products and services. BRMs monitor project execution and ensure escalation and resolution of any issues identified within OI&T or the business partners.

### Business Functions

Provide IT End User Services

### Authorities

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

## *OIT-005CI Benefits, Appeals and Memorials*

### **Overview**

AMO Benefits & Appeals focuses on OIT's Benefits and Appeals business partners in VBA and BVA by ensuring alignment of IT initiatives with VBA/ BVA strategic objectives to enhance services to Veterans, beneficiaries and caregivers with emphasis on customer experience, increased efficiency and productivity, and streamlined and integrated processes. Benefits manages 71 products where Veterans Benefits Administration serve as the primary business sponsor who are responsible for distribution of payments to approximately 6.3M Veterans and their beneficiaries. Additionally, these systems cover management of 373 million in VA guaranteed loans and \$1.2 trillion in insurance coverage for 5.6M service members. The Benefits Account works directly with the customer in evaluating and determine current and future investments in IT technology ensuring that OIT strategic goals are aligned and support measurable business outcomes in service to Veterans and their beneficiaries. The VBA set of portfolios total about 248 million with and additional planned amount totaling \$1.9 billion in Fiscal Years 2023-2027. Appeals manages 3 products at \$12.5 million and \$82 million over Fiscal Years 2023-2027. One update to above on VBA. Fiscal Year 2023-2027 is \$1.8 billion. AMO Memorials fosters strategic technology solutions and capabilities to enhance quality performance and drive business relationship management for NCA for direct, positive impacts and excellent service to our VA business partners to hone the VA, OIT, and NCA missions of providing outstanding services to our Veterans.

### **Activities**

- Serves as an advocate, trusted advisor, and strategic partner to improve customer experience.
- Ensures the highest Return-on-Investment (ROI) from VA IT investments, improving VA's ability to meet business goals.
- Ensures our business partners understand the importance of IT Governance.
- Focuses on high priority IT initiatives in the execution year ensuring business success and taking advantage of emerging technology.

### **Business Functions**

Provide IT End User Services

### **Authorities**

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

## *OIT-005C2 Corporate*

### **Overview**

The Corporate & Veterans Experience Service (VES) Account Group within AMO serves as a customer service liaison between OIT and its many Corporate business partners. It focuses on supporting middle and large back-office functions and business lines that are delivering support to the veterans. Corporate supports the of the Office of the Secretary of VA, Office of General Counsel, and the Congressional Liaison operations. It also includes products for enabling regulatory Activities, such as matter intake and training under the VA accountability and whistleblower protection program. Conducts human capital management, including talent acquisition and development, employee performance and compensation and employee separation, retirement management, financial management activities including budget formulation and execution, account management, payment processing and financial performance reporting. The Corporate Portfolio also focuses on acquisition and performance management Activities, including acquisition planning, sourcing, contracting, purchasing, equipment and Inventory management and facilities operations.

The AMO Corporate Account Group supports business partners for 17 VACO Staff Offices that provide middle and back-office operations which are major contributors to running the business lines of the Department. The staff offices are sub-divided into 3 distinct account segments: Acquisition & Financial Management; Human Capital & Security Management; and Strategic Engagement, Oversight, Governance & Transparency & Accountability Accounts. This account group manages 162 enterprise and business area specific products with a current annual budget of \$288M.

The Corporate Account Group supports one of the Department's priority Major IT investment (modernization) initiatives - the Financial Management Business Transformation (FMBT) Program with a 5-year implementation budget in excess of \$2B. The account group also supports the Human Capital Management portfolio including core HR Smart capabilities. FMBT is transforming and replacing VA IT systems responsible for financial and acquisitions systems and is well underway through the development and integration of the Integrated Financial and Acquisition Management System (iFAMS). Human Capital Management (HCM) modernization initiatives support and strengthen the VA HCM IT infrastructure in conjunction with business process reengineering to improve workflow capabilities and the employee experience.

AMO VES Account Group manages the "Virtual Front Door" products of VA, delivering the best virtual care, benefits, and service to Veterans, their families, and their caregivers through digital tools, contact centers, and the data that connect them. VES improves customer satisfaction and trust in VA, driving more Veterans to Choose VA, and realizing better outcomes.

VES manages 18 products where the Veteran Experience Office serves as the primary business sponsor representing \$197 million as well as an additional 12 products where VHA and OIT serve as the primary sponsors which represent \$74 million. The VES space is in the process of expanding and is planning to manage a total of 78 products across our three primary customers in FY23-27 worth \$4.8 billion over that five-year span. The Business Relationship Managers (BRM) in VES serve as the strategic liaison between Business Functions and one or more business partners to stimulate, surface, and shape demand for the function's outcomes. BRMs jointly play a key role with business partners in managing and prioritizing investments throughout their lifecycle.

### **Activities**

- Serves as an advocate, trusted advisor, and strategic partner to improve customer experience.
- Ensures the highest Return-on-Investment (ROI) from VA IT investments, improving VA's ability to meet business goals.
- Ensures our business partners understand the importance of IT Governance.
- Focuses on high priority IT initiatives in the execution year ensuring business success and taking advantage of emerging technology.

## *OIT-005C3 Health*

### **Overview**

AMO Account Manager for Health, Health Account Group, focuses on the Veteran's Health Administration (VHA) supporting middle and large back-office functions and business lines that are deliver services to Veterans. The Heath Account Group facilitates collaboration between Veteran Health Administration and Office of Electronic Health Record Modernization on 14 Strategic Drivers and Performance Measures. Advises DSO, EPMO and ITOPs on the business partner's requirement represented in \$810M diverse portfolio.

### **Activities**

- Community Care Claims Modernization - The Office of Community Care is looking to modernize legacy claims processing systems to support the Civilian Health and Medical Program of the Department of Veterans Affairs (CHAMPVA), Children of Women Vietnam Veterans (CWV), Spina Bifida (SB) and CHAMPVA Caregivers claims. These programs provide health benefits where the Department of Veterans Affairs (VA) shares the cost of certain health care services and supplies with eligible beneficiaries.
- Caregiver Program (CARMA) - The VA's Caregiver Support Program offers enhanced clinical and financial support for caregivers of eligible Veterans who are seriously injured. The MISSION Act of 2018 expanded eligibility of the program to Veterans of all eras, which will ultimately result in a 10- 20-fold increase in the number of participants. This legislated expansion has required a substantial overhaul of all related IT capabilities to effectively manage and monitor the program. The SecVA's certification of IT systems signaled overall readiness for the beginning of expansion.
- Community Care Referral and Authorization (CCR&A) System - The CCRA solution is an integral component of the VA Community Care Information Technology architecture which allows Veterans to receive care from non-VA community Providers. HealthShare Referral Manager (HSRM) is the Office of Community Care's system used to manage all referral and authorizations for Community Care and it includes a portal to external providers to manage referrals, authorizations, and Veteran's relevant medical documentation in a single location. This is a Software As-A-Service (SaaS) solution hosted in Amazon Web Services FEDRAMP High Government cloud.

- VALOR/DMLSS/LogiCole/MEDCOI Implementation - Defense Medical Logistics Standard Solution {DMLSS} is a Government Off-the-Shelf {GOTS}, Cloud-based Supply Chain Management {SCM} offering integrated and comprehensive supply chain, pharmaceutical, equipment and facilities management capabilities. LogiCole is the technical refresh, transitioning DMLSS and associated applications to a single, web-based application.
- Electronic Health Record Modernization {EHRM} - The EHRM effort has three major components, {1} modernize VA's legacy systems and associated infrastructure required to support a new industry- leading EHR solution, {2} provide Veterans and clinicians with a complete picture of patients' medical history, driving connections between military service and health outcomes through data analytics, and {3} implement a new EHR solution that is interoperable with DoD and community care providers, enabling the seamless sharing of records. This is a multiyear deployment to the VHA enterprise.
- State Prescription Drug Monitoring Program {PDMP} - MISSION Act Section 134 requires VA participation in a national network of State-based Prescription Drug Monitoring Programs. VA's current PDMP program is behind industry practices; making it difficult to comply with laws, executive orders, or initiatives. VA's current PDMP workflows are highly manual without a single connection to state PDMPs. State PDMP improves patient safety and public health by providing access to State Managed Prescription Databases. This access and data sharing will provide information to the health care providers which will increase their capabilities to manage all controlled substance prescriptions written by VA physicians.
- Mental Health and Suicide Prevention IT Program - The Office of Mental Health and Suicide Prevention {OMHSP} is working to Improve mental health care by addressing current deficiencies in CPRS, target improvements to applications of key importance to mental health providers, advance technological support for interagency collaborations and secure data sharing in order to improve mental health care delivery and enhance Veterans' experience of care.
- Telephony/Call Center Modernization - The Department of Veterans Affairs {VA} is modernizing Clinical Contact Centers {CCC} to serve as a "virtual front door" to VA health care, providing Veterans additional choices for meeting clinical, pharmacy, scheduling, and administrative needs. Clinical Contact Centers provide Veterans and their caregivers immediate, 24/7, on-demand access to clinical and administrative services to address urgent and episodic health care needs over the phone, video, chat, and email. Historically, CCCs have used disparate systems that are neither integrated nor standardized.
- Serves as an advocate, trusted advisor, and strategic partner to improve customer experience.
- Ensures the highest Return-on-Investment (ROI) from VA IT investments, improving VA's ability to meet business goals.
- Ensures our business partners understand the importance of IT Governance.
- Focuses on high priority IT initiatives in the execution year ensuring business success and taking advantage of emerging technology.

## Business Functions

Provide IT End User Services

## Authorities

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

## *OIT-005C4 Information Technology Infrastructure and Networks*

### Overview

AMO IT Infrastructure & Networks (ITIN) Account Group builds strong support among OIT's business partners and oversight community for obtaining the resources required to properly serve Veterans. ITIN achieves strong support through transparent visibility into processes and cost drivers affecting all VA IT infrastructure services. The Account Group creates common, shared understanding between OIT and its business partners at the service and capability level on requirements, costs, and priorities to facilitate better long-term planning of capabilities. ITIN provides VA's business partners guidance on how OIT manages and constrains demand to leverage existing resources for other priorities. ITIN aggregates and champions business partner requirements for IT Infrastructure-related products and services across the enterprise.

### Activities

- Serves as an advocate, trusted advisor, and strategic partner to improve customer experience.
- Ensures the highest Return-on-Investment (ROI) from VA IT investments, improving VA's ability to meet business goals.
- Ensures our business partners understand the importance of IT Governance.
- Focuses on high priority IT initiatives in the execution year ensuring business success and taking advantage of emerging technology.

## Authorities

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

## *OIT-005CS Strategic Concepts Integratration*

### Overview

AMO Strategic Concepts Integration (SCI) ensures that OIT has visibility across all operating administration and staff offices for enterprise level IT investments in emerging areas. SCI supports current strategic initiatives requiring cross-organization coordination, integration and enterprise level investments in technologies that support and drive outcomes in support of emerging and high value transformation initiatives to include modernizing the Department's data ecosystem and the VA's enterprise supply chain modernization initiatives. The office will serve as the AMO focal point for coordinating and integrating other emerging concepts and technologies that will support the VA's strategic goals.

## Activities

- Serves as an advocate, trusted advisor, and strategic partner to improve customer experience.
- Ensures the highest Return-on-Investment {ROI} from VA IT investments, improving VA's ability to meet business goals.
- Ensures our business partners understand the importance of IT Governance.
- Focuses on high priority IT initiatives in the execution year ensuring business success and taking advantage of emerging technology.

## Authorities

Pub. L. 104-106. Information Technology Management Reform Act.

Exec. Order No. 13833. Enhancing the Effectiveness of Agency Chief Information Officers. Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

# *OIT-005C6 Chief of Staff and Business Operations for the Account Management Office*

## Overview

The Account Management Office {AMO} Account Groups {AG} serve as the direct interfaces with VA's Administrations and Staff Offices, and Business Operations serves as the operating core of the AMO. Business Operations provides cross-organizational support to align talent, manage resources and improve processes to ensure AMO's optimum performance. Business Operations is comprised of two groups - Administrative and Reporting. The Administrative Groups aligns teams to manage budgets, develop multi-year plans and create acquisitions that drive business outcomes. The team implements the human capital management framework to focus on strategic planning, talent management, performance culture enhancement and evaluation. Through effective organizational change management and strategic communications, the Administrative Group drives change that supports transformation efforts across OIT. The Reporting Group conducts operational assessments, leads joint business collaborations, and develops portfolio performance measures to assess business outcomes.

## Activities

- Serves as an advocate, trusted advisor, and strategic partner to improve customer experience.
- Ensures the highest Return-on-Investment {ROI} from VA IT investments, improving VA's ability to meet business goals.
- Ensures our business partners understand the importance of IT Governance.
- Focuses on high priority IT initiatives in the execution year ensuring business success and taking advantage of emerging technology.

## Authorities

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

## *OIT-005C7 Portfolio Integration and Management*

### Overview

Portfolio Integration develops advanced systems strategies, and drives in depth portfolio performance reviews across all of OI&T. They develop the architectural plans for OIT and develop the long-term strategic investment plan to drive VA OI&T into the future.

### Activities

- Portfolio Integration and Management (PIM) provides guidance, mentorship, and support to all account groups in three main areas:
- Demand Shaping, which includes investment idea review and incubation, strategic research and analysis, major investment development, market tracking and analysis, congressional activity
- tracking, solution development, cost estimation and analysis.
- Portfolio Management which includes portfolio assessment and prioritization, business capability visualization, aligning solutions to target architecture, business case development and evaluation, IT Investment Board management and content quality assurance, investment financial analysis, and
- acquisition strategy and planning
- Value Management, which includes value identification (identifying business mission outcomes), defining and assigning metrics, performance monitoring, strategic alignment and data aggregation and analytics.
- Architecture and Engineering, which develops current and future state architecture for the
- enterprise and for each investment portfolio. A&E manages the repositories of reference and architecture artifacts, manages the catalog of approved technical solutions and components,
- ensures alignment of IT assets to strategic plans, and performs data management and modeling in support of the enterprise. A&E provides guidance and assistance in developing solutions that align with target architecture, supports analysis and tradeoff of new and emerging technologies, assists Demand Shaping with technology market analysis and tracking, and supports data analytics and visualization.
- Serves as an advocate, trusted advisor, and strategic partner to improve customer experience.
- Ensures the highest Return-on-Investment (ROI) from VA IT investments, improving VA's ability to meet business goals.



- Ensures our business partners understand the importance of IT Governance.
- Focuses on high priority IT initiatives in the execution year ensuring business success and taking advantage of emerging technology.

### **Authorities**

Pub. L. 104-106. Information Technology Management Reform Act.

Exec. Order No. 13833. Enhancing the Effectiveness of Agency Chief Information Officers. Pub. L. 133-291.

The Federal Information Technology Acquisition Reform Act.

## *OIT-005C8 Office of Technical Integration*

### **Overview**

The Office of Technical Integration (OTI) supports OIT efforts to achieve interoperability and enable seamless delivery of IT services by promoting, driving, and influencing interoperability to enhance both the Veterans' Journey and VA staff's experience. Serving as an intermediary between OIT and VA product /business owners, OTI provides an unbiased, objective view to resolve competing objectives/viewpoints to ensure technical interoperability, alignment with OIT policies/processes in order to meet VA stakeholder needs and to help ensure decisions are made with appropriate informed leadership input. OTI focuses on interoperability-related coordination and guidance, technical integration and architecture, risk identification and mitigation, and governance. OTI is also home to the VA Interoperability Leadership (VAIL) Team and supports the annual update of the VA Interoperability Roadmap, enabling an integrated modernization strategy that achieves agency objectives by promoting interoperability. VAIL reaches across VA, Federal Electronic Health Record Modernization (FEHRM), Department of Defense (DoD), the health care sector, and other partners to support interoperability of systems that support Veterans.

### **Activities**

- Assesses, measures, and tracks VA's interoperability maturity by performing interoperability assessments and providing recommendations to improve outcomes.
- Provides technical interoperability expertise and guidance across modernization initiatives within the Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), and National Cemetery Administration (NCA), and VA Central Office (VACO) to meet the need of the Veteran and VA's mission and to help stakeholders execute VA's enterprise interoperability vision.
- Identifies enterprise-level inter-program system interoperability requirements and key elements of architecture - data integration, business operations rules, domain ontology, service description - within and external to VA needed to support technical interoperability.
- Identifies, reports, and facilitates the mitigation and monitoring of enterprise-level and priority initiative integration and interoperability risks during system design, development, and transition.
- Coordinates, tracks, and assesses agency and interagency activities to identify issues, new requirements, or opportunities for coordination and alignment relevant to interoperability (e.g., IT Executive

Committee, Health Executive Committee, Benefits Executive Committee, Joint Executive Committee, and FEHRM}.

- Supports VA's understanding of interoperability (e.g., foundational, structural, semantic, organizational) and accelerates interoperability progress across the VA through monitoring innovations, the application of knowledge management best practices, information sharing, stakeholder engagement, interdepartmental processes, and facilitating the alignment of resources.
- Serves as the champion to standardize VA middleware solutions and ensuring that supporting processes and funding are considered.
- Supports both long-term planning and execution of technical interoperability in alignment with VA priority initiatives.

### **Authorities**

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

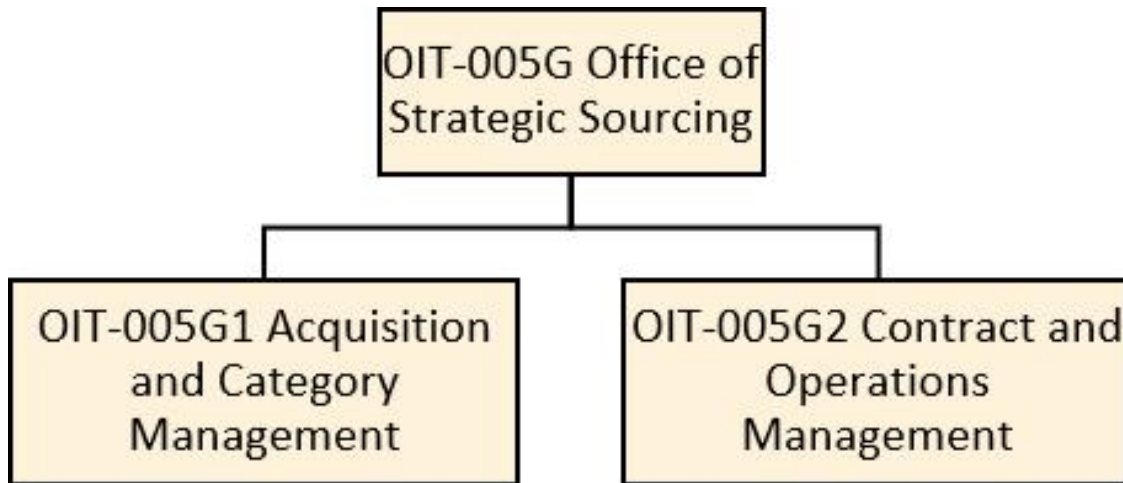
VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Handbook 6300.4. Procedures for Processing Requests for Records Subject to the Privacy Act. VA

Handbook 6300.5. Procedures for Establishing and Managing Privacy Act Systems of Records.

VA Handbook 6300.6. Procedures for Releasing Lists of Veterans' and Dependents' Names and Addresses. VA Directive 6300. Records Management.

## OIT-005G Office of Strategic Sourcing



### Overview

Office of Strategic Sourcing (OSS) OSS is responsible for facilitating the execution of OIT's IT procurement obligations approximately of \$6.5B per year via collaboration with requirements owners and the contracting office(s). The organization is engaged in contract management oversight to over 400 OIT Contracting Officer Representatives (CORs) assigned to more than 1,200 OIT active contracts totaling \$278.9B in total contract lifecycle value; and provides guidance and opportunities to assist the CORs in contractor performance and monitoring, timeliness of contract deliverables, invoice acceptance, and resolving Unliquidated Obligations (ULO)/Undelivered Orders (UDO) in coordination with Budget & Finance, and the requiring activity. Strategic Sourcing ensures that OIT and its customers are compliant with the Federal Information Technology Acquisition Reform Act (FITARA) enacted by Congress in December 2014. OSS is organized into two directorates: Acquisition Strategy and Category Management and Contract and Operations Management.

### Activities

- Provides executive-level oversight and leadership for the development of plans and processes
- necessary to control, optimize and leverage the volume of IT acquisition and category management actions associated with specific IT needs throughout the Department.
- Oversees the daily operations of the Acquisition Compliance and Policy Oversight, Operations Management, and Contract Management and Oversight.

### Authorities

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

President's Management Agenda 2018. President's Management Agenda 2018.

President's Management Agenda: Federal Data Strategy 2020 Action Plan. President's Management Agenda: Federal Data Strategy 2020 Action Plan.

OMB M-19-13. Category Management.

Pub. L. 113-291. Federal Information Technology Acquisition Reform Act. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

## *OIT-005GI Acquisition and Category Management*

### **Overview**

Acquisition Strategy and Category Management (ACM) is responsible for executive-level oversight and leadership for the development of plans and processes necessary to control, optimize and leverage the volume of IT acquisition and category management actions associated with specific IT needs throughout the Department. This governance ensures VA provides necessary IT products & services to its customers. ACM ensures adherence to established policy, plans and guidelines for all OIT acquisitions and category management processes. The ACM office is led by the Executive Director for Acquisition Strategy and Category Management and is organized into sub-offices that support the major IT spend categories. These sub-offices include - IT Hardware Category Management, IT Software Category Management, IT Professional Services Category Management, IT Services Category Management, and a Customer Engagement office.

### **Activities**

- Analyzes contracts to identify opportunities to leverage economies of scale to increase efficiency and consistency of cost and quality.
- Develops, implement, and maintain IT category management strategies/plans that realize process efficiencies and IT cost avoidance for VA IT requirements.
- Where needed and when sourced, provides skilled acquisition subject matter expertise to programs, projects, and offices within OIT to improve VA's IT acquisition processes and better manage IT spending.
- Conducts market analyses, capability assessments, and source selection evaluations.
- Monitors IT supplier performance and risk by assessing key performance indicators and performing "Root Cause" analyses to identify the sources of delivery issues.
- Supports requirements owners providing consulting services such as Supplier Management and Strategic Planning, provides acquisition services for over 871 actions, of which 182 were New Requirements, 566 were actions off existing contract vehicles, and 123 were Purchase Card actions.

### **Authorities**

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

President's Management Agenda 2018. President's Management Agenda 2018. OMB M-19-13. Category Management.

Pub. L. 113-291. Federal Information Technology Acquisition Reform Act. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

## *OIT-005G2 Contract and Operations Management*

### Overview

Contract and Operations Management (C&OM) is responsible for providing leadership and oversees the daily operations of the Acquisition Compliance and Policy Oversight, Operations Management, and Contract Management and Oversight for OSS. Responsible for providing executive-level oversight and leadership for the operational Activities of the Strategic Sourcing organization, Federal mandates, acquisition, budget, and standardization within organization. Manages the Federal Information Technology Acquisition Reform Act (FITARA) for the Chief Information Officer (CIO) as it relates to tracking Information Technology (IT) and Non-IT funded items classified as IT procurements for the VA and responsible for the daily operational Activities related to the Strategic Sourcing oversight of acquisition compliance, operations, and policy within OIT. Provides contract management and oversight of policy for contract reviews, Contract Officer Representatives (COR) for OIT as well as IT Vendor engagements, IT Supply Chain Risk Management and all its tasks. Leads efforts to gather, aggregate, and analyze market, industry, and IT supply chain data to improve category/license performance. Identifies new trends in buying, assesses impact of commercial IT capability trends, benchmarks competition, analyzes quality of IT market data, and makes knowledgeable IT marketing decisions. Develops and executes a comprehensive contract management plan and coordinates with OIT Account Managers and senior executive leadership.

### Activities

- Provides IT contract oversight and IT vendor relationship management; Hosted 275 Executive-level engagements with industry partners on emerging technologies.
- Provides a consolidated strategic view of contract performance, contract risks through enterprise acquisition-level data, data driven dashboards and vendor scorecards, to enable strategic data- driven decision making.
- Manages strategies for executing CIO Authority as it outlined in the Federal IT mandates.
- Acquisition Reform Act {FITARA} for IT acquisition strategies/plans per OMB Memorandum M-15-14.
- Provides input to leadership on OMB, GAO, and OIG audits as related to IT acquisitions; supports Budget Tracking Tool {BTT}, Acquisition review module {ARM} as it relates to acquisition strategies; OSS completed more than 53 FITARA approvals and has over 3,100 ARM Users and growing.
- Manages OSS Organizational Strategic Planning and Development.
- Responsible for budget policy, planning, analysis, formulation, justification, presentation, and execution of annual appropriations; oversees Staffing, Recruitment, Performance Management and Continuity Operations and Preparedness.

### Authorities

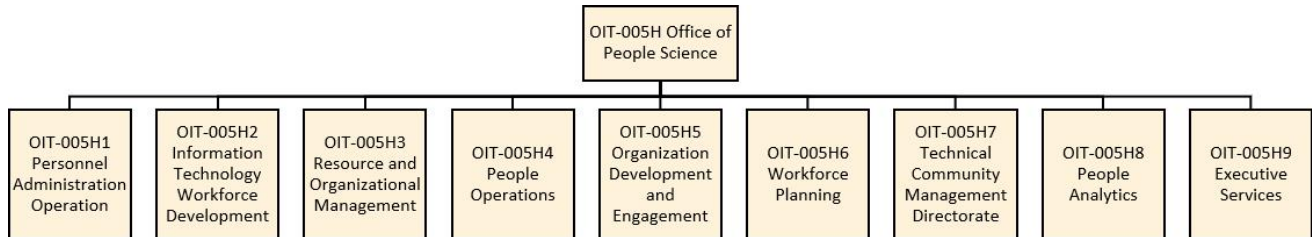
Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

President's Management Agenda 2018. President's Management Agenda 2018. OMB M-19-13. Category Management.

VA Handbook 6300.1. Records Management Procedures.

Pub. L. 113-291. Federal Information Technology Acquisition Reform Act. 48 C.F.R. Ch. 1. Federal Acquisition Regulation.

## OIT-005H Office of People Science



### Overview

The Office of People Science (OPS) leads and formulates the strategic direction, policy, processes, technology systems, data science, employee and customer and facilitates OIT's ability to develop, recruit and retain a highly qualified workforce. Business Functions: Integration of policy, operations and oversight on People Science Activities; training and professional development; recruitment and talent acquisition support; workforce planning; identify and monitor talent needs, and link succession planning and business strategies, presenting OIT with the opportunity to reach long-term goals and achieve human capital objectives both strategic and practical.

### Activities

- Manages People Operations; including Recruitment, Talent Acquisition, and Training
- Provides Executive Services Support
- Manages Workforce Planning
- Creates a user centered design focused on qualitative and quantitative measurement of employee and customer experience, technology, talent, and cyber security management

### Authorities

38 U.S.C. § 510. Authority to Reorganize Offices.

OPM Human Capital Framework Office of Personnel Management Human Capital Framework.

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks {MISSION} Act of 2018.

OPM Human Capital Operating Plan Office of Personnel Management Human Capital Operating Plan. Pub. L. 111-352. GPRA Modernization Act of 2010.

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks {MISSION} Act of 2018.

Pub. L. 93-112 §§ 504 and 508. Rehabilitation Act of 1973.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources.

VA Human Resources Management. Veterans Affairs Human Resources Management Letter Review of Supervisory Position Ratios.

VA Handbook 6310.1. Forms Management Procedures.

VA Human Resources Management. Veterans Affairs Human Resources Management Letter Review of Supervisory Position Ratios.

## *OIT-005H1 Personnel Administration Operation*

### **Overview**

Personnel Administration Operations (PAO) provides and leads personnel administration Activities for Office of Information and Technology (OIT) and provides central personnel administration services to enable OIT to increase effectiveness and efficiency.

### **Activities**

- OIT Government Purchase Card Program Oversight
- OIT Telework Program Management
- Facility (5 OIT field offices) & PIV Support
- Travel Management (only for all former DSO staff)
- OIT Timekeeping Operations Program Management

### **Authorities**

VA Handbook 5007. Pay Administration.

VA Directive 5011. Hours of Duty and Leave. VA Handbook 5007. Pay Administration.

VA Directive 5011. Hours of Duty and Leave.

## *OIT-005H2 Information Technology Workforce Development*

### **Overview**

Information Technology Workforce Development (ITWD) develops employees and leaders throughout their time at VA to increase technical proficiency and effectively orient staff to OIT's mission, vision, and values and understand their linkage to the delivery of services to our nation's Veterans. ITWD engages key agency stakeholders as well as senior and line managers to design, develop and deliver innovative and relevant learning opportunities aligned to mission needs and focused on enhanced performance, while providing a positive return on agency investment.

### **Activities**



- Provides OIT-wide learning initiatives and strategies that support OIT's ability to create and maintain a high-performing workforce to serve our nation's Veterans.
- Prepares VA IT professionals to better serve Veterans and achieve personal career goals through the delivery of targeted, competency-based skill development programs.
- Offers a variety of training options, delivering learning to the field where and when it is needed.
- Implements the Office of Personnel Management's 2210 job series competency models throughout OIT.
- Provides VA-wide Federal Information Security Modernization Act of 2014 compliance regulations/standards, as well as security and privacy training and rules of behavior training.

### **Authorities**

5 C.F.R. § 410.404. Determining if a Conference is a Training Activity.

## ***OIT-005H3 Resource and Organizational Management***

### **Overview**

The Resource and Organizational Management {ROM} Office is responsible for various administrative and analytical services contributing to the business operations within the Office of People Science. These services relate to the following areas: Onboarding functions, OWCP OIT liaison, transit benefits, employee recognition program, purchasing {AOPC-4}, knowledge management platform administration, Travel approval {Level 5}, policy and records management and service level agreements.

### **Activities**

- Support and positively contribute to the business function of the Office of People Science - Putting People First
- Ensuring efficient onboarding processes, providing and maintaining customer tools
- Ensuring the effective share, retention and exchange of policies and information

### **Authorities**

VA Directive 5810. Managing Workers' Compensation Cases and Costs. VA Directive 0633. Transit Benefit Program.

VA Directive 5017. Employee Recognition and Awards.

VA Directive 7401.6. Limited Authority to Pay by Purchase Card.

VA Handbook 0735. Homeland Security Presidential Directive 12 {Homeland Security Presidential Directive-12} Program, Policy for a Common Identification Standard for Federal Employees and Contractors. VA Directive 6300. Records Management.

VA Handbook 6310.1. Forms Management Procedures.

## *OIT-005H4 People Operations*

### **Overview**

The People Operations Office is responsible for providing People Science Consultations to all Services within OIT; providing recommendations on talent acquisition strategies (TAC), recruitment actions, and processes all personnel requests; processing organizational changes, realignment and Personnel Action Requests (PAR) Actions; and providing assistance with e-Performance and process all Special Contribution and Performance Awards. This office is also responsible for coordinating and executing of various Special Projects to improve the hiring process and reach a wider range of applicants to include but not limited to Pathways, Hiring our Heroes, and U.S. Digital Corps.

### **Activities**

- Provides direct customer service to senior leaders, supervisors, and employees on Office of People Science (OPS) related matters.
- Receives all OPS work requests and assign to appropriate Operational Team and/or Team member.
- Provides interface between customers and to ensure appropriate prioritization of work
- Tracks and analyzes all OPS actions and provide performance metrics to customers
- Develops methods to improve OPS customer experience

## *OIT-005HS Organization Development and Engagement*

### **Overview**

Organization Development and Engagement (ODE) partners with OIT leaders to improve business functioning and organizational health through its mission to build organizational capacity, enhance employee engagement and improve the employee experience through value-based principles and proactive engagement. ODE supports VA's Digital Transformation Strategy by achieving the organizational goals for People Excellence. ODE is focused on the pulse of the OIT workforce and is guided by the vision: People who are the best versions of themselves every day.

### **Activities**

- Improves individual and team functioning to proactively prepare the organization to achieve OIT's strategy for change and modernization efforts
- 
- Implements change management practices at the Service Organization and workgroup level to reinforce the OIT strategy, while considering the needs of employees.

- 
- Increases employee engagement in OIT by establishing baseline and metrics for improved outcomes, as well as creating avenues for feedback, conducting outreach efforts and coordinating engagement initiatives.
- 
- Analyzes the results from quantitative sources including the All-Employee Survey and the OIT Employee Engagement Survey, along with qualitative data from focus groups and interviews to action plan and enhance the organizational culture.
- 
- Facilitates the discussion of important topics within OIT to ensure information sharing and communications have a positive relationship to the perceptions and attitudes about diversity, inclusion and collaboration and other positive organizational outcomes.

### **Authorities**

OPM Strategic Plan. Office of Personnel Management Strategic Plan.

[OIT-00SH6 Workforce Planning](#)

## ***OIT-005H6 Workforce Planning***

### **Overview**

The mission of the Workforce Planning Division is to establish OIT workforce policies and Standard Operating Procedures (SOPs); determine organizational workforce requirements and monitor workforce resources; provide organizational change consulting, strategic planning and analysis. The Workforce Planning Division represents the Office of People Science in all workforce planning functions throughout OIT and supports all OIT Department level Activities requiring workforce management input.

### **Activities**

- Executes Manpower Studies
- Manages the Resource Management Board
- Processes Reasonable Accommodations
- Maintains Succession Planning
- Conducts Strategic Workforce Analysis
- Oversees Human Capital Framework Management
- Publishes Employee Surveys

## Authorities

VA Directive 5003. Position Classification, Job Grading and Position Management. VA Handbook 5005. Staffing.

VA Directive 5010. Manpower Management Policy. VA Directive 0213. Organizational Change Policy.

VA Directive 5002. Workforce Planning and Succession.

## *OIT-005H7 Technical Community Management Directorate*

### Overview

Technical Community Management {TCM} creates capabilities to identify, develop and maintain an agile and effective cyber workforce to meet both Department of Veterans Affairs {VA} and Federal level priorities. TCM works with Federal stakeholders to develop baseline requirements, resources, and capabilities that promote the strength and maturity of the federal cyber workforce; analyzes the VA cyber workforce to make data-informed decisions; cultivates VA learning and development programs to reskill and upskill the cyber workforce to adapt to a constantly changing environment; provides critical Federal cyber stakeholder outreach and engagement relative to cyber careers, capabilities, and initiatives.

### Activities

- Leads cyber workforce strategy development and integration throughout the Federal sector.
- Tri-chairs the Federal Cyber Workforce Management and Coordinating Working Group to develop baseline requirements, resources, and capabilities that promote the strength and maturity of the federal cyber workforce.
- Engages with Federal Leadership Councils, Congressional Staffers, Office of the National Cyber Director, National Security Council, and Office of Management and Budget {OMB} on Cyber Workforce Management matters.
- Collaborates with other Federal Agencies to integrate standards, requirements, and capabilities for the cyber workforce. Serves as subject matter experts for all matters regarding Federal Cyber Workforce and provides consultation to other Federal Agencies for implementing best practices and lessons learned.
- Ensures the department's cyber workforce management initiatives are aligned to National Initiative for Cybersecurity Education {NICE} Workforce Framework for Cybersecurity {NICE Framework}. Establishes cyber workforce management initiatives to improve recruitment, retention, development, and growth opportunities for VA's cyber professionals.
- Develops and implements VA cyber workforce management policies and directives to ensure compliance with laws, regulations, and recommended practices. 7) Influence and inform VA response to draft and newly promulgated Federal legislation, OMB guidance, and national level policies affecting VA's Cyber Workforce Management Program.
- Serves as VA's subject matter expert for all strategies, initiatives and activities pertaining to cyber workforce management.

## Authorities

VA Directive 5002. Workforce Planning and Succession. VA Directive 6500. VA Cybersecurity Program.

## *OIT-005H8 People Analytics*

### Overview

People Analytics provides a comprehensive and collaborative environment for all Office of People Science {OPS} data analytics projects, products, and reports to include knowledge management areas which encompass all Office of Information and Technology {OIT}: staffing, demographics, recruitments, human capital measures, customer satisfaction, predictive analytics, and support for ad hoc human resources related data requirements. The Director of People Analytics is responsible for the development, management, and administration of the OPS data policy and oversight of the implementation and organizational compliance with data and information policies and standards. In addition, the team provides data analytics services and products to support OIT planning, policy analysis, reporting and decision-making Activities. People Analytics consists of two teams: Customer Experience and Human Capital Measurements.

### Activities

- Leads Office of People Science (OPS) data management, data analysis, and business intelligence capabilities related to all OPS functional areas.
- Establishes OPS data strategy and policy and implements stated strategy and policy across all OPS business functions.
- Establishes processes to measure, prioritize, and improve data quality across all OPS data management systems

### Authorities

OMB Circular A-130. Management of Federal Information Resources, December 1985.

OMB M-18-19. Improving the Management of Federal Programs and Projects Through Implementing the Program Management Improvement Accountability Act (PMIAA).

OMB M-19-15. Improving Implementation of the Information Quality Act. VA Directive 6500. VA Cybersecurity Program.

## *OIT-005H9 Executive Services*

### Overview

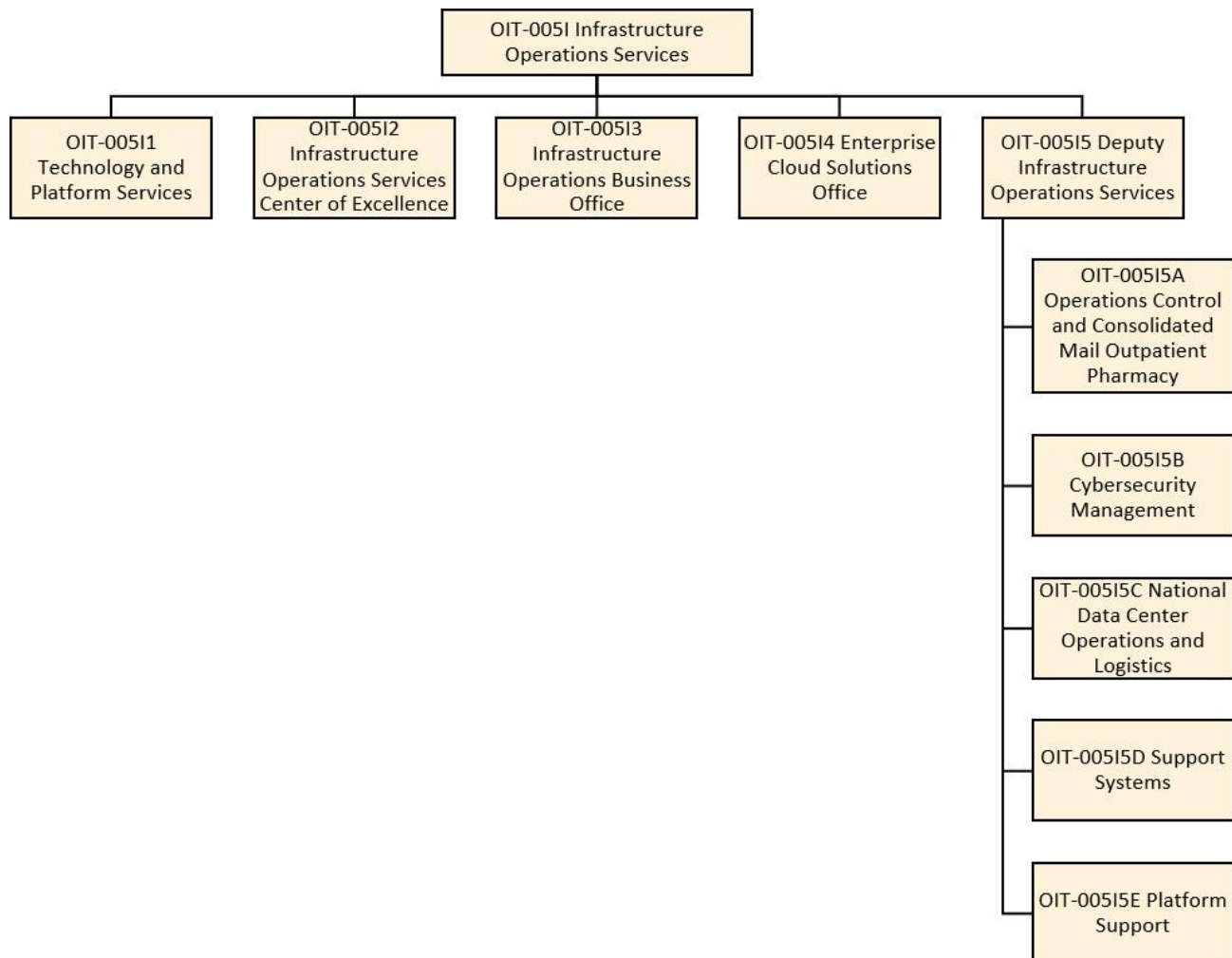
Office of People Science, Executive Services Team: provided human capital services to members of the Senior Executive Service (SES), political appointees, Non-Career SES, Schedule C, Scientific and Professional (ST), and Senior-Level (SL) employees. The Executive Services team ensures that merit system principles are followed for senior executive position recruitment and selections. The team provides advisory services for

executive performance management, talent management, and executive development. Provides advisory services to executives and organization POCs throughout OIT for Presidential Rank Awards, pay setting, awards, bonuses, allocation management, and developmental opportunities. Manages the daily operations of USA Performance.

### **Activities**

- Provides leadership and advisory services that are critical to achieving optimal overall program balance in relation to VA's mission.
- Promotes and maintains successful and productive interactions with a wide variety of entities.
- Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.
- Manages OIT's delegations of signature authorities for statutory and regulatory actions that OIT staff is authorized to make.

## OIT-005I Infrastructure Operations Services



### Overview

Infrastructure Operations {IO} is a customer-centric organization focused on efficiently delivering secure and high availability infrastructure solutions supporting VA's mission. IO is responsible for implementing and sustaining several key technical, management and operational security controls and supporting processes that protect mission critical networks, systems and applications throughout the enterprises. The organization serves as an operational service provider of foundational compute, storage, physical database and client management components for the VA enterprise. IO provides advanced network support and management to more than 1,800 VA facilities, 3,000 circuits, 44,000 network devices, and 140,000 wireless access points.

### Activities

- Implements, migrates, and builds systems in the VA Enterprise Cloud (VAEC), delivering secure and seamless cloud functionality to support the VA enterprise.
- Responsible for the care and feeding of server operating systems, database management, middleware, and storage

presentations for systems in the VA ecosystem, including vulnerability patching, security accreditation and new applications or products that require operational support.

- 
- Offers Tier 3 support across multiple areas of the VA enterprise to include web hosting, printer security, remote use of virtual desktop tools, management of user accounts, SharePoint sites, public key infrastructure certificates and elevated privileges.
- Supports VA's Core and Regional Data Centers throughout the VA enterprise, as well as a variety of Federal requirements and initiatives.

### Authorities

38 U.S.C. § 8117. Emergency Preparedness.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Pub. L. 116-92. NDAA for FY 2020.

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014. VA Directive 6221. Accessible Electronic and Information Technology (EIT).

VA Directive 6066. Protected Health Information (PHI) and Business Associate Agreements Management. VA Directive 6300. Records Management.

VA Directive 6309. Collections of Information.

VA Directive 6507. Reducing the Use of Social Security Numbers.

VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment. VA Directive 6510. VA Identity and Access Management.

VA Directive 6510. VA Identity and Access Management. VA Directive 6513. Secure External Connections.

VA Directive 6517. Risk Management Framework for Cloud Computing Services.

VA Directive 6518. Enterprise Information Management (EIM).

## *OIT-00511 Technology and Platform Services*

### Overview

Technology and Platform Services (TPS) Portfolio, provides hosting solutions for enterprise platform services and supports the IT management improvement goals of the Clinger-Cohen Act of 1996, the e- Government Act of 2002, as well as other related regulations and guidance from the Federal Chief Information Officer (CIO) Council. TPS is dedicated to improving the overall customer IT experience. It is charged with establishing governance for the comprehensive support of IT Enterprise platforms hosting solutions and making decisions about the organization's vision, mission, and strategies for transforming business operations in OIT. The committee will adopt industry standard framework for managing products; governance; and delivery of cost-effective, customer-centric, and scalable IT solutions that meet their business needs. The TPS approach is proactive in nature and collaborative in application, reaching out to customers to provide education regarding platform hosting solutions available and partnering with the IT customer to architect a solution that would best support the OIT customer's mission and business needs. TPS lends decades of combined IT knowledge and



expertise through its members and provides advice and hands-on support throughout the hosting solutions "onboarding" process.

### **Activities**

- Deploys VA Platform One (VAPO) as an Enterprise Multi-cloud PaaS solution that is focused on supporting infrastructure and application modernization.
- Manages Identify and Access Management (IAM) that provides a foundation for a strategic single view of a Veteran or beneficiary.
- Provides support and advice throughout the hosing solutions "onboarding" process.

### **Authorities**

VA Directive 6221. Accessible Electronic and Information Technology (EIT). VA Directive 6518. Enterprise Information Management (EIM).

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.

## *OIT-00512 Infrastructure Operations Services Center of Excellence*

### **Overview**

The Center of Excellence is a dynamic customer-centric organization focused on providing and delivering outstanding administrative and resource customer service to Infrastructure Operations (IO) Executive Front Office and Pillar Directors. Additionally, the Center of Excellence is responsible for implementing and sustaining several key technical, management and operational logistical controls and supporting processes such as IT Asset and Property Lifecycle tracking and management of Government-Furnished Equipment (GFE), IO Light Electronic Action Framework (LEAF) Site management, Service Now (SNOW), Automated Engineering Management System/ Medical Equipment Reporting (AEMS/MERS) and Integrated Financial Accounting System (IFAM) portal management, Acquisition and administrative support operations for both IO appropriated and franchise fund Activities.

### **Activities**

- Ensures all IO administrative and Business Functions run smoothly in support of IO's operational mission.
- Provides strategic planning and program management oversight for projects and programs in 0051 included, but not limited to, administrative and personnel management to meet the mission objectives.
- Identifies improvement areas such as standardizing processes, procedures, training, and other program-wide activities. Works closely with staff within and outside IO to improve IO's business process, procedures, and related programs.
- Furnishes management, coordination and delivery of multi-year planning, budget operations, service level agreements, and revenue collection and tracking.

## Authorities

Pub. L. 103-356. Government Management Reform Act of 1994 (Franchise Fund).

Pub. L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006. VA Directive 6300. Records Management.

VA Handbook 6340. Mail Management Procedures.

VA Handbook 7002. Logistics Management Procedures.

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

## *OIT-00513 Infrastructure Operations Business Office*

### Overview

The Business Office is a dynamic customer-centric organization focused on providing and delivering outstanding administrative and resource customer service to Infrastructure Operations (IO) Executive Front Office and Pillar Directors. Additionally, the Business Office is responsible for leveraging the franchise fund for cost sharing and enhanced business practices using the Integrated Financial Accounting System (IFAM) portal management that supports both acquisition and administrative support operations for both IO appropriated and franchise fund Activities.

### Activities

- Ensures all IO administrative and Business Functions run smoothly in support of IO's operational mission.
- Identifies improvement areas such as standardizing processes, procedures, training, and other program-wide activities. Works closely with staff within and outside IO to improve IO's business process, procedures, and related programs.
- Furnishes management, coordination and delivery of multi-year planning, budget operations, service level agreements, and revenue collection and tracking.
- Utilizes Technology Business Management (TBM) and an IT financial management system to improve transparency, decision making, and spending rationalization.
- Maintains and updates FOM Data Requests. FOM Data Request Link:  
[https://va.lightning.force.com/lightning/n/FOM\\_Home](https://va.lightning.force.com/lightning/n/FOM_Home)

### Authorities

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

VA Handbook 7002. Logistics Management Procedures. VA Handbook 6300.1. Records Management Procedures. VA Handbook 6340. Mail Management Procedures.

VA Handbook 6500.6. Contract Security. 48 C.F.R. § 800 et. seq. FAR-DVA

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

## *OIT-00514 Enterprise Cloud Solutions Office*

### **Overview**

The Department of Veterans Affairs {VA} vision is to leverage cloud technology to efficiently provide high quality, flexible, and Veteran-focused applications and systems using the VA Enterprise Cloud {VAEC}. Migrating to a cloud computing environment will make it easier for the Office of Information and Technology {OIT} to implement the latest technologies to improve services to Veterans. The Enterprise Cloud Solutions Office {ECSO} has developed the VAEC which can be used by most VA project teams interested in developing new applications in, or migrating existing applications to, the VAEC. The ECSO team is available to assist VA teams with their journey. The ECSO offers Application project teams a selection of Professional Services that can be acquired to meet various needs for both deployment and sustainment efforts.

### **Activities**

- Supports the efforts of VA groups interested in using leading edge cloud technologies to solve veteran issues including improving research and patient care.
- Provides cloud expertise to VA projects/product lines for cloud-native software development and migration of legacy applications.
- Uses Artificial Intelligence {AI} for IT Operations {AIOPS} to automate, enhance and synchronize OIT/VAEC operations, e.g., leveraging ScienceLogic.
- Provides a sandbox environment to allow VA projects to evaluate and test cloud services for possible use in creating new Veteran-facing services or provide access to cloud services for contractors awaiting VA system access.

### **Authorities**

Pub. L. 103-356. Government Management Reform Act of 1994 {Franchise Fund}. VA Directive 6221.

Accessible Electronic and Information Technology {EIT}.

VA Directive 6513. Secure External Connections.

VA Directive 6517. Risk Management Framework for Cloud Computing Services.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act {FITARA} of 2014.

HSPD-20. National Continuity Policy.

## *OIT-00515 Deputy Infrastructure Operations Services*

### **Overview**

Infrastructure Operations {IO} is a customer-centric organization focused on efficiently delivering secure and high availability infrastructure solutions supporting VA's mission. IO is responsible for implementing and sustaining several key technical, management and operational security controls and supporting processes that protect mission critical networks, systems and applications throughout the enterprises. The organization serves as an operational service provider of foundational compute, storage, physical database and client management components for the VA enterprise.

IO provides advanced network support and management to more than 1,800 VA facilities, 3,000 circuits, 44,000 network devices, and 140,000 wireless access points.

### Activities

- Implements, migrates, and builds systems in the VA Enterprise Cloud {VAEC}, delivering secure and seamless cloud functionality to support the VA enterprise.
- Responsible for the care and feeding of server operating systems, database management, middleware, and storage presentations for systems in the VA ecosystem, including vulnerability patching, security accreditation and new applications or products that require operational support.
- Offers Tier 3 support across multiple areas of the VA enterprise to include web hosting, printer security, remote use of virtual desktop tools, management of user accounts, SharePoint sites, public key infrastructure certificates and elevated privileges.
- Supports VA's Core and Regional Data Centers throughout the VA enterprise, as well as a variety of Federal requirements and initiatives.

### Authorities

38 U.S.C. § 8117. Emergency Preparedness.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. VA Directive 6221. Accessible Electronic and Information Technology {EIT}.

VA Directive 6300. Records Management. HSPD-20. National Continuity Policy.

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

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014. Pub. L. 113-283.

Federal Information Security Modernization Act (FISMA) of 2014.

VA Directive 6309. Collections of Information.

VA Directive 6510. VA Identity and Access Management.

VA Directive 6004. Configuration, Change, and Release Management Programs. VA Directive 6517. Risk Management Framework for Cloud Computing Services. VA Directive 6518. Enterprise Information Management (EIM).

## *OIT-00SISA Operations Control and Consolidated Mail Outpatient Pharmacy*

### Overview

The Consolidated Mail Outpatient Pharmacy (CMOP) provides prescription order translation and assignment to the seven outlying factor pharmacies geographically located to support mail order efficiencies to all areas of the United States. The CMOP production workforce ensures operational stability of highly mechanized robotic bottling systems to provide verification, validation, and expeditious fulfillment of prescriptions providing an enormous saving to the VA while at the same time ensuring a quality pharmaceutical product to our customers.

Operations Control supports the delivery of veteran benefits and letters; Education and Compensation and Pension via electronic batch Jobs, file transfers and large-scale print output that is scheduled, executed, and controlled in a 24/7 mainframe and open system environment.

### Activities

- CMOP is operationally responsible for the processing of over 500,000 prescriptions per day in support of the Nations Veterans and Indian Health Services.
- Restoration of critical servers enabling CMOP to perform staged Internal Connectivity workflow testing with Regional CMOPS for workload distribution successfully.

### Authorities

Pub. L. 116-136. Coronavirus Aid, Relief, and Economic Security Act (CARES) of 2020.

VA Directive 6066. Protected Health Information (PHI) and Business Associate Agreements Management. VA Directive 6300. Records Management.

VA Directive 6300. Records Management.

VA Directive 6507. Reducing the Use of Social Security Numbers.

VA Handbook 6300.5. Procedures for Establishing and Managing Privacy Act Systems of Records. Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

## *OIT-005ISB Cybersecurity Management*

### Overview

Cybersecurity Management oversees the operational cybersecurity program for Infrastructure Operations. Responsible for implementation and sustainment of several key technical, management and operational security controls and supporting processes that protect mission critical networks, systems, and applications throughout the enterprise. Key functions include security threat visibility and incident response, continuous monitoring, oversight of patch and vulnerability management, endpoint security, monitoring of elevated privileges, and general support for independent audits.

### Activities

- Development of staffing, governance authority, and funding for all products in support the Enterprise Cybersecurity Strategy.
- Centralized Management of Database Monitoring architecture, configuration, and interoperability with current Cybersecurity infrastructure.
- Visibility of connected devices in support of mitigation actions and risk acceptance decisions.

### Authorities

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Pub. L. 113-283.

Federal Information Security Modernization Act (FISMA) of 2014.

VA Directive 6513. Secure External Connections.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

VA Handbook 6500.2. Management of Breaches Involving Sensitive Personal Information.

## *OIT-005ISC National Data Center Operations and Logistics*

### **Overview**

National Data Center Operations and Logistics (NDCOL) is aligned under Infrastructure Operations (IO), within the VA OIT. NDCOL is comprised of various Programs and Operations Groups which support the Core Data Centers (CDC) throughout the enterprise, as well as a variety of federal requirements and initiatives. The objective of NDCOL's efforts is better identification and management of data center infrastructure throughout the enterprise, resulting in increased visibility and compliance with security, reporting and energy efficiency mandates. The obtained improvements in cost effective and efficient delivery of service directly support VA's achievement of continual improvement of service to Veterans. NDCOL is the primary coordinating office for driving and reporting VA's performance against OMB's Data Center Optimization Initiative (DCOI).

### **Activities**

- Manages Annual DCOI Strategic Plan and Quarterly DCOI metrics reporting under OMB Directives M- 19-19 and M-20-5.
- OMB Mandated action to close and/or consolidate data centers.
- Provides physical and operational infrastructure upgrades across the 12 IO managed data centers to maximize the optimization of each data center to support future technologies and growth.
- Provides for on demand scaling of the mainframe CPU complexes and mainframe virtual tape system.

### **Authorities**

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

## *OIT-005I5D Support Systems*

### **Overview**

The Support Systems Pillar is unique in that it touches every user and every device in the Department of Veterans Affairs! On average over 100K service incidents are successfully processed annually. From 34 domains, 600K user accounts, 570K computer accounts, 5K SharePoint sites, 10M HL7 messages, the dedicated contractor and government team of the Support Systems Pillar provides the best support possible to our Veterans and our VA staff.

Our customers include VBA, VHA, NCA and VACO where we also provide web hosting services for sites like VA.gov, GI Bill, and the Elimination of Homeless veterans (EVH) applications. Three central locations include the Capital Regional Resource Center in Martinsburg, WV, the Philadelphia Information Technology Center, and the Austin Information Technology Center. From the Republic of the Philippines to Washington, DC and places in between, we provide support to every VA facility in the Enterprise. 84K printers are selectively managed for printer security, nearly 100K remote users use our Virtual Desktop tools, Middleware components are managed throughout, and emerging technologies are introduced by the Support Systems team.

### Activities

- Provides virtual desktop and applications offerings leveraging the elastic capacity and capabilities that the cloud provides.
- Manages PKI Operations with oversight of 2M PKI Certificates, deploys an Enterprise agent to capture and prevent outages caused by expired PKI certificates.
- Offers Tier 3 support across multiple areas of the VA enterprise to include web hosting, printer security, remote use of virtual desktop tools, management of user accounts, SharePoint sites, public key infrastructure certificates and elevated privileges.
- Active Directory Modernization project is comprised of nineteen objectives based on recommendations from Microsoft, Gartner, and Solution Delivery: including the consolidation of all 32 domains into a single domain.

### Authorities

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Pub. L. 116-136. Coronavirus Aid, Relief, and Economic Security Act {CARES} of 2020.

Pub. L. 113-283. Federal Information Security Modernization Act {FISMA} of 2014. VA Directive 6401. VA Standard Desktop Configurations.

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology. VA Directive 6S13. Secure External Connections.

VA Directive 6S18. Enterprise Information Management {EIM}.

## *OIT-005ISE Platform Support*

### Overview

IO Platform Support pillar provides hosting capabilities and operational support from our subject matter experts {SMEs} skilled in the following technical disciplines: Mainframe, Server, Database, Storage, Backup/Restore, Client Technologies, Scheduling, and Print Management. Platform Services also provides operational support to VA Applications located across over 1600 VHA medical centers, outpatient clinics, vet centers and 56 Veteran Benefit Administration regional offices and 4 Corporate Data Centers.

### **Activities**

- Installs, configures, and migrates new hardware procured by the Infrastructure Readiness Program (IRP).
- Track system ownership, configuration, and compliance enterprise wide.
- Leverages MS Azure IaaS solution to conduct standardized software deployments at an Enterprise level.
- Provides for on demand scaling of the mainframe CPU complexes and mainframe virtual tape system.

### **Authorities**

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014. Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

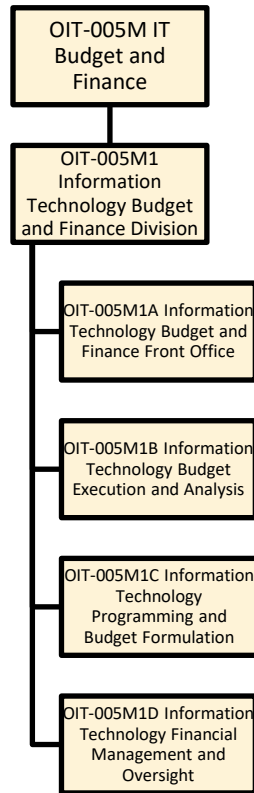
VA Directive 6513. Secure External Connections. VA Directive 6512. Secure Wireless Technology.

VA Directive 6515. Use of Web-Based Collaboration Technologies.



OIT-005M Information Technology Budget and Finance

## OIT-005M Information Technology Budget and Finance



### Overview

The Information Technology Budget and Finance (ITBF) office works with the Office of Management and Budget and Congress to ensure the IT appropriation is transformed into an executable Budget Operating

Plan (BOP) and funding is aligned to development and sustainment Activities across the Department of Veterans Affairs (VA).

### Activities

- Guides OIT efforts in planning, programming, executing, controlling, and accounting for IT resources.
- Leads the administration and formulation of approximately \$5.5 billion annually and \$50 billion in the multi-year budget request.
- Ensures the Congressional appropriation is accurately transformed into an executable and effective Budget Operating Plan (BOP) that properly aligns IT funds to the development, sustainment, and staffing needs across the enterprise.
- Demonstrates effective reporting of data collection and validation of IT requirements while providing effective

programming of resources and formulation of requirements supporting the organization's priorities, strategy, and vision.

- Directs the central accounting and reporting of all OIT budgetary resources and financial activity.
- Provides direction, planning and oversight for financial policy and procedures, financial systems, compliance with Federal financial management regulations and statutes, and audit reviews.
- Leads the cost activity-based initiative, Technology Business Management (TBM).

### **Authorities**

44 U.S.C. § 3501 (a) (4). Paperwork Reduction Act. 44 U.S.C. Ch. 31. The Federal Records Act.

48 C.F.R. Ch. 8. Federal Acquisition Regulation System - Department of Veterans Affairs. Pub. L. 104-106. Information Technology Management Reform Act.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 6320. Correspondence Management.

VA Directive 6404. VA Systems Inventory (VASI).

VA Handbook 6300.2. Management of the Vital Records Program.

## ***OIT-005MI Information Technology Budget and Finance Division***

### **Overview**

Information Technology Budget and Finance {ITBF} MI is comprised of the ITBF Front Office, IT Budget Execution and Analysis Service, IT Programming and Budget Formulation Service, and IT Financial Management and Oversight Service, collectively ensuring the IT appropriation is transformed into an executable Budget Operating Plan {BOP} and funding is aligned to development and sustainment

### **Activities**

- Oversees VA Integrated Enterprise Workflow Solution {VIEWS} and executive correspondence actions and manages responses to Congressional, Government Accounting Office, and Inspector General.
- Provides effective budget execution resource management supporting the organization's priorities and vision.
- Coordinates and supervises all aspects of VA OIT's IT programming and budget formulation activities and clearly articulates connection to organizational purpose and VA's strategic objectives for all requirements, but most notably new and emerging requirements.
- Provides managerial, cost and systems accounting oversight of IT resources and advises the OIT CFO on financial management policies and analysis needed to support informed decision making.
- Provides effective and efficient budget execution oversight and management of the OIT appropriation of

approximately \$6 billion annually, including all supplemental funding.

- Collects information and data during a fiscal year's Programming phase to build requirements during the Budgeting phase of the Planning Programming Budget Execution {PPBE} process and facilitate the Budget Formulation process for OIT.
- Provide central accounting and reporting of all OIT budgetary resources and financial activity.

### **Authorities**

48 C.F.R. Ch. 8. Federal Acquisition Regulation System - Department of Veterans Affairs. OMB Circular A-II. Preparation Submission and Execution of the Budget.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. OMB Circular A-130. Management of Federal Information Resources, December 1985.

Pub. L. 104-106. Information Technology Management Reform Act.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 6320. Correspondence Management.

VA Directive 6404. VA Systems Inventory {VASI}.

## ***OIT-005MIA Information Technology Budget and Finance Front Office***

### **Overview**

The ITBF Front Office provides administrative and personnel management services for IT Budget and Finance to maximize the value of human capital assets in support of mission and operational effectiveness. The ITBF Front Office works to unlock individual and organizational performance and potential through numerous human resource development initiatives and strategies.

### **Activities**

- Oversees VA Integrated Enterprise Workflow Solution {VIEWS} and executive correspondence actions and manages responses to Congressional, Government Accounting Office, and Inspector General for ITBF.
- Provides front office management and operational continuity throughout ITBF.
- Provides Personnel Accountability, Crisis Communication, and Contingency Planning.
- Completes human resources duties for ITBF including staffing, financial awards, and service recognition among others.
- 
- Manages strategic planning and organizational improvement initiatives for ITBF.
- Manages the personal identity verification {PIV} process for ITBF.

- Provides Human Resources {HR} Liaison Services to include but not limited to Employee Relations/Employee Labor Relations, Equal Employment Opportunity {EEO}, Position Management, Recruitment/Retention, etc.

### **Authorities**

44 U.S.C. § 3501 (a) (4). Paperwork Reduction Act. 44 U.S.C. Ch. 31. The Federal Records Act.

VA Directive 6320. Correspondence Management.

VA Handbook 6300.2. Management of the Vital Records Program.

## ***OIT-005MIB Information Technology Budget Execution and Analysis***

### **Overview**

The IT Budget Execution and Analysis Service (ITBEAS) provides effective and efficient budget execution oversight and management of the OIT appropriation of approximately \$6 billion annually, including all supplemental funding while striving to improve transparency and visibility into budget execution data and standardization of budget data and dashboarding.

### **Activities**

- Provides effective budget execution resource management supporting the organization's priorities and vision.
- Improves transparency and visibility into budget execution data and metrics across OIT, including the standardization of budget data and dashboarding.
- Supports efficient and accurate budget data research and reporting.
- Executes the budget while ensuring that funds are meeting development, operations, sustainment, and staffing needs across OIT.
- Provides Portfolio Management for all IT portfolios for all OIT execution to ensure individual programs are properly resourced to meet mission goals over the lifecycle of the program and IT funds are distributed effectively across the portfolio to meet current and future needs.
- Unifies data across OIT by leveraging new technologies to provide an enterprise authoritative data source, effectively manage resources, and optimize business decisions made at the tactical, operational, and strategic levels of the organization.

### **Authorities**

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources.

## ***OIT-005MIC Information Technology Programming and Budget Formulation***

## Overview

The IT Programming and Budget Formulation Service {ITPBFS} collects information and data during a fiscal year's Programming phase to build requirements during the Budgeting phase of the Planning Programming Budget Execution {PPBE} process and facilitate the Budget Formulation process for OIT. ITPBFS Coordinates and supervises all aspects of VA OIT's IT programming and budget formulation Activities ensuring proper submission of the final deliverable to OMB and Congress.

## Activities

- Coordinates and supervises all aspects of VA OIT's IT programming and budget formulation activities and clearly articulates connection to organizational purpose and VA's strategic objectives for all requirements, but most notably new and emerging requirements.
- Demonstrates effective reporting of data collection and validation of IT requirements.
- Reduces costs through the elimination of duplicative programs and the transition of legacy systems.
- Responsible for the development and submission of the OIT Congressional Budget Justification for September Submission and Passback Submission to OMB and Congress.
- Provides effective programming of resources and formulation of requirements supporting the organization's priorities, strategy, and vision.
- Ensures all budget Portfolio requests averaging \$\$S million annually, including \$670 million Transformation Funds are adequately justified and validated in Budget Tracking Tool {BTT} to meet the current and future needs of OIT.
- Facilitates the Budget Formulation process for OIT ensuring proper submission of the final deliverable to OMB and Congress.

## Authorities

Pub. L. 104-106. Information Technology Management Reform Act.

## *OIT-005MID Information Technology Financial Management and Oversight*

### Overview

The IT Financial Management and Oversight Service {ITFMOS} is responsible for the central accounting and reporting of all OIT budgetary resources and financial activity. and provides managerial, cost, and systems accounting oversight of all IT resources ensuring proper funding of VA IT related acquisitions.

### Activities

- Provides managerial, cost and systems accounting oversight of IT resources and advises the OIT CFO on financial management policies and analysis needed to support informed decision making.

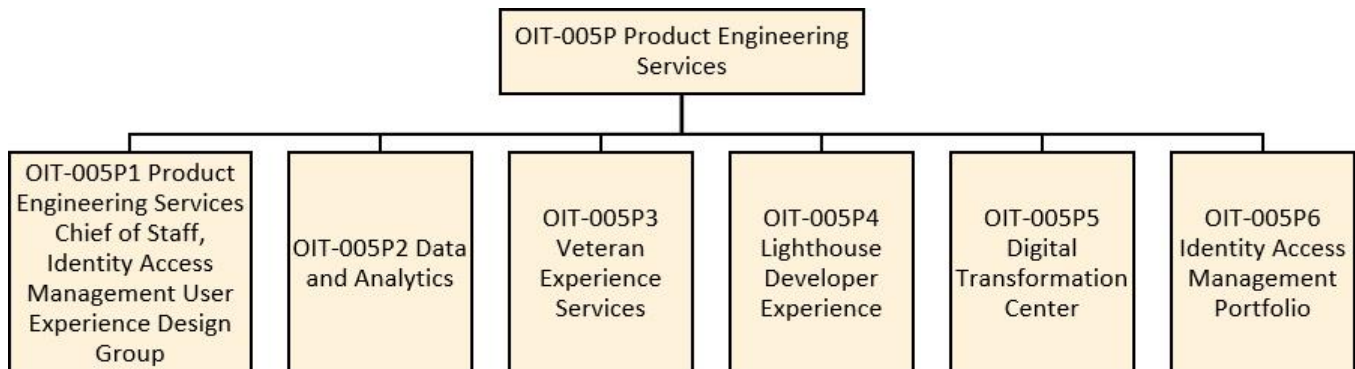
- Provides oversight for the proper funding of VA IT related acquisitions averaging \$S.07 billion annually and \$3.7 billion of Software in Service in accordance with appropriation law and VA IT Policy.
- Serves as the accounting and financial policy interface to the Department's Office of Finance and monitors and reports on OIT financial management compliance with all applicable federal and financial laws and regulations.
- Establishes and implements financial policy, systems, and operating procedures providing OIT-wide guidance and analysis on all aspects of financial management, audit readiness and remediation.
- Directs and manages OIT's financial operations and systems support in an integrated manner to support the VA's overall mission needs and the VA Secretary's strategic goals.
- OIT Lead for the cost activity-based initiative Technology Business Management averaging \$6-\$8 billion annually.
- Provides oversight for OIT Travel, Charge Card programs management, operational support, and customer service for end users consisting of travelers, travel arrangers, Agency and Organization Program Coordinators, and approving officials.

### **Authorities**

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 6404. VA Systems Inventory {VASI}.

## OIT-005P Product Engineering Services



### Overview

Product Engineering delivers innovative products using Software as a Service {SaaS}, low-code, and a shared delivery infrastructure with highly differentiated products that provide key applications and data for our customers. Success is measured by leveraging emerging technology, methodologies, and trends found in private sector that deliver unparalleled value to Veterans and those who care for them.

### Activities

- Leverages data to determine modernization path for each application that leads to enterprise modernization resulting in commercial-grade products.
- Drives strategic transformation of software development processes, identifies emerging trends to plan innovative, commercial-level solutions, strategy, and security.
- Identifies strategies that catalyze transformation and empower developers and vendors to manage their own end-to-end requirements effectively and securely.
- Plans secure, resilient, flexible, and scalable delivery infrastructure.
- Plans, develops, and implements all requirements for service security and accreditation.
- Leverages emerging technology, methodologies, and trends that deliver unparalleled value by creating a standardized, consistent, low-burden environment.
- Purchases and refactors commodities for the most effective investment.
- Re-architects applications to enable service reusability and product team alignment.
- Provides business partners access to mission-critical data that enables rapid, and more efficient care for Veterans.
- Maximizes knowledge and data reuse and improves quality and consistency.
- Provides an enterprise vision for data and analytics to gain efficiencies of scale and achieve standardization.

## Business Functions

Provide Information Technology Services

## Authorities

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6004. Configuration, Change, and Release Management Programs.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 6051.

Department of Veterans Affairs (VA) Enterprise Architecture (EA).

VA Directive 6052. Information Technology Strategic Planning.

VA Directive 6221. Accessible Electronic and Information Technology (EIT). VA Directive 6300. Records Management.

VA Directive 6301. Electronic Mail Records.

VA Directive 6310. Forms, Collections of Information, and Reports Management. VA Directive 6510. VA Identity and Access Management.

VA Handbook 6340. Mail Management Procedures. VA Directive 6551. Enterprise Design Pattern.

## *OIT-005PI Product Engineering Services Chief of Staff, Identity Access Management User Experience Design Group*

### Overview

The Product Engineering Chief of Staff office manages all business office functions for the PE Team. COS is responsible for PE budget, contracts, personnel and correspondence. Manages a staff of 254 employees ensuring all administrative Activities are timely and comply with all applicable guidance. Responsible for a budget and contracts totaling \$700 million. Manages close to 500 tasks per year originating from sources such as OIG, GAO, Congress and internal VA requests.

### Activities

- The PE COS office provides budgetary expertise and guidance, and is responsible for current year budget execution for the service line.
- PE COS provides personnel support and resource management. The team is the primary point of contact for the office of people science and human resource specialists for all personnel related matters.
- PE COS manages all actions, executive correspondence, records management for the service line.
- PE COS provides contracting officer representative support for the entire service line.

### Authorities

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 6052.



Information Technology Strategic Planning.

VA Directive 6300. Records Management. VA Directive 6301. Electronic Mail Records.

VA Directive 6310. Forms, Collections of Information, and Reports Management. VA Handbook 6340. Mail Management Procedures.

## *OIT-005P2 Data and Analytics*

### **Overview**

The Product Engineering Data and Analytics (DA) team uses data to create solutions and deliver platforms to build modern data products. DA manages the consolidated, accessible and authoritative source of Veteran data reducing friction in Veteran interactions with the VA. DA ensures VA operational readiness by providing national level data and enables analytics and insights for research, development and planning

### **Activities**

- Provides VA Employees and leadership with a definitive set of curated data products for use across the Enterprise to power Veteran facing systems, answer Key Analytical Questions, and enable evidence-based decision making.
- 
- Delivers an integrated ecosystem of interoperable data management and discovery platforms.
- Manages five product groups including Collaborative Master Data Management (CMDM) and Application Programming Interfaces (APIs), Data Platforms, Health Data Products & Analytics, Repositories & Health Services, and Data Services.

### **Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6004. Configuration, Change, and Release Management Programs.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 6051.

Department of Veterans Affairs (VA) Enterprise Architecture (EA).

VA Directive 6052. Information Technology Strategic Planning. VA Directive 6301. Electronic Mail Records.

VA Directive 6221. Accessible Electronic and Information Technology (EIT). VA Directive 6300. Records Management.

VA Directive 6310. Forms, Collections of Information, and Reports Management. VA Directive 6510. VA Identity and Access Management.

VA Directive 6551. Enterprise Design Pattern.

## *OIT-005P3 Veteran Experience Services*

### **Overview**

The Product Engineering Veterans Experience Service (VES) team has the responsibility to increase trust and provide the most seamless experience possible for Veterans trying to access the benefits and services they've earned. VES manages over 80 products including Veterans Relationship Management, Eligibility and Enrollment, and Digital Experience. VES meets Veterans where they are through mobile applications and online chat options to meet the needs of all Veterans.

### Activities

- VES provides Veterans, family members, and caregivers with an easy, intuitive, and personalized experience when interacting with the VA.
- VES's role and responsibility is to increase trust and provide the most seamless experience possible for Veterans trying to access the benefits and services they've earned.
- VES makes sure Veterans have the best possible experience when they are interacting with the VA.
- VES is responsible for decreasing the time Veterans spend waiting for an outcome and increasing the quality and reliability of VA services.

### Authorities

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6004. Configuration, Change, and Release Management Programs.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 6052. Information Technology Strategic Planning.

VA Directive 6221. Accessible Electronic and Information Technology (EIT).

VA Directive 6310. Forms, Collections of Information, and Reports Management. VA Directive 6551. Enterprise Design Pattern.

## *OIT-005P4 Lighthouse Developer Experience*

### Overview

The Product Engineering Lighthouse Developer Experience (LDX) is a Veteran-centered Application Programming Interface (API) platform for securely accessing VA data to build innovative tools for Veterans. LDX manages over 80 applications that use APIs through Lighthouse and 3rd party applications. Over 1/3 of these are Veteran facing applications. Lighthouse API makes VA software delivery better, faster, and safer, ensuring Veterans can use the applications they need.

### Activities

- LDX provides API Documentation and explores usage policies and technical details about VA's API offerings.
- LDX manages all consumer onboarding for APIs. LDX reviews quality and security of all applications integrating with APIs and data before "go live".

- LDX is helping to change the face of VA data by adding data to the Lighthouse development portal and making it available through APIs.

### **Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6004. Configuration, Change, and Release Management Programs.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 6221. Accessible Electronic and Information Technology (EIT).

VA Directive 6052. Information Technology Strategic Planning. VA Directive 6551. Enterprise Design Pattern.

## ***OIT-005PS Digital Transformation Center***

### **Overview**

The Product Engineering Digital Transformation Center (DTC) is designed to accelerate the IT delivery process by enabling VA to leverage Software as a Service (SaaS) and Platform as a Service (PaaS) technologies. DTC manages over 250 unique products with over 100 available through the DTC product marketplace. DTC projects aim to move VA products from analog to digital as the Veteran demand for digital products continues to grow.

### **Activities**

- DTC is designed to accelerate the IT delivery process by enabling VA to leverage Software as a Service and Platform as a Service technologies.
- DTC makes it faster and easier to access modern digital products.
- DTC leverages No Code / SaaS Solutions; Low Code / PaaS & End User Support; Modern Software Development; Security and Accreditation Support; Product Management; and Reusable Contracts / Streamlined Licensing to meet customer needs.
- By digitizing information-intensive processes and analog tasks, DTC is reducing overall IT costs and improving implementation times.

### **Authorities**

VA Directive 6004. Configuration, Change, and Release Management Programs. VA Directive 6221. Accessible Electronic and Information Technology {EIT}.

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 6052. Information Technology Strategic Planning.

VA Directive 6551. Enterprise Design Pattern.

## *OIT-005P6 Identity Access Management Portfolio*

### **Overview**

The Product Engineering Identity Access Management {IAM} team is a Veteran-centered team that is development the next generation of access management for VA applications. The IAM team works with Veterans and stakeholders to understand access needs and develop solutions that serve all Veterans. IAM is a new team in FY23 and will be developing specific goals and timelines during FY23.

### **Activities**

- IAM is a new team that is in the process of being created.
- The PE IAM team is currently recruiting and hiring qualified staff.
- As this is a new team, the IAM team will start by setting short and long range goals and planning budgetary needs.
- PE anticipates the IAM team to be minimally functional by the end of FY23.

### **Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

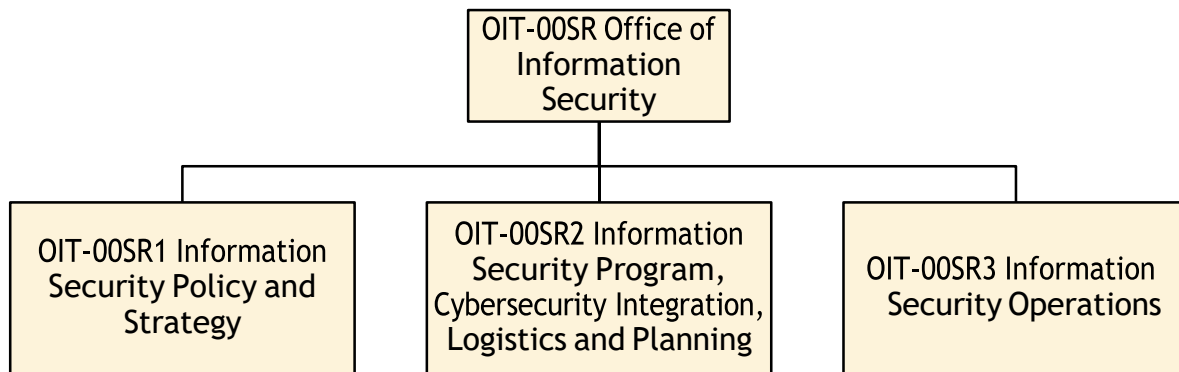
VA Directive 6S10. VA Identity and Access Management.

VA Directive 6004. Configuration, Change, and Release Management Programs.

VA Directive 6008. Acquisition and Management of VA Information Technology Resources. VA Directive 60S2. Information Technology Strategic Planning.

VA Directive 6221. Accessible Electronic and Information Technology {EIT}. VA Directive 6SS1. Enterprise Design Pattern.

## OIT-005R Office of Information Security



### Overview

The Office of Information Security (OIS) manages VA's cybersecurity program and is committed to protecting Veteran data and VA information systems. OIS is comprised of three (3) service lines:

Information Security and Policy Strategy (ISPS), Information Security Programs and Logistics (ISPL), and Information Security Operations (ISO). OIS delivers enterprise-wide strategy, policy, governance, and network defense through collaboration with the VA and the Office of Information Technology (OIT).

### Activities

- Creates an Agency-wide cybersecurity strategy to enable risk-based decision making, enforcement, and accountability measures for VA leaders.
- Integrates cybersecurity into enterprise-wide risk management programs and processes to protect data regardless of its location.
- Enhances the High Value Asset (HVA) risk management program to better protect our most critical systems and integrates the National Institute of Standards and Technology (NIST) Cybersecurity Framework with VA cybersecurity risk management processes.
- Ensures VA network access methods are secure, flexible, and support VA business processes to improve cyber hygiene to minimize exposure to potential attack vectors and cyber threats.
- Leverages shared security capabilities across the enterprise, collaborates with partners and third-party providers to meet VA cybersecurity requirements, and works with stakeholders to provide cybersecurity services adding business value.
- Integrates cybersecurity policies, standards, architectures, and services with business and IT processes to link cybersecurity investments with mission outcomes.
- Accelerates adoption of innovative and effective cyber technologies to address cybersecurity gaps and employs

mechanisms to take a proactive approach to cybersecurity threats.

- Validates and enhances cross-organizational incident response and continuity of operations plans.
- Enhances VA cybersecurity commitment and accountability across the organization to develop a cybersecurity-aware VA culture.

### **Authorities**

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

H.R. 3979. The Federal Information Technology Acquisition Reform (FITARA).

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014. Pub. L. No. 114-113. Consolidated Appropriations Act, 2016.

## ***OIT-005R1 Information Security Policy and Strategy***

### **Overview**

Information Security Policy and Strategy (ISPS) oversees the establishment, deployment, and monitoring of enterprise information security policies and strategies, security architectures, and implementation plans. ISPS is comprised of five multi-functional areas: Specialized Device Cybersecurity Division (SDCD), Information Security Policy and Compliance (ISPC), Information Security Engineering (ISE), Information Security Risk Management (ISRM), and Enterprise Security Architecture (ESA).

### **Activities**

- Fulfills the CIO's responsibilities as required by the Federal Information Security Modernization Act of 2014 (FISMA), Cybersecurity Information Sharing Act of 2015, Federal IT Acquisition Reform Act (FITARA), and other laws relevant to cybersecurity.
- Develops and implements VA cybersecurity policies and directives.
- Collaborates with the Department of Defense (DoD) to increase reciprocity and improve the Veteran experience.
- Adapts to the evolving cybersecurity threat landscape by continuing to centralize and refresh policy and guidance.
- Develops, manages, and supports a holistic cybersecurity program as part of the Electronic Health Record (EHR) initiative.
- Manages the Medical Device Protection Program.
- Proactively manages organizational cyber risk.

### **Authorities**

38 C.F.R. pt. 16. Protection of Human Subjects.

Exec. Order No. 13556. Controlled Unclassified Information. 44 U.S.C. § 3554. Federal Agency Responsibilities.

Pub. L. 113-283. Federal Information Security Modernization Act {FISMA} of 2014.

Pub. L. 115-232 § 889. Prohibition On Certain Telecommunications and Video Surveillance Services or Equipment.

VA Directive 6500. VA Cybersecurity Program.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

## *OIT-005R2 Information Security Program, Cybersecurity Integration, Logistics and Planning*

### **Overview**

The Information Security Programs and Logistics {ISPL} service line is responsible for coordinating Activities across OIS to ensure operations and the use of resources are integrated, transparent, and efficient. ISPL develops the program's strategic goals, objectives, and recommends necessary adjustments to improve the organization's ability to meet those goals. Additionally, ISPL evaluates, develops, recommends, and implements management and administrative practices for efficiencies and to meet organizational goals and objectives. ISPL functions include Cybersecurity Program Management/Planning; Programming, Budgeting and Execution; Acquisition Management; CS Program Metrics; Enterprise Cybersecurity Program {ESCP}, and OIS logistics functions such as Business Operations and Administration.

### **Activities**

- Integrates, coordinates, and provides technical guidance on program objectives, strategy development, and strategic direction for cybersecurity activities across OIS to ensure consistency with VA and OIT strategic goals and objectives.
- Ensures deliverables are submitted in a complete, consistent, and comprehensive manner, supportive of the Department's position, and properly coordinated with departmental stakeholders.
- Manages and oversees communications and provides coordinated responses to the CIO in response to agency level cybersecurity inquiries from Congress, the Department of Homeland Security {DHS}, Office of Management and Budget {OMB}, VA Office of Inspector General {OIG}, the Government Accountability Office {GAO}, etc.
- Conducts information security budget formulation, execution, management, monitoring, and control and oversees, facilitates, and monitors the Planning, Programming, Budgeting and Execution {PPB&E} of OIS funding requirements, the development and approval of the multi-year plan of the OIS budget, and ensures directors and program managers communicate cybersecurity requirements for execution by contract support offices.
- Coordinates with OIT Offices and Service Teams, as well as external organizations, to identify and mitigate risks and implement best practices to improve VA cybersecurity policies and programs.

- Oversees and manages prioritized cybersecurity projects and initiatives across the enterprise to increase operational efficiencies.
- Remediates VA material weaknesses and provides support to cybersecurity initiatives across the enterprise.
- Manages Department-level FISMA reporting and cybersecurity program reviews.

### **Authorities**

VA Directive 6500. VA Cybersecurity Program.

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

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.

## ***OIT-005R3 Information Security Operations***

### **Overview**

Information Security Operations (ISO) sets the direction for VA's cybersecurity operations actions. ISO synchronizes VA strategic guidance into VA's cybersecurity efforts through the Cybersecurity Operations Center (CSOC), Enterprise Security Operations (ESO), and Assessment Division (AD). ISO provides executive-level leadership, to include Information System Security Officers (ISSOs), to protect and provide VA-wide cybersecurity responses to Department of Homeland Security's Emergency Directives, and Presidential Executive Orders. ISO is the executive lead for cybersecurity incidents with Electronic Health Records (EHR) and in coordination with the Intelligence Community for cyber intelligence issues,

### **Activities**

- Supports the CIO statutory requirements as related to enterprise cybersecurity and ensures compliance with laws, regulations, and recommended practices, to include Federal requirements for safeguarding data and information systems.
- Collaborates with other Federal agencies on cybersecurity issues and threat information response and performs Federal liaison functions pertaining to cybersecurity to align with Federal cybersecurity priorities and requirements.
- Monitors, detects, reports, contains, and mitigates risks and threats to VA network and infrastructure.
- Verifies and validates VA cybersecurity posture and defends VA against emerging and imminent threats.
- Protects VA sensitive information and systems against cybersecurity threats by leveraging the expertise of ISSOs to provide guidance and support for all information security matters at VA.

### **Authorities**

OMB Circular A-130. Management of Federal Information Resources, December 1985.

OMB M-19-03. Strengthening the Cybersecurity of Federal Agencies by enhancing the High Value Asset



Program.

Pub. L. 113-29 sub. D. Federal Information Technology Acquisition Reform Act (FITARA). Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

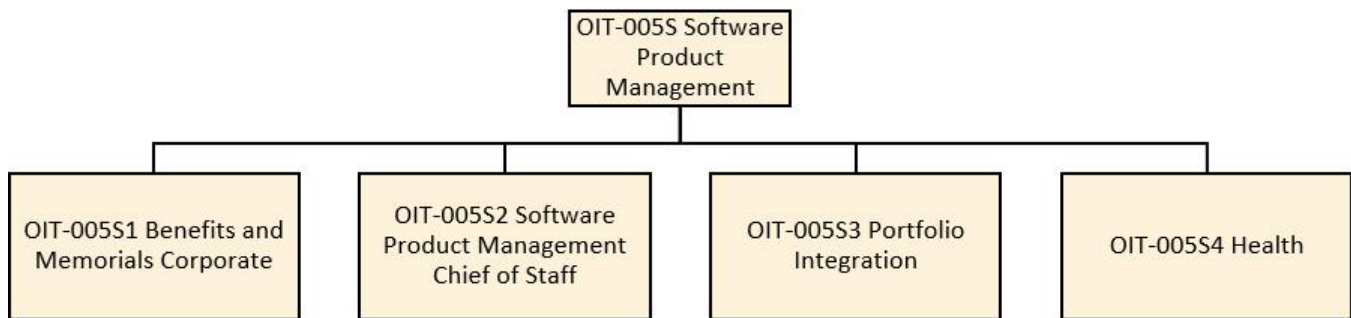
Pub. L. 115-91 title X subtitle G. Modernizing Government Technology (MGT) Act of 2017.

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

VA Directive 6500. VA Cybersecurity Program.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

## OIT-0055 Software Product Management



### Overview

Software Product Management (SPM) manages acquisitions and orchestrates human capital to deliver and sustain software products to, and in support of, Veterans. Software products include Managed Services, Software as a Service (SaaS), Commercial Off the Shelf (COTS), Low-code/No-code, and custom-developed applications. SPM is organized by Product Teams (scrum teams), Product Lines (groups of product teams), and Portfolios (groups of Product Lines). SPM's most common interactions are with Infrastructure Operations (IO) and Product Engineering (PE). IO provides the hosting services (on & off prem) for SPM applications and Product Engineering provides solutioning with SaaS and Low-code/No-code configuration. SPM is a customer of both organizations and orchestrates Activities so that our business customers have a "one stop shop" for applications.

### Activities

- Directs the IT portfolios and the SPM Chief of Staff Office, improving performance, and delivering appropriate IT strategies.
- Consolidates programs and projects under the three VA business line portfolios (Health, Corporate, and Benefits and Memorials (BAM), which directly support VA's strategic objectives.
- Tracks budget funding from the portfolio down to project level.
- Oversees program and project managers in enterprise-wide scheduling, resource allocation, testing, design, engineering, and implementation, and works closely with the account managers to ensure they have the information they need to work with our business partners.

### Authorities

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014. 40 U.S.C. Ch. 113, 115. Information Technology Management.

VA Directive 6500. VA Cybersecurity Program. VA Directive 6300. Records Management.

VA Directive 6404. VA Systems Inventory (VASI).

## *OIT-005S1 Benefits and Memorials Corporate*

### **Overview**

The BAM/Corporate area combines two SPM missions. The BAM Portfolio serves the Veterans Benefits Administration (VBA}, the Board of Veterans Appeals (BVA}, and the National Cemetery Administration (NCA} to develop and manage advanced technology solutions through seven product lines: Appeals, Benefits Integration and Administration, Compensation and Pension, Education Veterans Readiness and Employment, Insurance, Loan Guaranty, and Memorial Benefits and Services.

The Corporate Portfolio manages IT development and sustainment products that support enterprise-wide areas such as human resources (HR}, security and preparedness, property management, financial Activities, and congressional correspondence. Corporate IT systems deliver services to Veterans by providing products with greater efficiencies and processes for internal business practices that enable a more effective VA workforce.

### **Activities**

- Oversees program and project managers in enterprise-wide scheduling, resource allocation, testing, design, engineering, and implementation, and works closely with the account managers to ensure they have the information they need to work with our business partners.
- Manage products and applications that facilitate Veteran disability and pension claim processing and payment.
- Manage products and systems that allow Veterans to access to education, training, and employment benefits.
- Support VBA by managing products and systems that support all VBA life insurance programs, and program-level system and applications supporting VA home loan benefits.
- Support BVA by managing products associated with the appeals process.
- Manage systems and applications for NCA associated with scheduling burials and delivering monuments.
- Provide service delivery platforms and support for VBA and NCA business line applications, as well as support for the Corporate Database {CRP}.

### **Authorities**

VA Handbook 6500.2. Management of Breaches Involving Sensitive Personal Information. 40 U.S.C. Ch. 113, 115. Information Technology Management.

VA Directive 6404. VA Systems Inventory {VASI}. VA Directive 6500. VA Cybersecurity Program.

VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

VA Handbook 6500.3. Assessment, Authorization and Continuous Monitoring of VA Information Systems. VA Handbook

6500.5. Incorporating Security and Privacy into the System Development Life Cycle.

VA Handbook 6500.8. Information System Contingency Planning. VA Directive 6502. VA Enterprise Privacy Program.

VA Directive 6507. Reducing the Use of Social Security Numbers.

VA Handbook 6507.1. Acceptable Uses of the Social Security Number {SSN} and the VA SSN Review Board. VA Handbook 6508.1. Procedures for Privacy Threshold Analysis and Privacy Impact Assessment.

## *OIT-005S2 Software Product Management Chief of Staff*

### **Overview**

The CoS Office enables SPM Executive leadership, Portfolio, and Product Line leadership to focus on strategic and delivery-focused Activities that add value to our business customers and Veterans. The CoS office manages administrative, personnel, budget and logistics, and operations oversight in supporting the SPM portfolios mission of providing software services to the VA and Veterans.

### **Activities**

- Ensure SPM has a functioning front office that handles, tracks, and brings to closure all correspondence, action tracking, and other critical administrative and operational functions.
- Provide support to SPM Executive leaders, Portfolios, and Product Lines for human capital management, budget, acquisition, operational activities, and ensure consistent reporting and coordination.

### **Authorities**

Pub. L. 116-136. Coronavirus Aid, Relief, and Economic Security Act {CARES} of 2020.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act {FITARA} of 2014. 40 U.S.C. Ch. 113, 115. Information Technology Management.

VA Directive 6300. Records Management.

## *OIT-005S3 Portfolio Integration*

### **Overview**

Portfolio Integration provides governance, oversight, and technical support across all portfolios and product lines within SPM. This team supports the full product lifecycle within the DevSecOps environment. Projects and Activities under this team typically cross multiple product lines and portfolios and have enterprise-wide impacts. Significant coordination is required with the product lines, other OIT stakeholders and our business customers. SPM serves as a crucial element in meeting the goals of building accessible and quality IT software solutions.

### **Activities**

- Orchestrate cross-portfolio efforts such as Service Management, GRC, Integration Projects, and Metrics

& Reporting.

- Provides technical support to each portfolios in developing and maintaining software solutions.
- Coordinates with senior OIT, VA, and external agencies to assist SPM portfolios in providing software support to customers.

### **Authorities**

40 U.S.C. Ch. 113, 115. Information Technology Management. VA Directive 6404. VA Systems Inventory {VASI}.

VA Directive 6500. VA Cybersecurity Program.

VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

VA Handbook 6500.3. Assessment, Authorization and Continuous Monitoring of VA Information Systems. VA Handbook 6500.5. Incorporating Security and Privacy into the System Development Life Cycle.

VA Handbook 6500.8. Information System Contingency Planning. VA Directive 6507. Reducing the Use of Social Security Numbers. VA Directive 6502. VA Enterprise Privacy Program.

VA Handbook 6507.1. Acceptable Uses of the Social Security Number {SSN} and the VA SSN Review Board. VA Handbook 6508.1. Procedures for Privacy Threshold Analysis and Privacy Impact Assessment.

## ***OIT-005S4 Health***

### **Overview**

The Health Services Portfolio provides advanced technology solutions that enable transition and ensure modern, high quality, and efficient medical care delivery. The primary focus is on the development and execution of quality IT projects that address the needs of Veterans and health care providers through the management of health care information, along with sustainment of production software that keeps the mission on a forward path. The Portfolio's innovative IT solutions support Veterans Health Administration {VHA} in becoming a high reliability organization and delivering exceptional, coordinated, and connected care for Veteran health and well-being. More specifically, the organization works to modernize health initiatives that enhance customer experience and improve Veterans' trust in VA through consistent and accessible customer interaction channels.

### **Activities**

- Provides healthcare software products for VHA, specifically the current Electronic Health Record and its key clinical components including Scheduling and Telehealth in support of doctors, nurses, and other health care providers.
- Provides healthcare software products on behalf of VHA for Veterans who receive Community Care
- Provides supply chain solution on behalf of VHA Supply Chain Management program at VA medical facilities to

include the modernization of the supply chain program across VA.

## Authorities

40 U.S.C. Ch. 113, 115. Information Technology Management. VA Directive 6300. Records Management.

VA Directive 6404. VA Systems Inventory (VASI).

VA Directive 6507. Reducing the Use of Social Security Numbers. VA Directive 6500. VA Cybersecurity Program.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

VA Handbook 6500.2. Management of Breaches Involving Sensitive Personal Information.

VA Handbook 6500.3. Assessment, Authorization and Continuous Monitoring of VA Information Systems. VA Handbook 6500.5. Incorporating Security and Privacy into the System Development Life Cycle.

VA Handbook 6500.8. Information System Contingency Planning. VA Directive 6502. VA Enterprise Privacy Program.

VA Handbook 6507.1. Acceptable Uses of the Social Security Number (SSN) and the VA SSN Review Board. VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment.

VA Handbook 6508.1. Procedures for Privacy Threshold Analysis and Privacy Impact Assessment.

## OIT-005T Solution Delivery

### Overview

Solution Delivery (SD) designs and maintains world-class connectivity, collaboration, and support services that produce measurable business value with secure, redundant, and reliable connections across the enterprise. SD aims to deliver a delightful user experience, empowering internal and external VA customers, with robust offerings for Web Conferencing, Telephony, Secure Messaging, Collaboration, and more built on a resilient Network Infrastructure.

### Activities

- Delivers enterprise-wide Microsoft Office 365 services including Exchange Online, Microsoft Teams, SharePoint Online, Bookings, etc.
- Engineers, builds, and provides Tier 3 and 4 support of VA's premier Enterprise Messaging and Collaboration solutions.
- Engineers and operates a standards-based and service-oriented network infrastructure that assures redundancy and connectivity throughout the enterprise to optimize the Veteran digital experience.
- Designs, builds, supports, and monitors VA's enterprise telephony systems, video teleconferencing network, telehealth infrastructure, and national contact center technologies.
- Implements a flexible and resilient unified communications architecture designed to efficiently connect Veterans to VA resources.

### Authorities

VA Directive 6103. VA Electronic Mail System. VA Directive 6301. Electronic Mail Records.

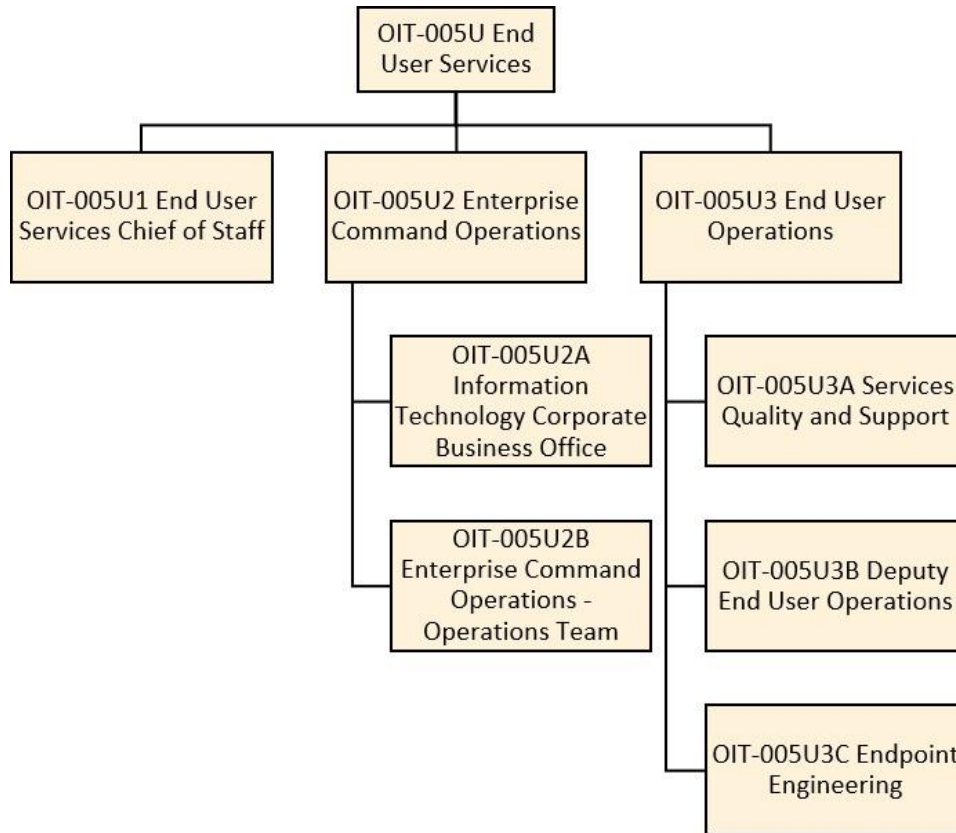
VA Directive 6311. VA E-Discovery.

VA Directive 6512. Secure Wireless Technology. VA Directive 6513. Secure External Connections.

VA Handbook 6301. Procedures for Handling Electronic Mail Records. VA Handbook 6500.8. Information System Contingency Planning.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

## OIT-005U End User Services



### Overview

Provides centrally managed services to enable a delightful end user experience with assured services and products available anytime, anywhere, and for anyone. End User Services (EUS) is comprised of End User Operations (EUO) and Enterprise Command Operations (ECO) and aims to produce uninterrupted services by enabling a system of people, equipment, and processes to operate at peak performance. EUS establishes a system of interconnected practices to work to continuously to improve how products and services work and deliver value to customers and enable VA to optimize service delivery to Veterans. Ultimately, EUS endeavors to ensure all end users in VA have their IT needs represented and understand how to navigate to the services and products they require.

### Activities

- Establishes a system of interconnected processes and people to work to continuously improve how products and services work and deliver value to customers.
- Ensures all end users in VA have their IT requirements represented, know how to navigate to the services and products they require, and be assured that those services and products will be available.
- Delivers on the key principles of World Class IT through Activations and Implementation, Enterprise Service Desk, End User Services, Corporate Facilities Management Services, IT Service Management, and



End Point End User Services.

- A strategic trusted partner delivering secure, consistent and efficient IT solutions and services.
- Manages implementation and operation of the Enterprise Command Center {ECC} and the Enterprise Service Desk {ESD} while keeping VA business partners informed of system availability.
- Ensures that all VA systems are available and reliable for end-users, provides technical improvement and system performance recommendations and facilitates executive communications for all major system incidents.
- Provides 24/7/365 Help Desk support for all IT related issues across the department.

### **Authorities**

VA Directive 6309. Collections of Information. VA Directive 6311. VA E-Discovery.

VA Directive 6402. Modifications to Standardized National Software.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

40 U.S.C. Ch. 113, 115. Information Technology Management.

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6011. AIT One + One Device Policy.

VA Directive 6051. Department of Veterans Affairs {VA} Enterprise Architecture {EA}. VA Directive 6052. Information Technology Strategic Planning.

VA Directive 6103. VA Electronic Mail System.

VA Directive 6221. Accessible Electronic and Information Technology {EIT}.

VA Handbook 6301. Procedures for Handling Electronic Mail Records. VA Directive 6403. Software Asset Management.

VA Directive 6404. VA Systems Inventory (VASI). VA Directive 6500. VA Cybersecurity Program.

VA Directive 6502. VA Enterprise Privacy Program.

VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment. VA Directive 6509. Duties of Privacy Officers.

VA Directive 6510. VA Identity and Access Management.

VA Directive 6517. Risk Management Framework for Cloud Computing Services. VA Directive 6512. Secure Wireless Technology.

VA Directive 6513. Secure External Connections.

VA Directive 6518. Enterprise Information Management (EIM). VA Directive 6551. Enterprise Design Pattern.

VA Handbook 6500.10. Mobile Device Security.

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014. Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

Pub. L. 116-136. Coronavirus Aid, Relief, and Economic Security Act (CARES) of 2020. 38 U.S.C. § 8117. Emergency Preparedness.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.

## *OIT-005U1 End User Services Chief of Staff*

### **Overview**

The End User Services (EUS) Chief of Staff (CoS) Office provides essential operational and functional administrative services to EUS Executive Leadership in its pursuit of excellence in delivering enterprise-wide information technology (IT) end user services. EUS CoS plays a critical role in planning, coordinating, and implementing key strategies on behalf of the executive leaders within the organization to ultimately secure and enhance the customer experience and enable Department of Veterans Affairs (VA) to optimize service delivery to Veterans.

### **Activities**

- Coordinates the workflow of the office and establishes monitoring systems and following up with responsible officials on submission of action items to ensure deadlines are not missed.
- Prepares and conducts quality control of executive summaries, reports, white papers, memoranda, briefing notes, correspondence, manuals, flow charts, presentations and directives on behalf of senior leadership.
- Manages and coordinates the consolidation of data and input to responses to congressional, Office of Management and Budget, Government Accountability Office, Office of General Counsel (OGC), OIG, Congressional inquiries, CIO, etc. inquiries and reporting.
- Performs in depth analysis of various EUS program initiatives to identify anomalies in benchmarks and strategies, as well as evaluations of data to include reports distributed to key stakeholders and management.
- Liaises and coordinates office activities with top management of the Department and other elements including other agencies in the executive branch.
- Provides oversight and input to organizational charts as well as defines roles and responsibilities to optimize daily operations.
- Serves as an advocate, trusted advisor and strategic partner to improve customer experience.

## *OIT-005U2 Enterprise Command Operations*

### **Overview**

Enterprise Command Operations (ECO) serves as the Department of Veterans Affairs (VA) 24/7/365 single point of contact (POC) for all IT-related issues for more than 400K VA employees and during major incidents. ECO is comprised of the Enterprise Command Operations Team and Information Technology Corporate Business Office (ITCBO) which enables and fosters innovation, provides excellent customer service, develops trusted partnerships and promotes safe operational excellence based on sustainable and collaborative outcomes aligned with VA's mission.

## Activities

- Ensures a robust 24/7/365 enterprise service desk to support all departmental operations.
- Information Technology Corporate Business Office (ITCBO) delivers effective programs and facility space resources for safe operations.
- Enterprise Command Center (ECC) provides 24/7/365 monitoring to perform event management helping ensure faster time to recover.
- Major Incident and Emergency Management (IEM) provides timely and professional response, 24/7/365, in support of rapid service restoration during critical outages and emergency events.
- Service, Quality, and Support (SQS) provides Program Management support to ECO to increase efficiencies.

## Authorities

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6011. AIT One + One Device Policy.

VA Directive 6052. Information Technology Strategic Planning. VA Directive 6510. VA Identity and Access Management.

VA Directive 6512. Secure Wireless Technology.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. VA Directive 6513. Secure External Connections.

VA Directive 6517. Risk Management Framework for Cloud Computing Services.

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. VA Directive 6517. Risk Management Framework for Cloud Computing Services.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014. Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

38 U.S.C. § 8117. Emergency Preparedness.

40 U.S.C. Ch. 113, 115. Information Technology Management.

38 U.S.C. Ch. 9. Security and Law Enforcement On the Property Under the Jurisdiction of the Department.

HSPD-20. National Continuity Policy.

HSPD-8. National Preparedness.

29 U.S.C. § 654. Duties of Employers and Employees.

## *OIT-005U2A Information Technology Corporate Business Office*

### Overview

The Information Technology Corporate Business Office (ITCBO) manages space and facilities based on specific federal, state, and local rules, regulations, and guidelines. ITCBO is responsible for ensuring OIT compliance with all Occupational Safety and Health Administration (OSHA) mandates, and physical

security. The office is also responsible for the planning, oversight, and execution of leases, occupancy agreements and hoteling contracts in addition to Facility Activations. ITCBO is the steward overseeing resources and financials, providing project management for non-recurring minor construction via the Strategic Capital Investment Planning {SCIP) and Staff Office Resource Board {SORB) processes.

### Activities

- Key functions include space planning, leasing, design, workspace accountability, construction, safety, maintenance, furniture, utilities, and cleaning.
- Coordinates facility projects such as capital construction projects, large and small projects designed to improve or repair existing facilities, and new facility improvement.
- Manages all aspects of the facilities' infrastructure including electrical, plumbing, heating, ventilation, and air conditioning, health, fire, life, safety, renovations-as well as buildouts-and new construction.
- 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 OIT.
- Ensures all employees and managers comply with federal, state, and local regulations, as well as VA safety and health rules, policies, and laws through the Safety Inspection Program.
- Prevents injuries, illnesses, and accidents involving VA employees, contractors, or visitors to VA facilities through corrective and preventive actions taken as a result of the inspections, training, and the development of a safety culture.
- Maximizes the "Reduce the Footprint" program.

### Authorities

VA Directive 7700. Occupational Safety and Health. VA Directive 0730. Security and Law Enforcement. VA Directive 0730. Security and Law Enforcement.

38 U.S.C. Ch. 9. Security and Law Enforcement On the Property Under the Jurisdiction of the Department.

## *OIT-005U2B Enterprise Command Operations - Operations Team*

### Overview

Enterprise Command Operations (ECO) serves as the Department of Veterans Affairs (VA) 24/7/365 single point of contact (POC) for all IT-related issues for more than 400K VA employees and during major incidents. ECO Operations Team is comprised of four core branches; the Enterprise Service Desk (ESD), Enterprise Command Center (ECC), Major Incident and Emergency Management (IEM) and Service Quality and Support (SQS) providing the structure which enables fostering innovation, providing excellent customer service, developing trusted partnerships, and driving improvements in security and performance of systems and applications.

### Activities

- ESD is made up of six pillars: Service Desk Agents, Case Management, Process Integration, Access Management, Knowledge Management and Conference Management. All six pillars work together to increase customer satisfaction and reduce system downtime.
- ESD provides a single Point of Contact (POC) for submitting, reporting, and resolving all IT-related issues for VA staff 24/7/365.
- ESD is also responsible for creating network accounts, Office365 accounts, and email accounts for the enterprise, providing conference support and total ticket ownership by decreasing the number of aging tickets in the Information Technology Service Management (ITSM) tool.
- Focuses on continued process improvement, as well as intake support for new applications and preparing knowledge documents for the VA Enterprise and ensuring current and actionable knowledge.
- ECC partners with business system/application owners to instrument end-to-end application performance monitoring solutions and provides 24/7/365 eyes on glass to perform event management, helping ensure faster time to recover and improved uptime for customers.
- The ECC Monitoring division is made up of subject matter experts (SMEs) on the monitoring tools under the ECC's purview.
- ESD works in Business Line Management (BLM) teams aligned with the product lines in the VAs portfolios to implement monitoring solutions which provide visibility into an application's health, enable early detection of application performance issues, and are required to meet the VA network authority to operate (ATO) requirements.
- IEM provides timely and professional response, 24/7/365, in support of rapid service restoration during critical outages and emergency events.
- Major Incident Management (MIM) effectively manages the lifecycle of the MI resolution process and engagement by OIT staff to rapidly return functionality of these critical IT Service(s).
- The OIT Office of Emergency Management (OEM) acts as the liaison to the VHA OEM office responsible for supporting activities to prevent, protect, mitigate, respond, and recover from all hazards and natural disasters by providing a 24x7 Integrated Operations Center (IOC) reporting to the VHA IOC.
- SQS provides Program Management support to ECO to ensure efficiencies and effectiveness across the organization.
- SQS is also responsible for the following high-level items: maintaining effective service measurement and reporting, facilitating collaborations across OIT product lines for process improvement and qualitative analysis for operational Improvement.

### **Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6011. AIT One + One Device Policy.

VA Directive 6052. Information Technology Strategic Planning. VA Handbook 6300.1. Records Management

Procedures.

VA Directive 6300. Records Management.

VA Directive 6510. VA Identity and Access Management. VA Directive 6512. Secure Wireless Technology.

VA Directive 6513. Secure External Connections.

VA Directive 6517. Risk Management Framework for Cloud Computing Services.

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014. VA Directive 6518.

Enterprise Information Management (EIM).

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Pub.

L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014.

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. 38 U.S.C. § 8117.

Emergency Preparedness.

## *OIT-005U3 End User Operations*

### **Overview**

End User Operations (EUO) provides onsite support to information technology (IT) customers at every Department of Veterans Affairs (VA) point of presence and business unit: break or fix repairs, fulfilling approved customer requests or changes, operational support for deployed IT services and emergency support. The success of EUO is measured by the number of tickets completed, facilities activated, new systems implemented, aged systems replaced, special events supported, and operations recovered after disasters or disruptions.

### **Activities**

- Provides Business Functions support to EUO divisions and enterprise offices, including administrative, security and operational support for deployed IT services and approved business partner requests or changes.
- Coordinates responses to IT service disruptions, emergency operations and disaster recovery with customers to ensure appropriate activation of contingency and continuity of operations plans.
- Provide hardware and software standards and baselines to include operational, technical and management controls for all endpoints utilized throughout the enterprise.
- Develop policy as well as gain organizational support for process change as required.
- Support EUO's internal work to maintain and improve VA's on-the-ground technical environment, maintaining awareness of OIT's infrastructure project portfolio.
- Oversees hardware and software asset management.
- Resources, provisions, and maintains IT end point equipment supporting VA's employees and contractors across all administrations.

### **Authorities**

VA Directive 60S2. Information Technology Strategic Planning.  
Pub. L. 116-136. Coronavirus Aid, Relief, and Economic Security Act (CARES) of 2020. VA Directive 6011. AIT One + One Device Policy.  
VA Directive 6509. Duties of Privacy Officers. VA Directive 6500. VA Cybersecurity Program.  
VA Directive 6510. VA Identity and Access Management.  
VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.  
VA Directive 6300. Records Management. VA Directive 6311. VA E-Discovery.  
VA Directive 6340. Mail Management.  
VA Directive 6371. Destruction of Temporary Paper Records. VA Directive 6510. VA Identity and Access Management.  
Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014.  
38 U.S.C. § 8117. Emergency Preparedness.  
Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.  
Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. 40 U.S.C. Ch. 113, 115. Information Technology Management.

## *OIT-005U3A Services Quality and Support*

### **Overview**

Service, Quality, and Support (SQS) is responsible for support Activities for End User Operations (EUO) (e.g., congressional reporting, budgeting), manages analytics and reporting, performance, quality, knowledge management, asset management, security compliance, and the implementation and infrastructure project management for Office of Information and Technology (OIT).

### **Activities**

- Provides support of new hire requests for all departmental business partners to include end points, peripherals, and supporting technology, enterprise support for inventory compliance of assets, and reporting support for executives on enterprise-wide projects.
- Coordinates hardware and software asset management program which includes security compliance.
- Provides Business Functions support to EUO and enterprise organizational management and oversight of required Human Resource (HR) tasks for appraisals, awards, recruitments, position management, disciplinary actions.
- Coordinates administrative and resource support for deployed IT services to include monitoring and provision of technical documentation and support for location-based IT security reporting in partnership with Enterprise Security Operations.
- Executes operational budget for activations, break/fix, sustainment of deployed IT systems and

management of the lifecycle environment for IT assets. Serve as contracting officer representatives (CORs) for contracts that support the delivery of IT operations services.

- Plans, deconflicts, tracks, implements, manages, and executes infrastructure projects, information systems or new processes in the business environment. Develops policy, gain organizational support for process change as required and support EUO's internal work to maintain and improve VA's on-the-ground technical environment, maintaining awareness of OIT's infrastructure project portfolio.

### **Authorities**

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014. VA Directive 6011. AIT One + One Device Policy.

VA Directive 6500. VA Cybersecurity Program. VA Directive 6509. Duties of Privacy Officers.

VA Directive 6510. VA Identity and Access Management.

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6052. Information Technology Strategic Planning. VA Directive 6300. Records Management.

VA Directive 6311. VA E-Discovery.

VA Directive 6340. Mail Management.

VA Directive 6371. Destruction of Temporary Paper Records. VA Directive 6403. Software Asset Management.

VA Directive 6510. VA Identity and Access Management.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

Pub. L. 116-136. Coronavirus Aid, Relief, and Economic Security Act (CARES) of 2020.

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. 38 U.S.C. § 8117. Emergency Preparedness.

## ***OIT-005U3B Deputy End User Operations***

### **Overview**

End User Operations (EUO) District Operations provides direct IT support services to Department of Veterans Affairs' (VA) approximately 400K employees across all administrations and approximately 100K contractors who are issued government-furnished equipment (GFE), including the completion of over 1.5 million incident tickets a year to issue, repair or replace equipment. EUO provides onsite customer support at every VA point of presence and business unit via low dollar, high volume actions for break/fix repairs, fulfilling approved customer requests or changes, operational support for deployed information technology (IT) services and emergency support.

### **Activities**

- Provides business unit leadership with an Office of Information and Technology (OIT) liaison to ensure requirements are communicated to the proper organizational team within OIT.
- Provisions IT end point equipment supporting VA's employees and contractors across all administrations.



- Serves as the physical point of presence to support other OIT organizational team as needed to execute their mission, assisting with troubleshooting and physically installing or removing IT assets from service; conducts lifecycle refresh of physical IT assets, including break fix and software.
- Works with Information Security professionals to implement system security controls and providing evidence that controls are in place; when controls are not yet in place, develops Plans of Action and Milestones {POAMs} to track and report on resulting deficiencies until remediated.
- Collaborates with technical experts to fully implement the enterprise patch and vulnerability management process; acts as system owner for all area boundaries to include OIT equipment and end points, Biomedical Equipment {BME} and Special Purpose Systems {SPS}.
- Develops and maintains Configuration Manager {CM} environment; engineers and supports enterprise compliance reporting baselines and dashboards for enterprise endpoint Operating System, software, and application testing and deployment.

## Authorities

VA Directive 6011. AIT One + One Device Policy.

VA Directive 6500. VA Cybersecurity Program. VA Directive 6509. Duties of Privacy Officers.

VA Directive 6510. VA Identity and Access Management.

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6052. Information Technology Strategic Planning. VA Directive 6300. Records Management.

VA Directive 6300. Records Management. VA Directive 6311. VA E-Discovery.

VA Directive 6510. VA Identity and Access Management. VA Directive 6340. Mail Management.

VA Directive 6371. Destruction of Temporary Paper Records.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act {FITARA} of 2014.

Pub. L. 113-283. Federal Information Security Modernization Act {FISMA} of 2014.

Pub. L. 116-136. Coronavirus Aid, Relief, and Economic Security Act {CARES} of 2020.

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002. 38 U.S.C. § 8117. Emergency Preparedness.

## *OIT-005U3C Endpoint Engineering*

### Overview

Endpoint Engineering {EE} within End User Operations enables a full suite of enterprise endpoint technology, designing nimble and secure access to Veteran data. EE standardizes all Department of Veterans Affairs' {VA} laptop, desktop, and mobile devices, working tirelessly applying full life-cycle management for enterprise deployments of security baseline configurations, enterprise software, operating systems, and hardware. EE also architects, builds, and supports additional endpoint technology that enables enterprise configuration management, vulnerability remediation, and collaboration in supporting infrastructure. EE's delivery of technology and capability leads to standardization of VA's secure endpoint behavior, system reporting and advanced threat detection/protection; these standardized

elements reduce the cost and complexity of managing Veteran data that the Department is charged with safeguarding.

### Activities

- Engineers, builds, and deploys standards-based, secure and requirements driven endpoint technologies {e.g., hardware configuration, encryption, software distribution}.
- Provides hardware and software component level standards and baselines to include operational, technical and management controls for all endpoints utilized throughout the enterprise.
- Enterprise endpoint Operating System, software, and application testing and deployment.
- Develops and maintains Configuration Manager {CM} environment. Engineer and support enterprise compliance reporting baselines and dashboards.
- Integrates New Mobile Devices through VA Commodities Enterprise Contract {CEC} and Technical Reference Model {TRM} framework.
- Builds Mobile Application Development Environment {MAE}.
- Engineers Mobile Device Management {MDM} programs.
- Protects the user experience with advanced threat protection, data loss prevention, extensive user training and deploying patches/fixes and building application packages.

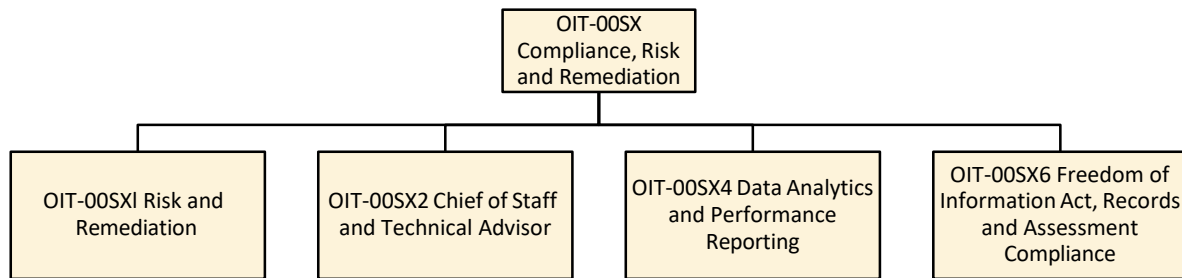
### Authorities

VA Directive 6301. Electronic Mail Records. VA Directive 6311. VA E-Discovery.

VA Directive 6515. Use of Web-Based Collaboration Technologies. VA Handbook 6500.10. Mobile Device Security.

VA Directive 6401. VA Standard Desktop Configurations.

## OIT-005X Compliance, Risk and Remediation



### Overview

The Deputy Chief Information Officer (DCIO) for Compliance, Risk and Remediation (CRR) advises the Department of Veterans Affairs (VA) Assistant Secretary for Information and Technology/Chief Information Officer (AS/CIO) on complex and sensitive compliance and risk issues that cross organizational boundaries within the Department. CRR establishes the path forward for the Office of Information Technology (OIT) by leading governance efforts within OIT, supported by an internal data analytics and performance reporting program to ensure comprehensive oversight of Information Technology (IT) investments and functions. Staff within CRR additionally serve as the OIT Chief Risk Officer (DCIO), OIT Chief Audit Executive (DCIO), VA Senior Agency Official for Controlled Unclassified Information (CUI) (DCIO), VA Chief Privacy Officer (DCIO for FRAC), VA Agency Records Officer, VA Mail Manager, and VA Common Data Steward for IT Management. CRR co-chairs the Standards and Architecture Council (SAC), the Quality and Risk Committee (QRC), the Analytics and Performance Management Committee (APMC), and the Enterprise Risk Management Working Group (ERMWG) and chairs the Compliance, Risk and Remediation Working Group (CRRWG). CRR Interfaces with the public, Veteran stakeholders, and external agencies, to include, but not limited to Congress, the Executive Office of the President (EOP), the Office of Management and Budget (OMB), the Government Accountability Office (GAO), the VA Office of the Inspector General (OIG), the Department of Justice (DOJ), the National Institute of Standards and Technology (NIST), and the National Archives and Records Administration (NARA) to assure Department-wide compliance with applicable laws, policies, best practices, and standards. CRR is divided into four divisions with 20 directorates and has a staff allocation of 392 full-time personnel.

### Activities

- Provides oversight, policy, direction, guidance, and compliance assessment of the VA Freedom of Information Act (FOIA) program, the VA Records Management program, and the VA Privacy program.
- Provides oversight, direction, and guidance for the Federal Managers Financial Integrity Act (FMFIA) program; conducts compliance assessments and oversees the development of corrective action plans.
- Oversees OIT risk management efforts, manages the Enterprise Risk Framework (ERF), and administers the OIT Enterprise Risk Registry (ERR) and the OIT Risk Reporting Tool (E-RISK Portal).
- Manages OIT external audit processes, performs analysis of audit data to evaluate compliance controls and capabilities, validates finding recommendations, and coordinates compliance tracking, reporting and response. Provides remediation framework, guidance, and support for audit findings and other activities.

- Establishes policies which ensure VA mail is processed in a secure, timely and cost-effective manner.
- Oversees the review, analysis, and adjudication of privacy security events that occur within the VA environment.
- Conducts Independent Verification and Validation (IV&V), as well as other types of independent testing and assessment of VA IT programs, projects, systems, and software.
- Develops and manages all aspects of the IT Governance Framework and develops the Annual Integrated Planning Guide (AIPG).
- Leverages advanced analytics, operations research, and data science methods in collaboration with stakeholders to inform decision making. Leads and guides OIT analytic policies, standards, issue resolution, risk management, and priorities. Facilitates development of performance measurements and metrics for IT Strategic Plan Objectives and Goals.

### Authorities

VA Handbook 6300.6. Procedures for Releasing Lists of Veterans' and Dependents' Names and Addresses. 48 C.F.R. Ch. 8. Federal Acquisition Regulation System - Department of Veterans Affairs.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6500.2. Management of Breaches Involving Sensitive Personal Information. VA Handbook 6300.2. Management of the Vital Records Program.

VA Handbook 6300.8. Procedures for Shipment of Records to the VA Records Center and Vault in Neosho, MO.

VA Directive 6301. Electronic Mail Records.

VA Handbook 6301. Procedures for Handling Electronic Mail Records. VA Handbook 6300.2/1. Management of the Vital Records Program. GAO-21-368G. Government Auditing Standards.

Pub. L. 113-282. Federal Information Security Modernization Act of 2014.

Pub. L. 113-291 § 831. Federal Information Technology Acquisition Reform Act. Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982.

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

38 C.F.R. §§ 1.550-1.562. Procedures for Disclosure of Records Under the Freedom of Information Act. Pub. L. 114-185. Freedom of Information Act (FOIA) Improvement Act of 2016.

44 U.S.C. Ch. 31. The Federal Records Act.

Pub. L. 111-352. GPRA Modernization Act of 2010.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act. VA Directive 6300. Records Management.

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

5 U.S.C. § 4109. Government Employees Training Act (GETA). Expenses for Training. 36 C.F.R. Ch. 12. National Archives and Records Administration.

### *OIT-005Xl Risk and Remediation*

## Overview

The Risk and Remediation (RR) division provides executive leadership to offices responsible for assessing and managing risks; provides remediation capabilities; and oversees the assessment of Information Technology (IT) system Authority to Operate (ATO) packages and IT Asset Management practices. RR leads and facilitates OIT governance bodies and processes and the performance of Independent Verification and Validation (IV&V) of programs, projects, systems, and software. RR conducts Compliance Tracking with Office of Inspector General (OIG) and Government Accountability Office (GAO) actions; and provides audit functions with 508 Compliance and Compliance Readiness via FISMA, FISCAM, FMFIA, FFMIA, and IRS security and process standards at the agency level. RR is comprised of seven directorates with a total staff allocation of 160 full-time personnel.

## Activities

- Oversees the development, implementation, and management of OIT's Enterprise Risk Management (ERM) Program and Framework.
- Provides OIT's Governance structure and functions that support departmental governance structure
- Oversees the performance of Independent Verification and Validation (IV&V) services on major IT programs, projects, systems and software for new development, commercial off-the-shelf products, software-as-a-service, and legacy system enhancement of Department of Veterans Affairs (VA) applications.
- Unites and educates internal and external stakeholders regarding compliance standards and audit processes, ensuring accurate and timely information is conveyed to auditors and decision makers.
- Manages OIT relationships with internal and external oversight authorities, such as the Office of Inspector General (OIG) and the Government Accountability Office (GAO), to ensure fulfillment of OIT's oversight commitments.
- Provides audit functions and educational services in support of 508 Compliance.
- Provides remediation framework, guidance, and support for audit findings and other activities.

## Authorities

GAO-21-368G. Government Auditing Standards.

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014. Pub. L. 113-291. The Federal Information Technology Acquisition Reform Act.

29 U.S.C. §§ 791, 793, 794(a) in §§ 503 and 504. Rehabilitation Act of 1973, As Amended.

## *OIT-005X2 Chief of Staff and Technical Advisor*

### Overview

The Chief of Staff division assists in the overall management of service line executive-level Activities, with

responsibility for planning and implementing a variety of executive and policy-related Activities in support of various projects. The Chief of Staff also supervises subordinate managers who provide continuous improvement, process development, communications, and facilitation services to internal and external organizations, as well as other key administrative support functions to the organization. The Chief of Staff division is comprised of three offices with a total staff allocation of 32 full-time personnel.

### Activities

- Represents the senior executive in a wide range of matters, including consideration or implementation of policies, practices, or other operational and management activities.
- Coordinates office activities with top management and continuously evaluates operations to ensure organizational objectives and goals are met.
- Conducts comprehensive Business Process Reengineering {BPR}, develops criteria, guidelines, and recommendations for institutionalizing continuous improvement, and documents and publishes OIT and VA business processes within the OIT Process Asset Library {PAL}.
- Administers the Records Management MetaKnowledge Repository {RM-MKR} application.
- Provides professional OIT-wide facilitation services.
- Provides audit functions and educational services in support of 508 Compliance.
- Tracks the status and progress of internal executive correspondence-related activities and provides guidance to ensure proper implementation of higher-level correspondence procedures.
- Provides administrative support services to the organization, to include timekeeping, travel management, training management, acquisition support, budget management, and human resources/workforce management coordination.

### Authorities

5 U.S.C. Ch. 57. Travel, Transportation, and Subsistence. 5 U.S.C. Ch. 55. Pay Administration.

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

5 U.S.C. § 4109. Government Employees Training Act {GETA}. Expenses for Training.

OMB M-18-19. Improving the Management of Federal Programs and Projects Through Implementing the Program Management Improvement Accountability Act {PMIAA}.

44 U.S.C. Ch. 31. The Federal Records Act.

5 C.F.R. pt. 575. Recruitment, Relocation, and Retention Incentives; Supervisory Differentials; and Extended Assignment Incentives.

## *OIT-005X4 Data Analytics and Performance Reporting*

### Overview

Data Analytics and Performance Reporting (DAPR) division oversees business intelligence, analytics, and

program/performance management across the Office of Information Technology (OIT) enterprise. DAPR discovers and highlights issues and trends from measurable data and transforms them into actionable and informed decisions that influence improvement to IT Service Management (ITSM) processes and systems. DAPR also serves as OIT's ambassador for change, driving continuous improvement by providing transformation through the advancement of Agile, Scaled Agile Framework (SAFe®), Development and Operations (DevOps), and Product Line Management (PLM) while also empowering a data-driven decision-making culture and providing visibility into Product Line health through metrics. DAPR is comprised of three directorates with a total staff allocation of 103 full-time personnel.

### Activities

- Provides guidance, support, and expertise in setting OIT performance metrics utilizing industry best practices and management frameworks.
- Develops, champions, and executes OIT's and CRR data analytics strategy through the HUB dashboard.
- Provides business intelligence, reporting, data visualization, analytics and direct support of governance and standards associated with these and related activities through the Analytics and Performance Management (APMC) Committee
- Manages reporting processes for critical external reporting requirements, such as OMB's Integrated Data Collection (IDC) process.
- Advances OIT's product lifecycle framework through codified requirements, playbooks, tool kits, guides, and technical solutions which equip product teams with lean, system development to maximize their effective delivery to customers.
- Develops dashboards to optimize workflows, implement automation, eliminate waste, and deliver outcomes better, safer, and faster.
- Offers dashboarding solutions that provide a "single pane of glass" view of enterprise data, helping teams take ownership of their operational resiliency and readiness.
- Investigates and identifies IT Service Management performance and compliance issues discovered through data analysis contrary to established policies and industry best practices.
- Develops metrics and management dashboards utilizing the in-platform ServiceNow® process optimization solutions to monitoring the IT Service Management activities.
- Provides nonbiased, data-validated findings to stakeholders in meaningful, memorable, and concise formats and raise potential enterprise risks to appropriate authorities.

### Authorities

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014. 29 U.S.C. § 794d. Electronic and Information Technology.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 103-62. Government Performance and Results Act (GPRA) of 1993. Pub. L. 111-352. GPRA Modernization Act of

2010.

Pub. L. 113-291. Federal Information Technology Acquisition Reform Act.

## *OIT-005X6 Freedom of Information Act, Records and Assessment Compliance*

### **Overview**

The Freedom of Information Act (FOIA), Records, Assessment Compliance and Privacy (FRAC) division oversees the management and assessment of the Department of Veterans Affairs (VA) FOIA, Records Management, Privacy, and Mail Management programs. FRAC is comprised of seven directorates with a total staff allocation of 94 full-time personnel.

### **Activities**

- Oversees the evaluation and delivery of enterprise-wide reporting of compliance and sustainability postures for the VA Privacy, FOIA and Records Management programs.
- Ensures that all Department of Veterans Affairs (VA) records are managed in the most effective and cost-efficient manner and that VA's records management practices comply with the Federal Records Act of 1950.
- Establishes policies which ensure VA mail is processed in a secure, timely and cost-effective manner.
- Oversees and directs the development of VA privacy programs that preserve and protect the personally identifiable information (PII) of Veterans, their beneficiaries, and VA employees; advises senior VA officials on how to best manage data, establish privacy priorities and implement privacy plans in compliance with federal and VA requirements.
- Oversees the review, analysis, and adjudication of privacy security events that occur within the VA environment; provides planning, guidance, analysis, and recommendations to senior leadership and management across VA to help properly address and mitigate potential loss related incidents.

### **Authorities**

Pub. L. 107-347 §§ 3601, 3602. E-Government Act of 2002. Office of Electronic Government. 5 U.S.C. § 552a. The Privacy Act of 1974.

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

Pub. L. 115-59. Privacy Act of 1974 (as amended 5 U.S.C. § 552a) Social Security Number Fraud Prevention Act of 2017.

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966. 36 C.F.R. Ch. 12. National Archives and Records Administration.

VA Directive 6300. Records Management.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.6. Procedures for Releasing Lists of Veterans' and Dependents' Names and Addresses.

Pub. L. 81-754. The Federal Records Act.

Pub. L. 114-185. Freedom of Information Act (FOIA) Improvement Act of 2016. VA Directive 6340. Mail



Management.

VA Handbook 6340. Mail Management Procedures.

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

VA Handbook 6500.2. Management of Breaches Involving Sensitive Personal Information. Pub. L. 109-461.

Veterans Benefits, Health Care, and Information Technology Act of 2006.

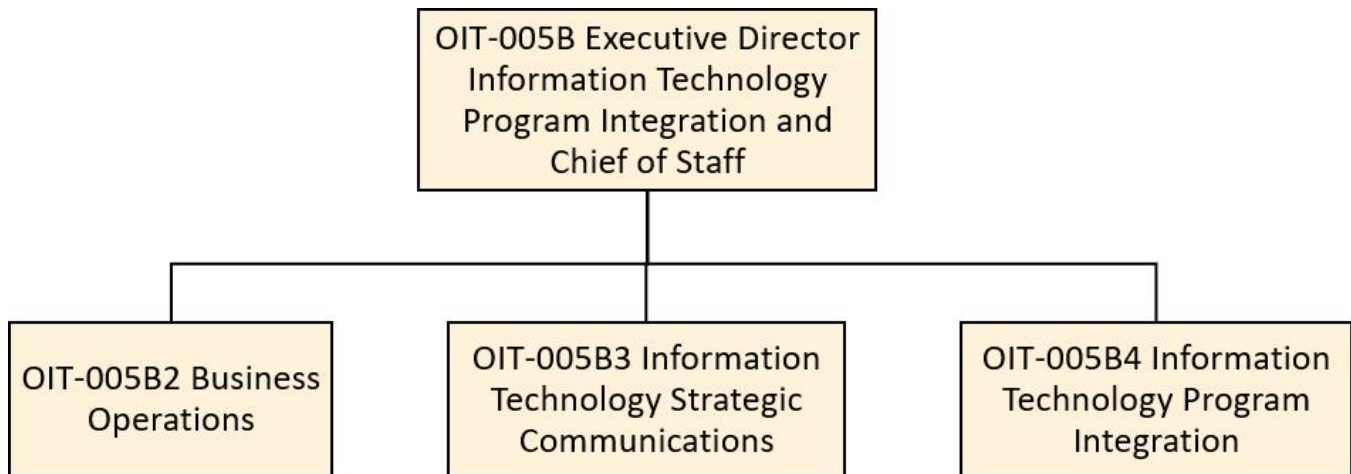
38 U.S.C. §§ 5721-28 Department of Veterans Affairs Information Security Enhancement Act of 2006. 38

C.F.R. §§ 75.111-119. Data Breaches.

Pub. L. 111-5. The Health Information Technology for Economic and Clinical Health {HITECH} Act of 2009. 45

C.F.R. pts. 160 and 164. HIPAA Privacy, Security, and Breach Notification Rules.

## OIT-005B Executive Director Information Technology Program and Integration Chief of Staff



### Overview

The Executive Director for Information Technology Program Integration {ED ITPI} and Chief of Staff {COS} is a trusted advisor to the Assistant Secretary for Information and Technology and Chief Information Officer {AS/CIO}, and Principal Deputy Assistant Secretary {PDAS} and Deputy Chief Information Officer

{DCIO}. The ED ITPI/CoS provides senior technical advisory services that drive Office of Information and Technology {OIT} Activities in support of policies and priorities established by the Secretary for Veterans Affairs {SECVA}. With expert knowledge of Information Technology {IT} strategy, and policies guides OIT processes to assure activities alignment to the department's goals and objectives. Collaborates with the department's administrations and staff offices to understand their mission requirements, advocate technology developments, and recommend appropriate IT solutions that support VA's Digital Transformation Strategy.

The ED ITPI/CoS guides short, mid, and long-range planning efforts, organizational redesign, cross-organizational integrations, and the impact associated with legislative and regulatory changes have on operations. The ED ITPI/CoS represents OIT at Congressional and media engagements, executive councils and governance Activities, and Federal and industry forums. The ED ITPI/CoS ensures department-wide IT processes and policies to support and safeguard benefits and services provided to our Nations Veterans and their families.

### Activities

- Trusted advisor to the AS/CIO and PDAS on executive-level decision that improve business outcomes across the enterprise.
- Proactively drives the cross-organizational integration of people, programs, and initiatives to make OIT a more effective service delivery organization.

- Serves as the "voice of OIT," oversees all OIT's internal and external strategic communications campaigns to safeguard OIT's brand.
- Collaborates with internal and external stakeholders to help advance and advocate technological developments and foster innovation to support VA's Digital Transformation strategy.
- Attends key meetings and events with the AS/IT and PDAS to serve as the technical advisor and provide strategic direction.
- Serves as the AS/IT's key integrator on a myriad of issues to include technical processes, procedures, policy development, program plans, services to Veterans, and strategic planning and implementation.
- Implements guidance and processes for internal and external integration across all OIT functions and among the VA Administrations, DoD, and other external partners.
- Leads OIT emergency preparedness to ensure operational continuity during times of crisis and emergencies.
- Drives standardized workflows across OIT Business Functions to promote productivity and eliminating inefficiency.
- Builds relationships across the enterprise to facilitate the operational and strategic alignment of IT requirements to current and future needs of stakeholders and business partners.
- Promotes and maintains successful communications partnerships with VA offices and Administrations.
- Oversees OIT's executive leadership participation in external speaking and media engagements.
- Collaborating with OIT's executive team to prioritize business strategies and maximum effectiveness and efficiency of administrative operations in 28 locations nationwide.
- Ensures accurate, timely communications to the White House, Congress, SECVA, and key stakeholders on IT projects and programs, congressionally appropriated dollars, OIT's priorities, and IT workforce.

### **Authorities**

36 C.F.R. Ch. 12. National Archives and Records Administration. 38 C.F.R. pts.1 and 2. Release of Information from DVA Records. 3 U.S.C. Ch. 4. Delegation of Functions.

5 U.S.C. Government Organization and Employees. 38 U.S.C. Veteran' Benefits.

40 U.S.C. Public Buildings, Property, and Works.

5 U.S.C. § 552 et seq. The Freedom of Information Act {FOIA} of 1966.

44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act. 48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations {DFAR}.

Pub. L. 113-283. Federal Information Security Modernization Act {FISMA} of 2014.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act {FITARA} of 2014. Pub. L. 97-255. Federal Managers Financial Integrity Act {FMFIA} of 1982.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Exec.

Order No. 13833. Enhancing the Effectiveness of Agency Chief Information Officers.

Pub. L. 115-59. Privacy Act of 1974 (as amended 5 U.S.C. § 552a) Social Security Number Fraud Prevention Act of 2017.

38 U.S.C. § 517. Quarterly Reports to Congress on Conferences Sponsored by the Department. 44 U.S.C. § 3554. Federal Agency Responsibilities.

## OIT-00582 Business Operations

### Overview

The Business Office (BO) provides program oversight, direction, coordination, and leadership in all business management and analysis functions. Such Activities include but are not limited to performance monitoring and management, external reviews, data management, continuous quality improvement and organizational development, and change management. This involves coordinating standardized procedures across OIT Business Functions and collaborating with leadership teams to ensure that processes and practices are consistent with Front Office business policies. OIT's single point of contact for correspondence, Congressional and administrative Activities the BO collaborates with VA's Executive Secretariat office, Administrations, and Staff Offices as well as external stakeholders to ensures accuracy and timeliness of actions.

### Activities

- Advises Assistant Secretary for Information and Technology and Chief Information Officer (AS/CIO), Principal Deputy Assistant Secretary (PDAS) and Deputy Chief Information Officer (DCIO), and Executive Director for Information Technology Program Integration and Chief of Staff (ED ITPI/CoS) on office business processes.
- Serves as OIT's primary office for coordination of information and administrative actions to prevent duplication, identify gaps and implement efficiencies for process improvement.
- Oversees all correspondence and Congressional actions that require official response from AS/CIO.
- Provides oversight, management, and guidance on all correspondence activities in OIT in accordance with direction set forth by VA's Executive Secretariat (EXECSEC) office, applicable laws, legislative mandates, directives, and handbooks.
- Conducts routine analysis of data maintained in VIEWS, that represent the OIT, to ensure data quality and appropriate content. Tracks, trends, and monitors correspondence activities to ensure deadlines are met and looks for process improvement opportunities.
- Researches, identifies, evaluates, and communicates best practices, new or innovative quality or performance management techniques, and other new or improved business or management practices, and facilitates their deployment across OIT programs and operations.
- Develops and implements administrative control processes designed to prevent waste, loss, unauthorized use, or misappropriation of assets.

- Facilitates management surveys to determine compliance with Department regulations, OIT or component division/office standard operating procedures, sound management practices, and effective utilization of staff.
- Is responsible for delegating assignments from Department of Veteran Affairs Executive Secretariat (EXECSEC), Administrations, Staff Offices, and external stakeholders to OIT pillars to ensure accurate, concise, and timely responses on behalf of OIT.
- Coordinates the distribution of announcements, bulletins, change freezes, informational messages, moratoriums, and other operational requirements to the target audience.

### Authorities

31 U.S.C. Money And Finance.

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

Pub. L. 114-185. Freedom of Information Act (FOIA) Improvement Act of 2016. GSA Acquisition Manual.

Federal Property Management Regulations (FPMR).

44 U.S.C. §§ 3501-3502, 3506, 3511. Public Printing and Documents and Confidential Information Protection and Statistical Efficiency Act of 2002.

## OIT-00583 Information Technology Strategic Communications

### Overview

IT Strategic Communication (ITSC) is the Office of Information and Technology's (OIT's) primary office for the management and coordination of strategic communication efforts. ITSC enables and promotes the understanding of OIT's world class products and services and their relationship to the Veteran experience. Through myriad channels, including public-facing web and social media presence, ITSC demonstrates OIT's value to Congress, VA, and the Veterans we serve by articulating VA's Digital Transformation Strategy, sharing its good news, educating and informing key stakeholders on IT, and protecting OIT's reputation, branding, and engagement across VA and beyond.

### Activities

- Is a trusted communications advisor to AS/CIO, PDAS, and ED ITPI/CoS; provides advisory services critical to communicating VA's Digital Transformation Strategy and OIT priorities.
- Liaises with critical Federal, Veterans Service Organizations, media, and industry partners in all OIT public affairs and communications partnerships in coordination with VA leadership.
- Provides advisory services to OIT DASs and DCIOs in setting strategic communications priorities and planning, management, and direction of communication of OIT programs, initiatives, services, and policies.
- Promotes and maintains successful communications partnerships with VA offices and Administrations to inform and educate an over 400,000-employee workforce of VA's Digital Transformation and its impacts on delivering critical benefits and service to Veterans.

- Is responsible for OIT intranet and internet design, development, maintenance, content management, and accessibility.
- Provides VA and OIT executive leadership key Information Technology (IT) messages that inform VA's operational status and strategic priorities.
- Provides expert advice and coordination for all OIT communication to internal and external stakeholders, for all Congressional, media and speaking engagements.
- Conducts media monitoring and assessment of OIT's coverage in the media for proactive engagement on topics of public interest.
- Develops and implements communications policies, procedures, and priorities, such as OIT's strategic communication strategy and accessibility of communication products.
- Leads OIT analysis and preparation of OIT executive leaders for Congressional and oversight body engagements, including hearing testimony and briefing presentations.
- Reinforces OIT's identity and branding standards across the enterprise, federal sector, and industry.

### Authorities

38 U.S.C. §§ 6301-6308. Outreach Activities.

42 U.S.C. § 12101. The Americans with Disabilities Act of 1990. Findings and Purpose. Pub. L. 110-325. Americans with Disabilities Act Amendments Act of 2008.

31 U.S.C. Money And Finance.

GSA Acquisition Manual. Federal Property Management Regulations (FPMR).

U.S.C. §§ 3501-3502, 3506, 3511. Public Printing and Documents and Confidential Information Protection and Statistical Efficiency Act of 2002.

## OIT-00584 Information Technology Program Integration

### Overview

The IT Program Integration (ITPI) enables the creation and implementation of OIT's enterprise strategy through cross-organizational integration of people, programs and initiatives. ITPI partners with colleagues throughout OIT to provide customized assistance on key initiatives, offering an unbiased perspective and cross-cutting outlook that helps service organizations address strategic and operational challenges. The team also serves as OIT's liaison to the Office of Enterprise Integration. Included within the ITPI Office is Continuity Mission Assurance, which provides OIT with continuity and emergency management support, allowing uninterrupted decision-making authority, preparedness, response, recovery, and continuity of operations on behalf of VA's Chief Information Officer.

### Activities

- Implements OIT-wide business continuity program to ensure essential business operations continue or recover from emergency events.

- Ensures education, training, preparedness exercises, and after-action reporting.
- Drives the creation and maintenance of OIT's strategy and validates that IT programs and initiatives align to and advance identified strategic goals.
- Provides structure and guidance for executing complex, strategic, cross-organizational initiatives.
- Sets OIT's mission, objectives, and strategies while fostering alignment between organizational goals and employee performance plans.
- Collect and analyze information to support goal-setting and effective operations.

### **Authorities**

31 U.S.C. Money And Finance.

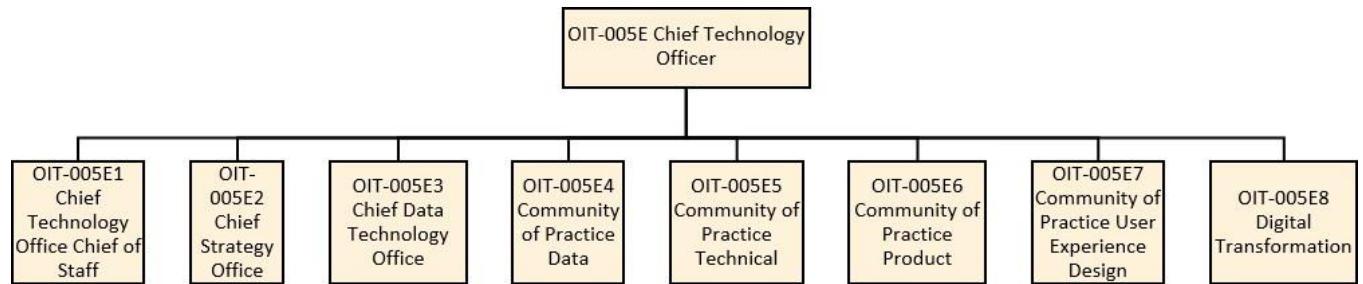
Pub. L. 113-187. Presidential and Federal Records Act Amendments of 2014.

Pub. L. 114-185. Freedom of Information Act (FOIA) Improvement Act of 2016. GSA Acquisition Manual.

Federal Property Management Regulations (FPMR).

U.S.C. §§ 3501-3502, 3506, 3511. Public Printing and Documents and Confidential Information Protection and Statistical Efficiency Act of 2002.

## OIT-005E Chief Technology Officer



### Overview

The Chief Technology Officer (CTO) serves as a principal advisor to the Assistant Secretary (AS) and Chief Information Officer (CIO) of OIT. They provide expertise and knowledge of new and emerging technologies and leverage that knowledge in order to help OIT achieve its strategic objectives through the effective use of technology architecture and engineering. The Office of the CTO works closely with core program portfolios across the Department of Veterans Affairs (VA) to examine the short and long-term needs of the Department, and to identify and fill gaps in VA's technology portfolio. OCTO takes an approach to problem-solving, teamwork, and leadership that is built on agile development and results in ongoing improvement.

OCTO was created in OIT in 2020 and is a matrixed organization comprised of four units (Digital Transformation, Architecture and Engineering Service, Chief Strategy Office, Chief of Staff Office) and four communities of practice (UX Design, Engineering/Technical, Product, Data).

### Activities

- Designs the technical vision to meet VA's strategic goals, and recommends the appropriate technology solutions for these goals.
- Assesses emerging technologies and pilots of their use within VA to determine if these emerging technologies should be continued, modified, or terminated.
- Directs and executes cross-cutting digital transformation projects or application development and modernization efforts in support of OIT's goals and objectives.
- Advises if high-risk, high-return technologies should be continued, modified or terminated.
- Guides executive responsibility for the systems life cycle development.
- Spearheads programs that increase OIT's ability to serve Veterans and customers through mobile service and cloud-shared services.
- Interprets and translates Federal laws, regulations, policies and guidance to address agency-specific needs.
- Leverages advances in science and emerging technologies to drive innovation and provide best in class practices, processes and solutions.



- Acts as a liaison between the customer and the business by taking on the responsibilities of customer relations, getting a grasp on the target market and helping deliver IT projects to market.
- Assists in setting strategic priorities and planning, management and direction of IT programs and initiatives.
- Enables the AS/CIO to merge the recommended technologies with the strategic business objectives of the organization.

## **OIT-005E1 Chief Technology Office Chief of Staff**

### **Overview**

The Chief of Staff Unit supports product delivery across all OCTO units and portfolios. Responsibilities include, but are not limited to: general administration support, logistical planning, multi-year and execution year budget planning and tracking, acquisition strategy consultation and tracking, human resource consultation and tracking, correspondence tracking, and general strategy execution support. The chief of staff unit FTE count flexes as needed to support product delivery across OCTO. Currently the unit contains four federal FTE on the org-chart dedicated to related Activities.

### **Activities**

- Provides a business office to facilitate effective interactions with OIT units, portfolios, and product lines in the areas of budget, acquisition, human resources, and communications.
- Provides administrative, logistics, and product delivery support to all OCTO units, portfolios, and communities of practice.
- Ensures OCTO effectively interfaces with OIT People Science to recruit and hire top technical talent to join OCTO; assists in the onboarding and performance management of all OCTO employees.

### **Business Functions**

Perform Planning and Requirements Analysis Perform Design

Perform Development

Perform Integration and Testing Perform Implementation Conduct IT Project Management Perform Release Management Conduct IT Change Management

Conduct IT Portfolio Management Conduct Strategic Planning

Perform Stakeholder Requirements Management Conduct Quality Assurance

Conduct Enterprise Performance Management Manage and Oversee Transformation Initiatives Provide Organizational Leadership and Oversight Manage Business Architecture

Perform Administrative Acquisition and Contract Management Perform Administrative IT Management

Conduct Data Governance Manage Systems Architecture Manage Data Architecture Manage Technical Architecture

Manage Knowledge Distribution Services

Manage Data Quality

Perform Information and Data Management Perform Meta Data Management  
Perform Data Mining Perform Analytics

## OIT-005E2 Chief Strategy Office

### Overview

The Strategy office integrates strategy, communications, culture, and stakeholder engagement to amplify the organization's strategy by leveraging adaptable frameworks and agile practices to track and deliver strategic goals. The office works to foster connection, build collaboration, and partner through coordination to enable alignment across OIT service lines and teams.

### Activities

- Defines and shapes OIT's culture to embody the OIT guiding principles, and make agile and DevOps our default mode of delivery.
- Provides a communications network that empowers individual teams, amplifies learning opportunities, and cascades messaging and strategic intent.
- Nurtures the OIT culture to embrace the DevOps and Agile culture through evangelism, connection, outreach, and education.

## OIT-005E3 Chief Data Technology Office

### Overview

The Chief Data Technology Office and the Architecture and Engineering Service {AES} use architectural analysis to define requirements and address problems in support of the VA's strategic direction.

### Activities

- Uses architectural analysis techniques to produce findings and make recommendations to support customer priorities.
- Captures information collected and produced in support of customers' priorities in a repository so that it can be reused.
- Maintains and use a tool set that consists of a website, SQL Server DB with modeling front end, PowerBI, and other reporting capabilities.

## OIT-005E4 Community of Practice Data

### Overview

The OCTO Data Community of Practice (CoP) helps data team members share best practices and apply a mastery of expertise in the areas of data science, machine learning/data engineering, and data strategy to aid service improvement and decision-making of multiple products across OCTO portfolios.

### Activities

- Applies mastery of expertise in data science, machine learning, data engineering, and data strategy.
- Aids service improvement and decision-making of multiple products across OCTO portfolio.
- Provides leadership for key data architects.

## OIT-005E5 Community of Practice Technical

### Overview

The OCTO Technical Community of Practice (CoP) provides technological guidance and support across various projects. This includes identifying and applying emerging technologies, modernizing technical infrastructure, and providing technical expertise on a variety of programs that affect Veterans and their caregiver teams.

### Activities

- Provides guidance and oversight to the engineering and architecture quality of a portfolio of products directly impacting Veterans and their caregiver teams.
- Increases VA's capacity to practice engineering excellence best practices.
- Provides leadership for key architects including enterprise architecture and security architecture.

## OIT-005E6 Community of Practice Product

### Overview

The OCTO Product Community of Practice (CoP) helps product team members share best practices and ways to build skills or solve specific challenges. This includes areas such as: communication and collaboration, outcome driven product delivery, product leadership, and a user center mindset. The Product CoP is also charged with increasing VA's overall capabilities to practice good product practices.

### Activities

- Provides guidance and oversight to the product delivery quality of a portfolio of products directly impacting Veterans and their caregiver teams.
- Uses the skills and practices associated with product delivery to improve the customer experience of Veterans and their constituencies.

- Increases VA's capacity to practice good product delivery practices.

## **OIT-005E7 Community of Practice User Experience Design**

### **Overview**

The UX Design Community of Practice {CoP} provides guidance and oversight to the design quality of a portfolio of products directly impacting Veterans and their caregiver teams. The Design CoP use the skills and practices associated with design, including: visual design, interaction design, qualitative user experience research, quantitative user experience research, information architecture, content strategy, product design, to improve the customer experience of Veterans and their constituencies.

### **Activities**

- Uses the skills and practices associated with design to improve the customer experience of Veterans and their constituencies.
- Increases VA's capacity to utilize good design practices.

## **OIT-005E8 Digital Transformation**

### **Overview**

OCTO's Digital Transformation Unit leads key cross-cutting digital transformation projects using agile development and modern-day technology best practices. The Digital Transformation Unit is split into five portfolios: Veteran Digital Experience, Health Care Delivery, Benefits Delivery, Technology Innovations, and Data & Analytics. These portfolios work to align VA's technology experiences with our users' expectations and continue to move VA closer to reaching its digital modernization vision.

### **Activities**

- Helps VA deliver self-service tools on par with top private sector companies and will have the best online experience in the Federal Government. Customize each digital service to the individual using it. Make interacting with VA digital services feel like navigating TurboTax, not filling out a form.
- Helps VA modernize health care for Veterans and their extended care teams by enabling data-driven digital solutions to create a holistic patient experience and improve health outcomes.
- Helps VA deliver Veteran benefits in minutes, not months.
- Helps OIT build and scale a radically transformative organization that harnesses the power of innovation and emerging technologies such that OIT can quickly and effectively solve problems for Veterans.
- Ensures VA users have access to the right data and insights, in the right place, at the right time to make data-driven decisions in all aspects of their work.

## OIT-005J Strategic Initiatives

### Overview

The Office of Information and Technology {OIT} is responsible for developing, managing, and maintaining a world-class enterprise Information Technology {IT} service for the use of all VA stakeholders. OIT is charged to collaborate with our business partners to create the best experience for each Veteran, VA employee, and industry partner. That is not possible without the intentional and willing participation of those stakeholders in promoting the security, sustainability, and utility of the network and the systems. In response to this need, the Strategic Initiative Office {SIO} was developed to improve the integration of IT compliance, security, and standardization. The SIO consists of experienced and dedicated matrixed IT subject matter experts {SMEs} from across several OIT divisions. They work cross-functionally between divisions and with their stakeholders to decrease the risk of non-compliant or unknown IT services.

### Activities

- Orchestrates the implementation of a communication plan to capture various tools and methods to promote and collaborate to improve our IT infrastructure.
- Consults on IT challenges, gaps, or deficiencies impacting IT support and customer services to reduce risk, increase compliance, and focus on improving VA services.
- Identify gaps in VA's current IT environments and to work with business partners to improve IT awareness and operational support.
- Conducts thorough evaluations and assessments, including functional, cost, schedule, technical, security, and operational characteristics for Strategic Initiatives approved IT projects.
- Reports monthly to CIO on challenges, progress, and metrics to improve the IT services while focusing on quick wins through checklists, communication, and collaboration.
- Leverages existing artifacts, data, teams, and tools as needed.

### Authorities

36 C.F.R. Ch. 12. National Archives and Records Administration. 38 C.F.R. pts.1 and 2. Release of Information from DVA Records.

3 U.S.C. Ch. 4. Delegation of Functions.

Pub. L. 113-283. Federal Information Security Modernization Act {FISMA} of 2014. 38 U.S.C. Veteran' Benefits.

40 U.S.C. Public Buildings, Property, and Works.

44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act. 5 U.S.C. § 552a. The Privacy Act of 1974.

48 C.F.R. Ch. 2. Defense Federal Acquisition Regulations {DFAR}.

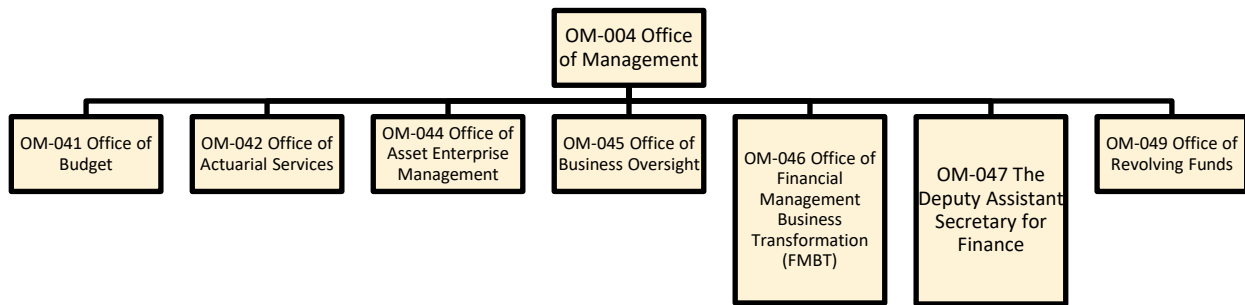
Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act {FITARA} of 2014. Pub. L. 97-255. Federal Managers Financial Integrity Act {FMFIA} of 1982.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. Exec. Order No.

13833. Enhancing the Effectiveness of Agency Chief Information Officers.

Pub. L. 115-59. Privacy Act of 1974 {as amended 5 U.S.C. § 552a) Social Security Number Fraud Prevention Act of 2017.  
38 U.S.C. § 517. Quarterly Reports to Congress on Conferences Sponsored by the Department. 44 U.S.C. § 3554. Federal Agency Responsibilities.

## OM-004 Office of Management



### Mission

The Office of Management (OM) enables VA to provide a full range of benefits and services to our Nation's Veterans by providing strategic and operational leadership in budget, asset enterprise management, financial management, financial management business transformation service, actuarial services, and business oversight. It also promotes public confidence in the Department through stewardship and oversight of business Activities that are consistent with national policy, law, and regulation.

### Overview

The Assistant Secretary for Management and Chief Financial Officer (CFO) advises the VA Secretary on financial stewardship of the Department resources and oversees Departmental budgetary and financial management function. OM supports the Administrations and Staff Offices through five major service lines and has several Activities and initiatives underway to help improve the Department's operations.

### Activities

- Leads Departmental budgetary and financial oversight, including budget formulation and execution monitoring; and financial management activities relating to key VA programs and operations for VA appropriations and revolving funds.
- Responsible for the management of Department accounting and financial management systems that

provides for cost and accounting information; Department-wide financial services, such as payroll and other payment processing; and debt management and collection from Veterans. Oversees the Department-wide capital asset management and independent business oversight activities (e.g., Agency Financial Audit, Internal Controls, STOP Fraud, Waste, Abuse initiatives), including development of long-range construction plans, including development and implementation of financial and capital investment policies and regulations.

### **Business Functions**

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions

### **Authorities**

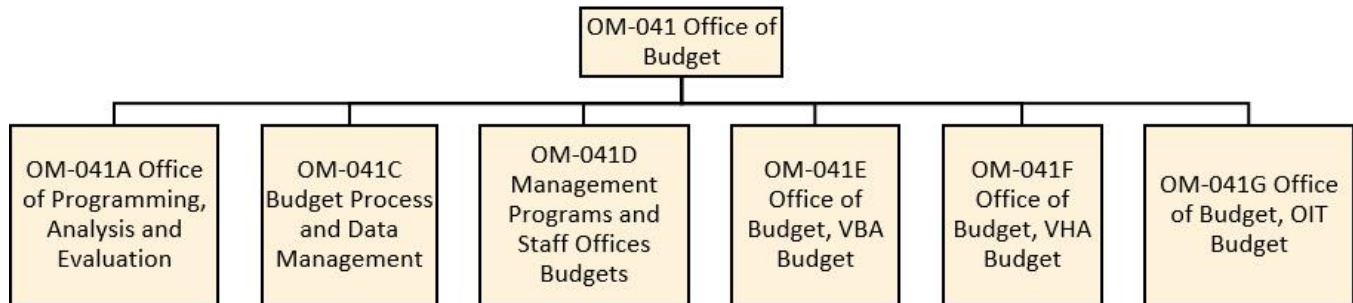
38 U.S.C. § 309. Chief Financial Officer.

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

31 U.S.C. § 902. Authority and Functions of Agency Chief Financial Officers.



## OM-041 Office of Budget



### Overview

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

### Activities

- The Office of Budget manages and directs all budget formulation and execution activities for the Department.
- 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 through the Chief Financial Officer's monthly review 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 Justification budget volumes and the data for the President's Budget Appendix.
- 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.

## **Business Functions**

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions

## **OM-041A Office of Programming, Analysis and Evaluation**

### **Overview**

The Programming, Analysis and Evaluation (PAE) Service's mission is to improve service to our Veterans by enabling the VA to make evidence-based resource and program decisions to promote programming excellence. PAE is VA's independent, analytical voice for supporting improved cost estimation, alignment of resources, and decision-making to achieve the Department's strategic goals and objectives.

### **Activities**

- Leads the Department's multi-year programming process, providing the enterprise-view necessary for VA leadership to make well-informed, long-term resource allocation decisions.

## **Business Functions**

Provide Organizational Leadership and Oversight Conduct Programming

## ***OM-041B Office of Budget Operations***

### **Overview**

The Associate Deputy Assistant Secretary (ADAS) for Budget Operations manages the strategic and policy decision making processes in the formulation, execution, analysis, justification, and preparation of the Department's medical, Information- Technology (IT), and Electronic Health Record Modernization (EHRM) budgets.

### **Activities**

- Ensures all funds are obligated in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.
- Manages the Service Directors of Medical Programs and IT/EHRM Programs.
- Leads budget execution review processes and informs VA leadership of key issues and trends.
- Represents VA in budget deliberations with OMB and Congressional appropriations committees.

## ***OM-041C Budget Process and Data Management***

### **Overview**

The Budget Process & Data Management Service develops and coordinates the processes and systems to ensure efficient and timely budget submissions and execution.

### **Activities**

- Manages all aspects of VA's annual budget request to OMB to defend and promote the Department's program plans and budget estimates, and negotiates/appeals the OMB Passback decisions.
- In coordination with Administrations and Staff Offices, develops Congressional Justifications Budget and the data for the President's Budget Appendix.

### **Business Functions**

Evaluate Internal Controls Develop Internal Controls  
Perform Prior Year Budget and Spend Analysis Perform Budget Operating/Spend Plan Development  
Perform Budget Operating/Spend Plan Monitoring and Adjustment Perform Program Performance Analysis  
Perform Budget Planning  
Develop Budget Estimation and Justification Perform Budgetary Reporting  
Perform Budget Submission  
Manage Budget Set-Up and Maintenance Manage Fund Allocation and Control

## ***OM-041D Management Programs and Staff Offices Budgets***

### **Overview**

The Management Programs Service coordinates the funding needs of each of the supporting staff offices in VA Central Office. This service was established following the 2017 modernization initiative that consolidated the budget analysts from the staff offices underneath the Office of Budget to achieve efficiencies.

### **Activities**

- Performs all core budget duties for the Department's Staff Offices in the General Administration (Gen Ad) account, including budget formulation, budget justification and budget execution. Provides budgetary analysis and recommendations to the Staff Offices to ensure effective management of the Gen Ad budget.

### **Business Functions**

Perform Budget Planning Develop Internal Controls  
Develop Budget Estimation and Justification Perform Prior Year Budget and Spend Analysis Perform Budget Submission  
Manage Budget Set-Up and Maintenance Perform Program Performance Analysis Manage Fund Allocation and Control Perform Budget Operating/Spend Plan Development Perform Budgetary Reporting Perform Budget Operating/Spend Plan Monitoring and Adjustment Evaluate Internal Controls

## *OM-041E Office of Budget, VBA Budget*

### **Overview**

The Benefits Programs Service is primarily focused on the Veterans Benefits Administration and both the mandatory and discretionary funding involved in those programs.

### **Activities**

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

## *OM-041F Office of Budget, VHA Budget*

### **Overview**

The Medical Programs Service is primarily focused on the Veterans Health Administration which includes appropriations for Medical Services, Medical Community Care, Medical Support & Compliance, Medical Facilities, and Medical Research.

### **Activities**

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

## *OM-041G Office of Budget, O/T Budget*

### **Overview**

The Information Technology Service is responsible for the Information Technology appropriation as well as the Electronic Health Record Modernization appropriation.

### **Activities**

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

## **OM-042 Office of Actuarial Services**

### **Overview**

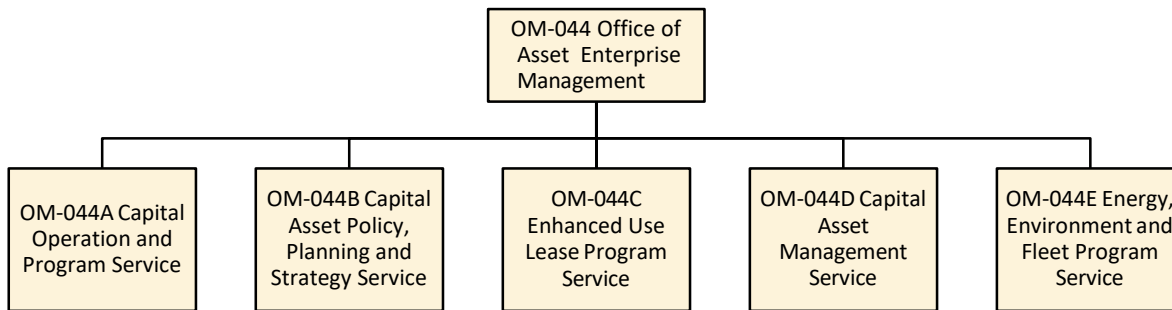
The Office of Actuarial Services (OAS) provides Department-wide actuarial expertise across VA Administrations and Staff Offices by conducting and directing the development and methodologies for macroeconomic analysis of VA's key programs. It also promotes public confidence in the Department through stewardship of financial management, audit

and actuarial Activities that are consistent with national policy, law, and regulation.

### **Activities**

- Oversee actuarial functions pertinent for VA financial reporting, including managing a wide range of actuarial projections across a diverse set of VA programs to include VA medical and health care services, community care, disability compensation, pension, education benefits, insurance, home loan guaranty benefits, vocational rehabilitation, and memorial affairs.
- Conducts valuations that include projections for personnel, pay and benefits; calculates annual evaluations for compliance and audits across VA business lines; to include computations for program costs, unfunded liabilities and amortizations.
- Develops and conducts studies to estimate and project national and area programmatic expenditures across various Department benefits programs.
- Provides actuarial, technical advice and consultation to the Department components.

## OM-044 Office of Asset Enterprise Management



### Mission

Manage enterprise-wide VA real property, fleet, and facility assets to maximize reliability, sustainability, efficiency, and effectiveness to fulfill Lincoln's promise to our most valuable resource, our Veterans.

### Overview

The Office of Asset Enterprise Management (OAEM) provides the Assistant Secretary for Management/Chief Financial Officer, Deputy Secretary, and the Secretary with objective oversight and advice regarding the acquisition, management and disposal of VA capital assets.

The OAEM Executive Director serves as the VA Senior Real Property Officer as well as the Chief Sustainability Officer, which is the senior Department official for the Department's Energy Management Program (energy conservation and management, environmental compliance, vehicle fleet management, sustainable building conformance, climate change adaptation, and related programs). The office oversees capital asset (i.e., buildings, land, structures, and real property leases) Activities to ensure effective and prudent portfolio and asset performance management throughout the entire asset life cycle. OAEM develops and disseminates policies, processes, and performance measurement systems for the Department's capital asset management programs.

OAEM manages the Department's Strategic Capital Investment Planning (SCIP) process and co-chairs the SCIP Panel and Board. The Office provides guidance, standards, and technical expertise with respect to individual investments and infrastructure-related programs and initiatives. Additionally, it is responsible for serving as the principal policy office and business advisor regarding capital investment selection and execution, sustainability planning, real property lease oversight, and real property asset disposal planning. Finally, OAEM is the responsible program office for VA's Enhanced-Use Lease (EUL) program, allowing the Secretary to lease land or buildings to public, private, and/or non-profit partners for up to 99 years to provide housing for homeless Veterans and their families.

### Activities

- Managing the Department's SCIP Process.
- Executing VA's EUL Program to Repurpose Vacant and Underutilized Assets.

- Managing VA's Real Property Performance and Real Property Portfolio and Lease Oversight Activities.
- Implementing and Oversight Activities of VA's Energy, Environment and Fleet Program.

### **Business Functions**

Provide Organizational Leadership and Oversight Provide Employee Customer Services  
Perform Administrative Human Resource Management Perform Administrative IT Management  
Manage Office Supply Inventory and Distribution  
Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management  
Manage Correspondence  
Perform Internal VA Communications and Coordination Provide Media Services  
Respond to Freedom of Information Act Requests Perform Office Administrative Support Functions

### **Authorities**

38 U.S.C. § 8122. Authority to Procure and Dispose of Property and to Negotiate for Common Services. 38 U.S.C. § 2405. Disposition of Inactive Cemeteries.

38 U.S.C. § 8118. Authority for Transfer of Real Property; Department of Veterans Affairs Capital Asset Fund. 42 U.S.C. Ch. 116. Emergency Planning and Community Right-To-Know Act of 1986 (EPCRA).

38 U.S.C. § 8163. Hearing and Notice Requirements Regarding Proposed Leases. 15 U.S.C. § 2601 et seq. Toxic Substances Control Act of 1976.

42 U.S.C. § 6901 et seq. Resource Conservation and Recovery Act of 1976 (RCRA). 42 U.S.C. § 8253. Energy Management Requirements.

42 U.S.C. § 9601 et seq. Summary of the Comprehensive Environmental Response, Compensation, and Liability Act.

42 U.S.C. 9601 et seq. Superfund Amendments and Reauthorization Act of 1986.

42 U.S.C. §§ 9601-9675. Comprehensive Environmental Response, Compensation and Liability. 10 C.F.R. pt. 436. Federal Energy Management and Planning Programs.

10 C.F.R. pt. 434. Energy Code for New Federal Commercial and Multi-Family High Rise Residential Buildings. 10 C.F.R. pt. 435. Energy Efficiency Standards for the Design and Construction of New Federal Low-Rise Residential Buildings.

VA Directive 0059. VA Chemicals Management and Pollution Prevention. VA Directive 0065. Climate Change Adaptation Planning.

VA Directive 0066. VA Sustainable Locations Program.

Exec. Order No. 13990. Protecting Public Health and the Environment and Restoring Science To Tackle the Climate Crisis.

VA Directive 0011. Strategic Capital Investment Planning Process. VA Directive 0057. VA Environmental Management Program.

VA Directive 0067. VA National Environmental Policy Act Implementation. VA Directive 0055. VA Energy and Water Management Program.

VA Directive 0012. VA Investments in Energy and Water Efficiency and Renewable Energy. VA Directive 0058. VA Green Purchasing Program.

VA Directive 0063. Waste Prevention and Recycling Program. VA Directive 0064. VA Environmental Management Systems. VA Directive 0062. Environmental Compliance Management.

VA Handbook 0059. VA Chemicals Management and Pollution. VA Directive 0637. VA Vehicle Fleet Management Program.

Exec. Order No. 14008. Tackling the Climate Crisis at Home and Abroad.

S. Rept 111-226. Military Construction and Veterans Affairs and Related Agencies Appropriations Bill, 2011

Pub. L. 114-223 § 258. Continuing Appropriations and Military Construction, Veterans Affairs, and Related Agencies Appropriations Act, 2017.

Pub. L. 114-318. Federal Property Management Reform Act. Pub. L. 116-260, Division Z. Energy Act of 2020.

VA Handbook 4085. Capital Asset Management.

Pub. L. 114-226. West Los Angeles Leasing Act of 2016.

Pub. L. 117-18 West Los Angeles Campus Improvement Act of 2021. 38 U.S.C. §§ 8161-8169. Enhanced Use Lease of Real Property.

42 U.S.C. § 7401 et seq. Clean Air Act of 1970, As Amended (CAA).

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities. 38 U.S.C. § 8104. Congressional Approval of Certain Medical Facility Acquisitions.

48 C.F.R. Ch. 1. Federal Acquisition Regulation.

Pub. L. 110-246. Food Conservation and Energy Act of 2008 (FCEA) § 9002.

Exec. Order No. 13807. Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure Projects.

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994. Pub. L. 102-486. Energy Policy Act of 1992.

Exec. Order No. 13327. Federal Real Property Asset Management. Pub. L. 109-58. Energy Policy Act of 2005.

Exec. Order No. 13834. Efficient Federal Operations.

Exec. Order No. 13783. Promoting Energy Independence and Economic Growth.

VA Directive 4085. Capital Asset Management.

Pub. L. 108-422. Veterans Health Programs Improvement Act of 2004.

OMB M-20-03. Implementation of Agency-Wide Real Property Capitol Planning. Pub. L. 110-140. Energy Independence and Security Act of 2007.

41 C.F.R. § 101-18. Acquisition of Real Property. 40 C.F.R. Ch.1. Protection of the Environment.

VA Directive 0056. VA Sustainable Buildings Program.

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

7 U.S.C. §§ 8102, 9002. Farm Security and Rural Investment Act of 2002 (FSRIA).

33 U.S.C. § 1251 et seq. Clean Water Act, Water Pollution Prevention and Control. 40 U.S.C. § 471 et seq. Congressional Declaration of Policy.

42 U.S.C. §§ 13101-13109. Pollution Prevention Act of 1990 (PPA). 42 U.S.C. § 300f et seq. Safe Drinking Water Act of 1974 (SDWA). 42 U.S.C. § 4321 et seq. National Environmental Policy Act (NEPA).

42 U.S.C. § 8252 et seq. Inspector General Review and Agency Accountability.

48 C.F.R. pt. 501. General Services Administration Acquisition Regulation System. VA Handbook 7816. Lease Management Procedures.

VA Handbook 7633. Managing Underutilized Real Property, Including Disposal. Pub. L. 95-619. National Energy Conservation Policy Act of 1978.

48 C.F.R. § 102.5. Home-To-Work Transportation. 48 C.F.R. §§ 102-34. Motor Vehicle Management.



## **OM-044A Capital Operation and Program Service**

### **Mission**

Manage enterprise-wide VA real property, fleet, and facility assets to maximize reliability, sustainability, efficiency, and effectiveness to fulfill Lincoln's promise to our most valuable resource, our Veterans.

### **Overview**

The Capital Operations and Program Service (COPS) provides day-to-day administrative operations and functions needed to support the Office of Asset Enterprise Management (OAEM). COPS is responsible for monitoring and tracking all human resource, correspondence, and other administrative operations for OAEM. COPS provides logistical support for training, travel, and conference type activity planning and execution.

### **Activities**

- Manages and tracks correspondence actions.
- Responsible for space management.
- Assists with budget management.
- Manages human resource support activities.
- Manages payroll processing.
- Oversees training and travel programs.
- Manages emergency preparedness.
- Manages office supplies, inventory and maintenance.

### **Business Functions**

Provide Organizational Leadership and Oversight

Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management

Perform Administrative IT Management Provide Media Services

Provide Employee Customer Services

Respond to Freedom of Information Act Requests Perform Internal VA Communications and Coordination Perform

Administrative Human Resource Management Manage Correspondence

Manage Office Supply Inventory and Distribution Perform Space Management

## **OM-0448 Capital Asset Policy, Planning and Strategy Service**

## **Mission**

Manage enterprise-wide VA real property, fleet, and facility assets to maximize reliability, sustainability, efficiency, and effectiveness to fulfill Lincoln's promise to our most valuable resource, our Veterans.

## **Overview**

The Capital Asset Policy, Planning and Strategy Service (CAPPSS) enables Office of Asset Enterprise Management (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. CAPPSS coordinates the Department's capital asset policies and investment process. CAPPSS supports VA's comprehensive planning process for capital programs (major construction, minor construction, non-recurring maintenance (NRM), and leases) across the Department and produces a data-driven, merit based long-range plan to support VA's annual capital budget request to Office of Management and Budget (OMB) and Congress.

## **Activities**

- Manages the Department's SCIP Process.
- SCIP process allows VA to develop an integrated and prioritized list of projects annually.
- Produces the VA Long-Range Capital Investment Plan.
- Prepares VA's annual Capital Program Budget Submission.
- Develops legislative analysis pertaining to capital programs and investments.
- Manages VA/DoD coordination on capital planning issues.
- Reviews and assists in the development of VA Administration and Staff Office Operating Plans.
- Produces Budget Execution Reports (Operating Plans and Actual Obligations).
- Oversee the Capital Program Requirements Management Process (CPRMP) - a project change control process to ensure changes in scope (cost, space, and programs) receive appropriate approval from VA leadership.
- Manages planning, programming, and budgeting of Transformational Fund real property requirements.

## **Business Functions**

Conduct Strategic Planning

Develop and Codify Functional Policy

Produce and Manage Long-Range and Annual Capital Investments Prioritize Capital Investments

Develop Legislative Analysis for Capital Programs and Investments

Coordinates Capital Planning with Federal, State, and Local Government Partners

## OM-044C Enhanced Use Lease Program Service

### Mission

Manage enterprise-wide VA real property, fleet, and facility assets to maximize reliability, sustainability, efficiency, and effectiveness to fulfill Lincoln's promise to our most valuable resource, our Veterans.

### Overview

The Enhanced Use Lease Program Service is responsible for the management and execution of VA's Enhanced Use Lease (EUL) Program. An EUL is a long-term agreement between VA (as lessor) and a non-Federal entity (as lessee) to repurpose underutilized land and/or buildings to offer an enhanced range of services to Veterans. VA's EUL authority was expanded in 2022 from only providing supportive housing for Veterans and their families who are homeless or at risk of homelessness, to also allow for other uses that benefit Veterans directly or indirectly. The EUL Program conducts the initial due diligence for these prospects/projects and negotiates the terms of the transaction with the selected project developer/lessee. The selected developer/lessee is responsible for all aspects of development, including finance, design, construction and operation of permanent supportive housing for eligible homeless Veterans.

### Activities

- Establish agency policies and procedures for the EUL Program.
- Executes the EUL Program.
- Addresses issues associated with project planning, development, lease negotiations, and pre-construction activities.
- Monitors EUL project construction and operational EUL projects.
- Manages EUL amendments, terminations, VA capital contributions and related actions.
- Continuously reviews VA's portfolios for underutilized land and/or buildings that could be repurposed to help provide housing for homeless and at-risk Veterans and their families.

### Business Functions

Place Property into Service

Conduct Property Strategy Development Plan Inventory and Equipment

Manage Property Transfer, Disposal, or Retirement Develop Facilities and Grounds Capital Investment

Execute Licensing and Permits

Develop and Oversee Facility Policies

Perform Enhanced Use Lease Management Prioritize Capital Investments

Coordinates Capital Planning with Federal, State, and Local Government Partners Manages Capital Investment Information Systems

## OM-044D Capital Asset Management Service

### Mission

Manage enterprise-wide VA real property, fleet, and facility assets to maximize reliability, sustainability, efficiency, and effectiveness to fulfill Lincoln's promise to our most valuable resource, our Veterans.

### Overview

The Capital Asset Management Service {CAMS} manages VA's portfolio of capital assets, including performance monitoring of the portfolio, disposal and reuse planning, real property data management, and on-going analysis of the portfolio. CAMS is also responsible office for lease delegations and tracking of VA's real property leases. 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.

### Activities

- Provides oversight, management, and analysis of VA's real property portfolio.
- Oversees VA's real property disposal process, including planning, reuse, repurposing, demolition, and other reporting.
- Implements Federal Real Property Council {FRPC} reporting requirements and performance tracking associated with VA's real property portfolio, including required annual reporting for the Federal Real Property Profile system.
- Manages the assignment of Accounting Classification Codes for leases and agreements.
- Performs analysis of the Department's portfolio for capital planning purposes, including space analysis and condition analysis, among other factors.
- Represents the Department on various Federal real property groups, such as the Federal Real Property Council and associated working groups, and acts as VA's real property liaison with OMB, General Services Administration {GSA}, and Government Accounting Office.
- Manages the GSA delegation process for lease procurements, and lease status tracking at the portfolio level.
- Provides systems support for VA's Capital Asset Management System, Capital Asset Inventory System, SCIP Automation Tool, SCIP SharePoint sites, Enterprise Lease Management Tool, and OAEM SharePoint sites.
- Serves as liaison for real property matters regarding VA's replacement financial system.

### Business Functions

Perform Property Management

Establish Payer Set-up and Maintenance Perform Property Acquisition and Control

Manage Property Transfer, Disposal, or Retirement

Provide Property Acquisition and Control Reporting Perform Enhanced Use Lease Management  
Produce and Manage Long-Range and Annual Capital Investments Manages Capital Investment Information  
Systems

## **OM-044E Energy, Environment and Fleet Program Service**

### **Mission**

Manage enterprise-wide VA real property, fleet, and facility assets to maximize reliability, sustainability, efficiency, and effectiveness to fulfill Lincoln's promise to our most valuable resource, our Veterans.

### **Overview**

The Energy, Environment and Fleet Program Service {EEFS} leads VA's efforts to comply with federal mandates related to energy, water, environment, fleet, sustainable buildings, and climate change adaptation. EEFS formulates VA-level policy; provides oversight, guidance, and training; and completes required agency reporting in these program areas. It also coordinates enterprise-level operations of VA's energy and fleet portfolio, including managing VA's Energy Performance Contracting Program and VA's Fleet Management Program.

### **Activities**

- Provides oversight, policy, training, and guidance for VA's sustainability efforts including energy and water, environmental, fleet, sustainable buildings, and climate change adaptation programs.
- Manages VA's Energy Performance Contracting Program, facilitates fleet electrification planning, and oversees compliance with sustainable buildings requirements.
- Supports the administration of VA's Sustainability Task Force and subject-matter working groups including coordinating development of VA's Sustainability Plan/Report, VA's Climate Adaptation Plan and other strategic plans.
- Performs technical document reviews for environmental management in areas including green purchasing, chemicals management and pollution prevention, environmental compliance, waste prevention and recycling, environmental management systems, electronics stewardship, the National Environmental Policy Act, and environmental justice; and helps develop regulations in collaboration with other VA organizations and federal agencies.
- Compiles data and generates agency-level reporting including VA's annual energy report, VA's Office of Management and Budget Scorecard for Federal Sustainability, the General Service Administration's Federal Automotive Statistical Tool (FAST) reporting for fleet, VA's annual Environmental Collaboration and Conflict Resolution report, and Environmental Justice reports.

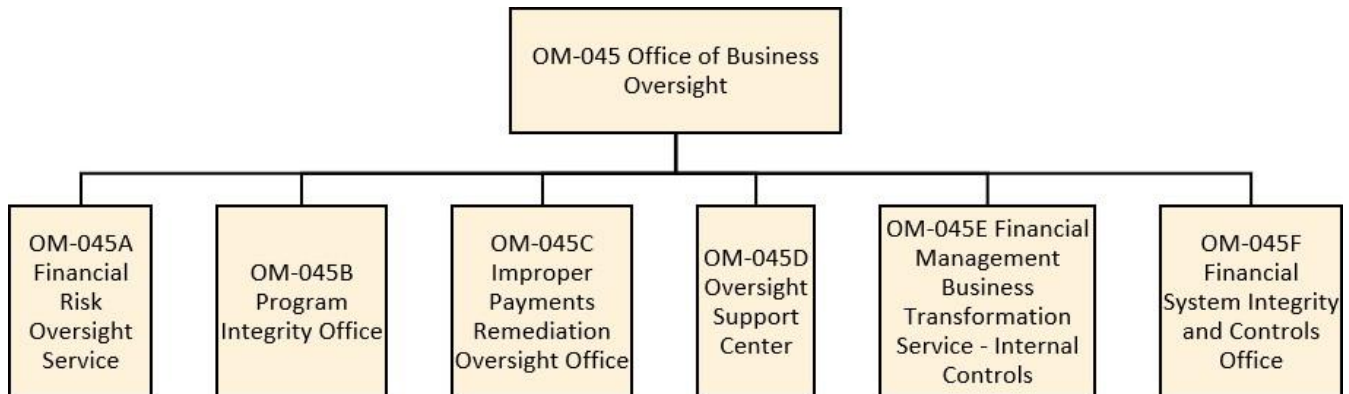
### **Business Functions**

Conduct Strategic Planning

## **Authorities**

Pub. L. 109-58. Energy Policy Act of 2005.

## OM-045 Office of Business Oversight



### Overview

The Office of Business Oversight (OBO) is the Department's financial internal controls oversight organization providing objective reviews and advice on improving internal controls across the Department. OBO provides oversight of VA's internal control program; ensures VA implements payment integrity legislation; improves prevention of fraud, waste, and abuse; supports audit readiness for modernization of financial systems; provides oversight of key financial systems and processes; and improves grants management, including providing oversight of external organizations serving Veterans and their families to ensure services are performed in accordance with agreements.

### Activities

- Serves as principal advisor to OM on all matters related to internal controls; fraud, waste, and abuse; and improper and unknown payments including coordinating internal controls assessments and reporting at the Enterprise-level.
- Supports intradepartmental fraud risk assessment activities, conducts targeted reviews and special projects that prevent or detect fraud, waste and abuse, supports Enterprise-level improvements in grants management and conducts oversight of external organizations through a franchise fund activity.
- Oversees the Department's compliance with the Payment Integrity Information Act of 2019 and provides guidance on risk assessments, improper payment and unknown payment identification and estimation, recovering overpayments, and reporting.
- Ensures new financial systems incorporate internal control best practices, develops internal control documentation aligning controls to reporting risks, assesses internal controls within key financial management systems and processes to ensure the accuracy and completeness of data, identifies potential fraud risks, and reports on the effectiveness of information technology general controls.

### Business Functions

Conduct Financial Internal Control/Compliance Reviews

## Authorities

Pub. L. 97-255. Federal Managers Financial Integrity Act {FMFIA} of 1982. Pub. L. 101-576. Chief Financial Officers Act of 1990.

Pub. L. 104-204. Department of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 1997.

Pub. L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006. Pub. L. 99-502. Federal Technology Transfer Act of 1986.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

OMB Circular A-136. Financial Reporting Requirements.

Pub. L. 116-117. Payment Integrity Information Act of 2019.

15 U.S.C. § 3710. Utilization of Federal Technology.

2 C.F.R. pt. 200. Uniform Administration Requirements, Cost Principles and Audit Requirements for Federal Awards.

38 C.F.R. pt. 62. Supportive Services for Veterans Families Program.

38 C.F.R. pt. 61. VA Homeless Providers Grants and Per Diem Program.

38 C.F.R. pt. 39. Aid for the Establishment, Expansion, and Improvement or Operation and Maintenance of Veteran Cemeteries.

## OM-045A Financial Risk Oversight Service

### Overview

The Financial Risk Oversight Service {FROS} within OBO coordinates internal control requirements, including testing of financial controls, contained in Office of Management and Budget {OMB} Circular A- 123, Appendix A, Management's Responsibility for Enterprise Risk Management and Internal Controls. FROS also provides guidance and templates to Administrations and Staff Offices on the internal controls assessment and Statement of Assurance process.

### Activities

- Performs test of design and test of effectiveness of Department-wide financial management programs in accordance with OMB Circular A-123, Appendix A and provides recommendations to remediate internal control deficiencies.
- Prepares the Secretary's Annual Statement of Assurance using input from all Administrations and Staff Offices.
- Collaborates with the Office of Enterprise Integration to integrate enterprise risk management with internal control requirements.
- Sets internal controls guidance for requirements contained in Federal Manager's Financial Integrity Act of 1982, GAO Standards for Internal Control in the Federal Government and OMB Circular A-123, Appendix A.

### Authorities

Pub. L. 97-255. Federal Managers Financial Integrity Act {FMFIA} of 1982.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. OMB Circular



A-136. Financial Reporting Requirements.

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

## **OM-0458 Program Integrity Office**

### **Overview**

The Program Integrity Office (PIO) within OBO supports intradepartmental fraud risk assessment Activities, through coordination with Administrations and program offices, and conducts targeted reviews and special projects that prevent or detect waste. PIO also supports Enterprise-level improvements in grants management through issuing grants guidance, processes and procedures.

### **Activities**

- Serves on interagency working groups associated with fraud, waste and abuse, and provides oversight, direction and coordination for assessing fraud risks.
- Coordinates with stakeholders across the Department performing activities that prevent or detect fraud, waste and abuse.
- Conducts reviews, largely using data analytics, to detect and prevent fraud, waste and abuse.
- Supports Enterprise-level grants management by issuing guidance and developing standardized processes and procedures that improve consistency in implementing grants-related laws and regulations and improves Enterprise-level reporting.

### **Authorities**

Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982. Pub. L. 101-576. Chief Financial Officers Act of 1990.

Pub. L. 116-117. Payment Integrity Information Act of 2019.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

2 C.F.R. pt. 200. Uniform Administration Requirements, Cost Principles and Audit Requirements for Federal Awards.

## **OM-045C Improper Payments Remediation Oversight Office**

### **Overview**

The Improper Payments Remediation and Oversight Office (IPRO) within OBO is responsible for overseeing the Department's implementation of improper payments legislation and guidance via the Payment Oversight Program. IPRO is charged with improving Department leadership, oversight and guidance on improper payment and unknown payment estimation and reporting and evaluating Payment Integrity Information Act of 2019 Activities to identify opportunities for improvements.

## Activities

- Identifies programs subject to Payment Integrity Information Act of 2019 requirements, coordinating with VA offices to ensure appropriate activities are completed including ensuring programs with outlays over \$1 million annually perform recovery audits if cost-effective and programs with outlays over \$10 million annually perform risk assessments when required, but no less than every three years.
- Provides oversight of testing, estimation of improper and unknown payments per OMB guidance as well as ensuring effective corrective actions are developed, implemented and measured to reduce the occurrence of future improper and unknown payments.
- Provides guidance and oversight of all required improper payment and unknown payment annual, quarterly and ad-hoc reporting, including consolidating agency-wide payment integrity messaging.
- Manages coordination of the annual Office of the Inspector General (OIG) audit of compliance with improper payments legislation and guidance, as well as VA's response to the draft report.

## Authorities

Pub. L. 116-117. Payment Integrity Information Act of 2019. OMB Circular A-136. Financial Reporting Requirements. OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

## OM-045D Oversight Support Center

### Overview

The Oversight Support Center (OSC) within OBO, operates an Enterprise Center within the VA Franchise Fund and as requested by customers, provides oversight of external organizations serving Veterans and their families to ensure services are performed in accordance with agreements.

### Activities

- Reviews grantees' compliance with fiscal and operational fitness standards contained in applicable laws, rules, regulations and program guidance to ensure the effective use and management of federal funds.
- Provides training to grantees to improve adherence to regulations and agreements.
- Ensures VA research partners disclose inventions and adhere to agreements for commercialized inventions.
- Assists with operational reviews of State and Tribal Governments cemetery grantees to ensure cemeteries are operated within VA standards.

### Authorities

Pub. L. 99-502. Federal Technology Transfer Act of 1986.

Pub. L. 104-204. Department of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 1997.

Pub. L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006.

2 C.F.R. pt. 200. Uniform Administration Requirements, Cost Principles and Audit Requirements for Federal Awards.

38 C.F.R. pt. 62. Supportive Services for Veterans Families Program.

38 C.F.R. pt. 61. VA Homeless Providers Grants and Per Diem Program.

38 C.F.R. pt. 39. Aid for the Establishment, Expansion, and Improvement or Operation and Maintenance of Veteran Cemeteries.

15 U.S.C. § 3710. Utilization of Federal Technology.

## **OM-045E Financial Management Business Transformation Service - Internal Controls**

### **Overview**

The Financial Management Business Transformation Service - Internal Controls {FMBTS- IC} within OBO ensures VA's implementation of the new Integrated Financial and Acquisition system {iFAMS} resolves legacy system deficiencies, when applicable, and internal controls are designed and effective to prevent new audit issues from occurring.

### **Activities**

- Prepares internal control documentation aligning controls to financial reporting risks and performs design and effectiveness testing.
- Identifies outstanding weaknesses within in-scope financial systems and assesses whether the weaknesses will be resolved with the implementation of iFAMS.

### **Authorities**

OMB Circular A-136. Financial Reporting Requirements.

Pub. L. 97-255. Federal Managers Financial Integrity Act {FMFIA} of 1982.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

[OM-045F Financial System Integrity and Controls Office](#)

## **OM-045F Financial System Integrity and Controls Office**

### **Overview**

The Financial System Integrity and Controls Office {FSICO} within OBO assesses internal controls of the accuracy and completeness of data used within key financial management systems and reviews automated controls within these systems to validate functionality. FSICO monitors implementation of financial systems with a material impact on VA's financial statements and collaborates with Office of Information and Technology to ensure audit readiness of the systems. FSICO also conducts reviews of financial systems to identify potential fraud risks, providing results on the effectiveness of information technology general controls.

### **Activities**

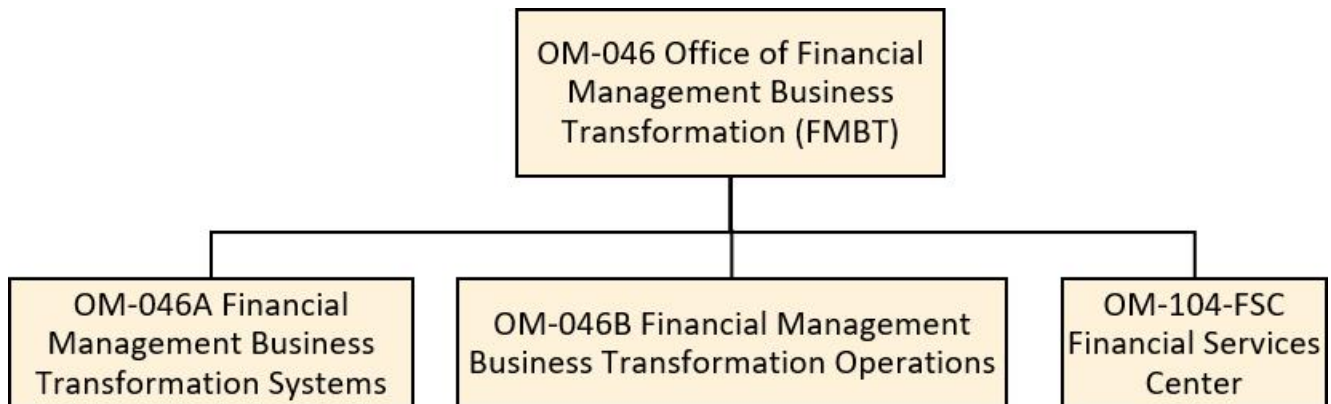
- Conducts internal control reviews of key VA financial information systems and reports and validates functionality of key automated controls.
- Conducts internal control reviews of VA financial information system interfaces to ensure data is secure, reliable and complete, including documenting data flow.
- Collaborates with Office of Information and Technology on system security and other control assessments to leverage results for financial information systems and identify compensating controls for deficiencies.

### **Authorities**

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982.

## OM-046 Office of Financial Management Business Transformation (FMBT)



### Overview

The Office of Financial Management Business Transformation Service (FMBTS) leads and manages VA's financial and acquisition management system modernization effort, which is a multi-year effort to migrate VA from a 30-year-old legacy core accounting system to a modern system. In addition, FMBTS manages VA's implementation of the Digital Accountability and Transparency Act of 2014 (DATA Act) as well as reporting the required financial data to the USASpending.gov initiative. FMBTS will increase the transparency, accuracy, timeliness, and reliability of financial information resulting in improved fiscal accountability. The FMBTS Office also provides executive oversight of the VA Financial Services Center (FSC) which operates as an Enterprise Center as part of the VA Franchise Fund and provides an array of financial management and professional and administrative services on a fee-for-service basis to VA and other government agencies.

### Activities

- Provides program planning and execution for the implementation of a modern core accounting system.
- Manages VA financial and acquisition program management and business process re-engineering.
- Ensures compliance with the DATA Act, USASpending.gov initiative, and other transparency initiatives by submitting data to OMB as required.
- Provides executive oversight of the VA Financial Services Center (FSC).

### Authorities

OMB Circular A-136. Financial Reporting Requirements.

Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L. 97-255.

Federal Managers Financial Integrity Act (FMFIA) of 1982.

Pub. L. 109-282. Federal Funding Accountability and Transparency Act of 2006.

## **OM-046A Financial Management Business Transformation Systems**

### **Overview**

The ADAS for FMBTS Systems leads the Technology Solutions Delivery and Customer Experience functions of the iFAMS solution within VA.

### **Activities**

- Provides oversight of all IT development, implementation, operations, and maintenance in support of FMBT.
- Provides oversight of all IT budget planning and execution activities.
- Provides iFAMS solution architecture, interfaces and legacy system transition, Financial Services Center business readiness, and operations and maintenance.
- Serves as the Customer Experience Office responsible for customer-facing program activities for migrating to the iFAMS solution.

### **Authorities**

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982.

OMB Circular A-136. Financial Reporting Requirements.

Pub. L. 109-282. Federal Funding Accountability and Transparency Act of 2006. Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

OMB M-16-17. Management's Responsibility for Enterprise Risk Management and Internal Control.

## **OM-046B Financial Management Business Transformation Operations**

### **Overview**

The ADAS for FMBTS Operations leads the Program Management Office (PMO) responsibilities for the planning and implementation of the iFAMS financial management and acquisition functionality for the VA.

### **Activities**

- Provides oversight of all program management functions in support of the iFAMS solution for FMBTS.
- Provides administrative, human resources, contract administration, and life cycle cost estimate oversight for FMBTS.
- Provides oversight of all Digital Accountability and Transparency Act (DATA) activities on behalf of the Department.

## Authorities

Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

Pub. L. 109-282. Federal Funding Accountability and Transparency Act of 2006. Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982.

OMB Circular A-136. Financial Reporting Requirements.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. OMB M-16-17. Management's Responsibility for Enterprise Risk Management and Internal Control.

## *OM-104-FSC Financial Services Center*

### Overview

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

### Activities

- Oversees VA's conference policies and mandatory reporting, Compliance Audits of VA's Purchase and Travel Cards, Permanent Change of Station (PCS) and Temporary Duty (TDY) travel vouchers, managing VA's official passport activities, and processing VA travel policy exception requests.
- Provides financial accounting services for financial reports and accounting, nationwide accounting services and common administrative fiscal services to ensure accounting transactions are properly recorded, reconciled, and reported to U.S. Department of the Treasury and Office of Management and Budget (OMB).
- Manages financial healthcare services for the payment of select medical claims in support of VHA by providing a wide range of services associated with the receipt and intake of the claim, conversion of paper claims, calculation of a reimbursement amount on the claim, and the payment and generation of an explanation of benefits to the provider.
- Provides a full range of financial operations, including electronic vendor payment services, customer relationship management, vendor file maintenance and payment resolution services.
- Operates VA's Financial Payroll Service providing training, customer service and resolution management for VA payroll support and system services.
- Provides data analytics services for developing, delivering and managing a full range of enterprise-level data analysis outputs to customers in support of VA's mission.
- Provides iFAMS system configuration and implementation support, technical operations and maintenance, accounting training and financial customer support.

### Business Functions

Provide Temporary Duty (TDY )and Local Travel Regulatory Reporting Provide Reimbursable Progress Reviews  
Manage Reimbursable Invoicing  
Perform Financial Asset Information Reporting Establish Payee Set-up and Maintenance  
Conduct Reimbursable Reconciliation  
Perform Payment Processing - Payroll Payments  
Establish Reimbursable Agreement Set-up and Maintenance Conduct Reimbursable Reporting  
Manage Reimbursable Receipt Processing Provide Travel and Fleet Card Reporting Conduct Reimbursable  
Closeout  
Perform Payment Disbursement Perform Payment Confirmation Provide Payment Reporting  
Conduct Temporary Duty (TDY) and Local Travel Voucher Processing and Audit Perform Third Party Payment  
Processing  
Develop Temporary Duty (TDY) and Local Travel Policy Management and Audit  
Conduct Relocation Voucher Processing and Audit Conduct Travel and Fleet Card Audit  
Perform Reimbursable Management

### **Authorities**

OMB Circular A-136. Financial Reporting Requirements.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
OMB Circular A-123, app. A. Internal Control over Financial Reporting.  
Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.  
Pub. L. 97-255. Federal Managers Financial Integrity Act {FMFIA) of 1982.  
Pub. L. 109-282. Federal Funding Accountability and Transparency Act of 2006.  
Pub. L. 103-356. Government Management Reform Act of 1994 {Franchise Fund).  
Pub. L. 112-154. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012. Pub. L. 109-  
114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006.  
OMB M-16-17. Management's Responsibility for Enterprise Risk Management and Internal Control. Pub. L.  
101-576. Chief Financial Officers Act of 1990.  
Pub. L. 104-208, div. A, § 101. Federal Financial Management Improvement Act of 1996.  
Pub. L. 107-347. Federal Information Security Management Act of 2002 {As Amended by Federal Information  
Security).

## ***OM-104-FSC CTCCS Financial Services Center***

### **Overview**

Oversees VA's conference policies and mandatory reporting, Compliance Audits of VA's Purchase and Travel Cards, Permanent Change of Station {PCS) and Temporary Duty {TDY) travel vouchers, managing VA's official passport Activities, and processing VA travel policy exception requests.

### **Activities**



- Oversees VA's conference policies and mandatory reporting, Compliance Audits of VA's Purchase and Travel Cards, Permanent Change of Station {PCS} and Temporary Duty {TDY} travel vouchers, managing VA's official passport activities, and processing VA travel policy exception requests.

## *OM-104/0461 Data Analytics Service*

### **Overview**

Provides data analytics services for developing, delivering and managing a full range of enterprise-level data analysis outputs to customers in support of VA's mission.

### **Activities**

- Provides data analytics services for developing, delivering and managing a full range of enterprise-level data analysis outputs to customers in support of VA's mission.

### **Business Functions**

Conduct Enterprise Performance Management Conduct and Manage Audits and Audit Findings Perform Grant Recipient Audit  
Perform Analytics

### **Authorities**

Pub. L. 97-255. Federal Managers Financial Integrity Act {FMFIA} of 1982.  
Pub. L. 109-282. Federal Funding Accountability and Transparency Act of 2006.  
Pub. L. 112-154. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.  
OMB Circular A-123, app. A. Internal Control over Financial Reporting. OMB Circular A-136. Financial Reporting Requirements.  
Pub. L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006.  
P.L. 101-576. Chief Financial Officers Act of 1990.  
Pub. L. 103-356. Government Management Reform Act of 1994 {Franchise Fund}.  
OMB M-16-17. Management's Responsibility for Enterprise Risk Management and Internal Control.

## *OM-104/0463 Financial Operations Service*

### **Overview**

Provides a full range of financial operations, including electronic vendor payment services, customer relationship management, vendor file maintenance and payment resolution services.

### **Activities**

- Provides a full range of financial operations, including electronic vendor payment services, customer relationship management, vendor file maintenance and payment resolution services.

### **Business Functions**

Establish Payee Set-up and Maintenance

Perform Payment Processing - Commercial Payments

## **OM-104/0464 Financial Accounting Service**

### **Overview**

Provides financial accounting services for financial reports and accounting, nationwide accounting services and common administrative fiscal services to ensure accounting transactions are properly recorded, reconciled, and reported to Treasury and OMB

### **Activities**

- Provides financial accounting services for financial reports and accounting, nationwide accounting services and common administrative fiscal services to ensure accounting transactions are properly recorded, reconciled, and reported to Treasury and OMB

### **Business Functions**

Perform Financial / Performance Reporting

Perform Receivable and Collection Management Execute Talent Development

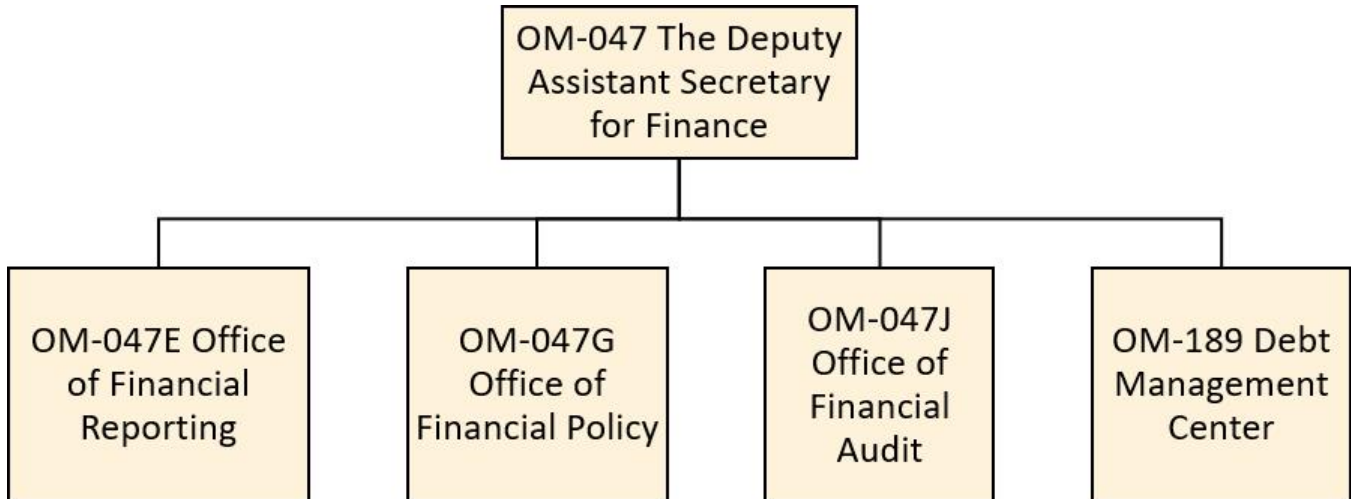
Perform Agent Cashier

Provide Employee Customer Services Conduct Reconciliation with Treasury

Conduct Financial Performance and Operational Reporting Perform Payment Processing - Intragovernmental Payments

Conduct General Ledger Set-up and Maintenance Perform Period End Closing Provide Platforms and Storage

## OM-047 The Deputy Assistant Secretary for Finance



### Overview

The Office of Finance (OF) maintains stewardship of Departmental financial resources; establishes Departmental financial policies, provides financial training to VA's financial management community, oversees maintenance of legacy financial system, and produces VA's annual financial report and related statements. OF continually enhances the quality of VA's debt management Activities at the Debt Management Center in St. Paul, MN. OF also provides Departmental leadership and VA Administrations and Staff Offices assistance regarding remediation, audit readiness services, as well as remediation of audit related material weaknesses and significant deficiencies.

### Activities

- Advises the Assistant Secretary for Management/VA Chief Financial Officer (OM/CFO) on all matters related to financial policy, financial reporting, legacy financial systems, financial audit and debt management.
- Coordinates and compiles data for briefings to OM/CFO leadership about OF activities and achievements.
- Directs and oversees new initiatives, objectives, policies, and standards established to improve VA's financial programs. Provides financial policies, audit and reporting requirements and expertise for the Department's financial management system modernization efforts.
- Develops and presents solutions to problems that affect day-to-day program management activities.

### Business Functions

Provide Organizational Leadership and Oversight Perform Office Administrative Support Functions

### Authorities

Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982. Pub. L. 97-258. Anti-Deficiency Act.

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

Pub. L. 104-204. Department of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 1997.

Pub. L. 109-282. Federal Funding Accountability and Transparency Act of 2006. Pub. L. 112-94. Government Charge Card Abuse Prevention Act of 2012.

Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

41 U.S.C. § 253. Competition Requirements. the Competition in Contracting Act (CICA) of 1984.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control. 5 C.F.R. § 1315. Prompt Payment, Final Rule.

OMB Circular A-136. Financial Reporting Requirements. 5 U.S.C. Ch. 5 §§ 551-559. Pay Administration.

48 C.F.R. § 32.9. Prompt Payment.

H.R. 4319. Federal Financial Management Improvement Act of 1996 (FFMIA).

## **OM-047E Office of Financial Reporting**

### **Overview**

The Office of Financial Reporting (OFR) is responsible for the development, coordination and issuance of timely and accurate financial statements, most notably the annual Agency Financial Report (AFR). OFR also prepares quarterly reports for analytics purposes, and other required internal and external reporting for the Department, all derived from the financial management system it maintains. OFR also supports VA's initiative to modernize its financial management system. OFR is comprised of three service lines: Financial Reports Service, Financial Management System Service and Management Reports Service.

### **Activities**

- Advises on all matters related to financial reporting, including matters related to both the legacy and new core financial systems and the interfaces with other smaller agency financial systems.
- Coordinates and prepares both the AFR and the Management Representation Letter in accordance with laws and regulations; and ensures timely submission of both deliverables to OMB and Treasury on an annual basis.
- Reports VA-wide financial information to Treasury and OMB for Government-wide consolidation, including financial analytics to support financial statement balances and accompanying footnote disclosures.
- Prepares central office prepared by client (PBC) deliverables to VA's external auditors and remediates audit findings related to financial reporting.
- Reviews financial systems for compliance with Government-wide accounting principles and standards, financial systems policy and automated financial exchange requirements.
- Supports implementation of the modern accounting system, iFAMS, by reviewing United States Standard General Ledger and posting logic configurations. Ensures the integrity of financial report consolidation

from both FMS and iFAMS during system implementation.

- Maintains and authorizes system change requests to the Financial Management System and the Management and Information Exchange (MinX).

## **OM-047G Office of Financial Policy**

### **Overview**

Responsible for development, coordination, socialization and promulgation of Department-wide financial policy related to travel, debt, purchase card, payroll, accounting standards, financial reporting and grants. OFP supports the Department's modernization initiatives and aids the Administrations and Staff Offices in resolving financial and operational concerns and questions. OFP is organized to optimally address workload assignments into the Accounting Policy Service and the Operational Policy Service.

### **Activities**

- Advises the DAS on all matters related to financial policy, including legislative and regulatory compliance.
- Reviews laws, regulations, Office of Management and Budget (OMB) and Department of the Treasury (Treasury guidance), Federal Accounting Standards Advisory Board (FASAB) pronouncements and other financial standards to ensure that policy accurately reflects the requirements contained in the aforementioned documents.
- Creates, updates, socializes and promulgates VA's financial and operational policies such as; Travel, Debt, Purchase Card, Obligations, Accounts Payable, Accounts Receivable, etc. and development of financial system data (General Ledger, Cost Centers, Fund elements, etc.) comply with applicable
- laws, regulations and control agency guidance.
- Provides guidance, direction and coordination for VA's grant programs ensuring that Federal awards comply with applicable laws and regulations.
- Represents VA at FASAB and United States Standard General Ledger Board meetings.
- Responds to Administration and Staff Office inquiries regarding travel, debt, purchase card, payroll, accounting standards, financial reporting and grant issues and questions.
- Responds to audit related policy issues; collaborates with Financial Management Business Transformation (FMBT) for policy impacts of new financial system.

### **Business Functions**

Conduct Financial Statement Preparation Perform Grant Program Administration

Perform Grant Pre-Award Management Conduct Grant Award Management

Conduct Grant Post-Award Management and Closeout Administer Grant Program Oversight

Administer Grant Recipient Oversight

## OM-0471 Office of Financial Audit

### Overview

The Office of Financial Audit (OFA) provides accountability and sustained focus for remediating financial statement audit findings Department-wide and coordinates business process improvements to improve VA's financial internal controls. The office serves as liaison with VA's auditors for the Department's annual financial statement audit. OFA is comprised of two service lines: Audit Analysis Remediation Service and Audit Readiness Support Service.

### Activities

- Provides oversight, direction and coordination regarding VA's annual financial statement audit and audit readiness.
- Develops, manages, and reports on Department level corrective action plans to aide in the remediation process.
- Reengineers business processes to improve financial management practices Department-wide.
- Conducts Financial Management Training Initiative events to Administrations and Staff Offices that includes a comprehensive training plan designed to facilitate enterprise-wide collaboration, resolve audit findings, and enhance core accounting, audit, and financial management competencies of VA's financial management community.

### Business Functions

Conduct Financial Internal Control/Compliance Reviews

## OM-189 Debt Management Center

### Overview

The VA Debt Management Center (DMC) operates as an Enterprise Center within the VA Franchise Fund and provides debt collection and financial services on a fee-for-service basis to VA Staff Offices, National Cemetery Administration, Veterans Benefits Administration and Veterans Health Administration.

### Activities

- Advises the DAS on all matters related to enterprise-wide debt management issues and for the debt collection operations for its customers, in addition to being accountable to the Revolving Fund Board of Directors, on all matters related to the operation of the DMC.
- Provides oversight, direction and coordination for the overall debt collection operation.
- Serves as the Department's principal point of contact with Treasury on debt management-related items and manages the Department's referral of debt to Treasury.

- Leads process changes to improve the Veterans' debt management experience and provides quality customer-focused receivables management services.
- Executes debt management related disaster recovery and financial relief activities.
- Responds to Veterans' written and telephone inquiries, including VA benefit debt (compensation and pension, education and loan guaranty), disputes, waiver requests and compromise offers.

## **OM-189 Debt Management Center Congressional Unit**

### **Overview**

Responds to Congressional, IG and White House debt inquiries.

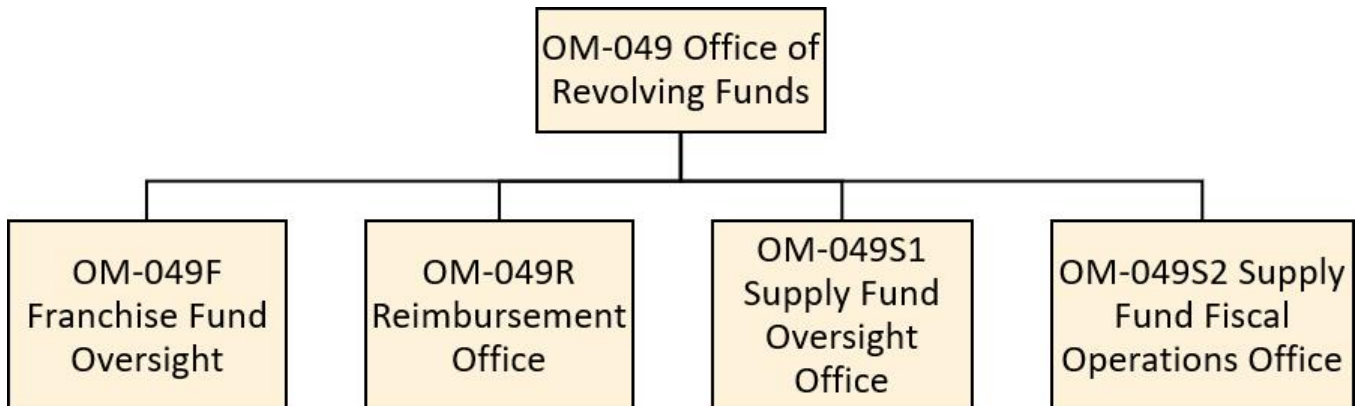
### **Activities**

- Researches and presents detailed written correspondence and telephonic responses regarding benefits accrued by Veterans, their dependents, and beneficiaries under various benefit programs and their rights under such programs as they pertain to VA debt collection.

### **Business Functions**

Conduct Delinquent Debt Management

## OM-049 Office of Revolving Funds



### Mission

ORF program mission is to provide best in class shared services and financial support through strategic planning of VA Revolving Funds, including the Supply Fund and Franchise Fund; to execute outstanding financial support capabilities; produce sound business plans for service lines; and offer cost-effective solutions for our stakeholders through shared services while maintaining clean audit results.

### Overview

The Office of Revolving Funds (ORF) enables VA to provide a full range of benefits and services to our nation's Veterans by providing strategic and financial oversight of both Revolving Funds - Supply Fund and Franchise Fund along with improvements for the management, accountability and transparency of Staff Offices' reimbursements. Through stewardship and oversight of business Activities in both Funds and General Administration agreements, ORF promotes public confidence while meeting fiduciary requirements consistent with national policy, law and regulation.

### Activities

- Functions and Activities
- The Office of Revolving Funds supports the Department by providing guidance in budget formulation and execution of each Acquisition and Enterprise Center through sound Business Plans. Governed by the Revolving Funds Board of Directors, ORF is divided into four services: Supply Fund Oversight, Supply Fund Fiscal Operations, Franchise Fund Oversight and Reimbursements, that collaborate with five Acquisition Centers, eight Enterprise Centers, and General Administration Staff Offices performing the following functions throughout the year:
- Conducts quarterly Revolving Funds Board of Directors meetings and provides oversight and funds execution metrics to the Board.
- Provides a full range of accounting operations support and oversight of each Acquisition and Enterprise Center.



- Delivers enterprise wide performance feedback and transparent financial performance metrics to ensure reliability of financial information and accountability.
- Increases rate setting transparency, accuracy and reliability of financial information.
- Facilitates annual financial statement audits by an independent Certified Public Accountant firm of each fund.
- Collaborates with both sellers & buyers to rapidly fund critical services, while equitably allocating expenses.

## Authorities

31 U.S.C. §§ 1535-1536. Economy Act.

Pub. L. 109-114. Military Quality of Life and Veterans Affairs Appropriations Act, 2006. 31 U.S.C. § 501. Office of Management and Budget.

Pub. L. 104-204. Department of Veterans Affairs and Housing and Urban Development, and Independent Agencies Appropriations Act, 1997.

38 U.S.C. § 301. Department of Veterans Affairs.

31 U.S.C. § 1534. Adjustments Between Appropriations.

38 U.S.C. § 8121. Revolving Supply Fund.

## OM-049F Franchise Fund Oversight

### 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 OGAs 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 VA Franchise Fund is comprised of an administrative office (Franchise Fund Fiscal Office) and eight self-supporting lines of business (Enterprise Centers). The current VA Enterprise Centers (EC) include the following:

The Financial segment (under the oversight of the Office of Management) FSC in Austin, TX Debt Management Center (DMC) in St. Paul, MN Internal Controls Support Center (ICSC) in Austin, TX Personnel, Security and Law Enforcement segment (under the oversight of the Human Resources Administration/Office of Operations, Security and Preparedness) VA Personnel Security Adjudication Center (PSAC), North Little Rock, AR Law Enforcement Training Center (LETC), North Little Rock, AR Human Capital Services Center (HCSC) in Washington, DC Center for Enterprise Human Resources Information Services (CEHRIS) in Washington, DC Information Technology segment IT Infrastructure Operations (ITIO) Center in Austin, TX (under the oversight of the Office of Information Technology).

The directors of the individual ECs and their staffs are responsible for customer satisfaction, support to the VA lines of business, business planning and development, staffing, and execution of day-to-day business Activities consistent with their annual business plans. The VA Franchise Fund Fiscal Office is accountable for enterprise best practices, standard business plan development, fiduciary audits, and financial stability of the VA Franchise Fund in accordance with statutes, regulations and policies.

### Activities

- Functions and Activities
- Provides policy, process, guidance and direction to the eight ECs and any future ECs for delivering exceptional customer service, high quality, reliable and consistent mission support services at lower costs.
- Provides administrative support to the ECs by directing and analyzing budget formulation and execution processes. Administers financial resources and oversee business planning activities.
- Draft and implement new policies for the VA Franchise Fund aligned with the OMB policy memorandums and Unified Shared Service Management (USSM) emerging policies and processes. Accountable to deliver enterprise-wide performance dashboard and transparent performance metrics for enterprise mission support services performed by VA Enterprise Centers.
- In coordination with the Office of Management (OM) and the Office of Finance (OF), ensures clean audit results for the VA Franchise Fund. Takes appropriate actions related to all Office of Inspector General (OIG) and General Accountability Office (GAO) findings on the VA Franchise Fund to ensure compliance with fiduciary requirements and Federal Government best practices.

## OM-049R Reimbursement Office

### Overview

The Reimbursement Office works directly with the buyers and sellers at the Department level in the development of Intra-Agency Agreements. Utilizing a Reimbursement Cost Matrix, the staff develops various budget submissions to Congress along with maintaining an agency-wide notification process; and establishing a timeline to develop, issue, execute and receive agreements.

### Activities

- Functions and Activities
- Oversees and manages the life cycle of agreements for General Administration fund requirements as the seller.
- Streamlines recordkeeping by instituting and processing agreements through an in-house SharePoint site.
- Analyzes agreements for its purpose, validity, fair cost distribution and execution of funds.

- Monitors, evaluates, and reports on reimbursable activity to enable leaders to make data-driven decisions, strengthen accountability, and facilitate a culture of customer-service.
- Provides oversight to ensure timely return of unearned funds and timely issuance of agreements for accurate administrative processing between trading partners activities
- Coordinates with program officials to ensure reimbursable budget requests are technically accurate, performance-based, and focused on improving the Veteran experience.
- Accounts for the processing of earned costs for services performed across the Department of Veterans Affairs, FSC and trading partners.

## **OM-04951 Supply Fund Oversight Office**

### **Overview**

Created by Congress in July 1953, the Department of Veterans Affairs (VA) Supply Fund supports VA's mission by operation and maintenance of a Supply System, including procurement of supplies, equipment, personal services and the repair and reclamation of used, spent, or excess personal property. The Supply Fund is authorized to provide services on a reimbursable basis to VA and to Other Government Agencies (OGA).

The Supply Fund Oversight Office formulates and executes the budget along with providing financial support to nine lines of business: the Office of Acquisition and Logistics (OAL), Office of Procurement, Acquisition, and Logistics (OPAL), Office of Small and Disadvantaged Business Utilization (OSDBU), Technology Acquisition Center (TAC), Strategic Acquisition Center (SAC), National Acquisition Center (NAC), Denver Acquisition and Logistics Center (DLC), Service and Distribution Center (SDC), and VA Acquisition Academy (VAAA).

### **Activities**

- Functions and Activities
- Provides administrative support to the Supply Fund entities by directing and analyzing budget formulation and execution processes. Administers financial resources and oversee business planning activities.
- Recovers its operating expenses through surcharges on various products or services provided to Veterans and OGAs.
- Provides facilitation and oversight of the One VA Plus Program. VA organizations can use the One VA Plus Program to extend obligation authority of appropriated funds for short periods of time to support bona fide program needs.
- Recovers duplicate payments to vendors and unused credits from vendors in partnership with the Financial Services Center (FSC).
- Manages the annual Supply Fund financial audit process conducted by a private sector accounting firm.

## **OM-04952 Supply Fund Fiscal Operations Office**

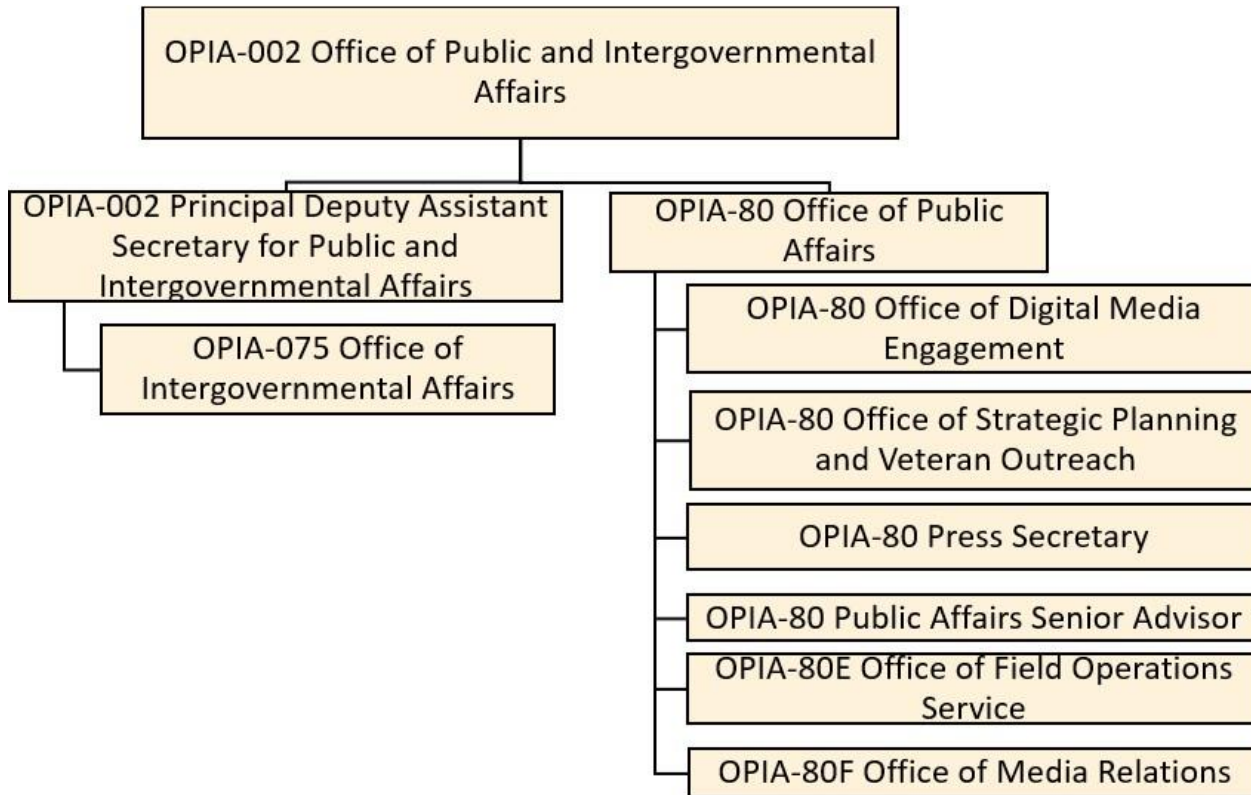
### **Overview**

The Supply Fund Fiscal Operations (SFFO) focus on the daily accounting operational Activities in support of the Acquisition Centers. Their primary goals are to maintain excellence in delivering financial management support to its stakeholders.

### **Activities**

- Functions and Activities
- Performs a full range of accounting functions, including recording obligations and processing payments, maintaining financial records of the Supply Fund, performing financial analyses.
- Supports operation of the Department Supply System to include policy, operations, legal support, for all Supply Fund entities.
- Provides audit support for the annual fund and department financial audits, monitor and assist with payroll financial transactions and work with program offices to develop and monitor budget plans.

## ***OPIA-002 Office of Public and Intergovernmental Affairs***



### **Mission**

The Office of Public and Intergovernmental Affairs (OPIA) helps build and maintain public confidence in the Department of Veterans Affairs by positively reinforcing its commitment and readiness to serve America's Veterans of all generations. OPIA accomplishes this by developing, routinely updating and communicating the Department's key messages to many audiences through media relations, public affairs, intergovernmental affairs, outreach and Veteran engagement to reach Veterans and their families, other beneficiaries and other stakeholders. Under VA's modernization effort, OPIA is designated as the enterprise policy and functional coordinator of internal employee and external communications to ensure consistent messaging and to be the unified voice of the department.

### **Overview**

The Office of the Assistant Secretary provides executive oversight, management and direction to OPIA. The Assistant Secretary oversees VA's communications and outreach programs including media relations, internal communications and media products, social media and intergovernmental affairs. The Office of the Assistant Secretary includes the Principal Deputy Assistant Secretary, the Chief of Staff, Special Assistant, Executive Assistant and other program analysts and assistants.

### **Activities**

- Oversees the Department's outreach and engagement communications with Veterans, their beneficiaries, the public, VA employees, news and digital media and other critical stakeholders.
- Develops, maintains and communicates the Department's messages through media relations, OPIA and community engagements by educating and informing Veterans, their families, their survivors and other beneficiaries about the benefits and care they have earned and deserve.
- Provides executive leadership and directs OPIA.
- 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.

### **Business Functions**

Perform Administrative Acquisition and Contract Management Perform Administrative Financial Management

Perform Internal VA Communications and Coordination Manage Office Supply Inventory and Distribution

Perform Administrative Human Resource Management

Promote Awareness of Statute and Regulations concerning Veterans Manage Correspondence

Respond to Freedom of Information Act Requests Provide Communications and Outreach

Promote Awareness of Veteran Issues Provide Employee Customer Services

Conduct Outreach to Veterans and Beneficiaries Coordinate External Partnerships

Communicate Benefits and Services Availability Provide Media Services

Perform Administrative IT Management

Develop New Approaches and Models of Service Delivery Promote Department Image

Provide Organizational Leadership and Oversight

## **OPIA-002 Principal Deputy Assistant Secretary for Public and Intergovernmental Affairs**

### **Overview**

The Principal Deputy Assistant Secretary assists the Assistant Secretary in executive oversight, management and direction to OPIA, VA's communications and outreach programs including media relations, internal communications and media products, social media and intergovernmental affairs.

### **Activities**

- Assists the Assistant Secretary with executive oversight, management and direction of OPIA.

## **OPIA-075 Office of Intergovernmental Affairs**

### **Overview**

The Deputy Assistant Secretary (DAS) for Intergovernmental Affairs (IGA) has management oversight of the Office of Tribal Government Relations, Center for Faith-Based and Neighborhood Partnerships (CFBNP), Office of State, Local and International Engagements, Office of Rural Engagement and the Senior Advisor for Pacific Strategy.

IGA is responsible for managing relations between VA and international, state, local and tribal governments. The primary function of the office is to provide strategic advice, guidance, and information about VA to foster and enhance government partnerships. The office acts as the liaison between VA and the White House to further state and local policy. IGA Manages collaboration with Federal, state, county, municipal, tribal, insular and international governments and faith-based leaders.

### **Activities**

- Manages and coordinates VA's relationships with state, county, municipal, tribal and International governments and faith-based leaders.
- Manages the Department's relationship with Governor's Offices, state agencies and with municipalities and county officials.
- Serves as the liaison the 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.
- Supports U.S. Government strategy in the Pacific region.
- Manages implementation of Veteran specific strategy affecting faith-based and other community- based programs and initiatives.

### **Business Functions**

Manage Correspondence Provide Media Services

Develop New Approaches and Models of Service Delivery Communicate Benefits and Services Availability

Perform Internal VA Communications and Coordination Provide Organizational Leadership and Oversight

Establish Service Delivery Standards Manage Customer Relationship

Conduct Outreach to Veterans and Beneficiaries Provide Communications and Outreach Coordinate External Partnerships

## ***OPIA-075 Center for Faith-Based and Neighborhood Partnerships***

### **Overview**

The Center for Faith-Based and Neighborhood Partnerships (CFBNP) mission is to provide faith-based and community

organizations {FBCOs) and stakeholders with an opportunity to collaborate to support the needs of Veterans, their families, survivors and caregivers. CFBNP works with the White House and other Federal agency Partnership Directors to support Veterans by promoting awareness among diverse civil society leaders of opportunities to partner. The VA CFBNP implements Veteran specific strategy affecting faith-based and other community programs and initiatives in communities.

### **Activities**

- Partner with FBCOs across the nation to share their concerns and ideas with VA leadership to strengthen the Veteran community.
- Provides FBCOs with tools and resources for VA programs and services in our neighborhoods across the Nation.
- Disseminates community-based Veteran suicide prevention resources and training to FBCOs in our neighborhoods across the Nation.
- Connects FBCOs with housing and VA services for homeless Veterans.
- Coordinates with FBCOs to host nationwide outreach events {E-Benefits, homelessness, survivor assistance.)
- Promotes awareness among diverse community and faith-based leaders to partner, both financially and otherwise with the VA to support Veterans their families and beneficiaries.

### **Business Functions**

Manage Customer Relationship Provide Communications and Outreach

Communicate Benefits and Services Availability Conduct Outreach to Veterans and Beneficiaries

## ***OPIA-075 Office of Rural Engagement***

### **Overview**

The Office of Rural Engagement {ORE} is responsible for integrating VA enterprise efforts aimed at identifying, supporting and providing for the unique needs of rural Veterans and their families. The office is led by VA's Rural Desk Officer, who represents VA on the Rural Partners Network {RPN}. The RPN is an alliance of Federal agencies and civic partners working to expand rural prosperity through job creation, infrastructure development and community improvement. ORE provides advice and consultation to senior leaders in VA administrations and staff offices on outreach to Veterans and their families in rural areas.

### **Activities**

- Serves as VA's primary liaison to the Federal rural community of practice as it relates to Veterans in a variety of areas including health care, benefits and memorial affairs.



- Develops stakeholder and inter-agency relationships across the Federal government including with other Cabinet-level agencies, the White House and the Domestic Policy Council.
- Serves as the enterprise integrator for rural Veteran issues.
- Works with key VA officials at the program level on developing and implementing policies and procedures affecting Veterans in rural areas.
- Pilots technical assistance for rural communities.

## *OPIA-075 Office of State, Local and International Engagement*

### **Overview**

Office of State, Local and International Engagement's {SL&IE} mission is to manage VA's participation in intergovernmental affairs initiatives, including White House-sponsored policy initiatives and events, and to maintain collaboration with VA state and local stakeholders regarding policy and delivery of services in their respective jurisdictions.

SL&IE serves as the Department's liaison in all intergovernmental affairs matters and serves as the primary point of contact with all, state, local and international government officials. SL&IE facilitates Government to Government relations with state and local leaders and VA service delivery units to develop partnerships that enhance access to VA services and benefits for Veterans and their families. The SL&IE office additionally is the point of contact for International Affairs requests for program visits and collaboration.

### **Activities**

- Serves as the VA office of primary responsibility for VA government affairs with states.
- Builds and enhances government partnerships, and communications between VA and Governor's Offices, State Legislatures, State Departments of Veterans Affairs Offices and other state agencies to advance VA policy initiatives and implementation at state and local levels.
- Maintains communications and enhances coordination of policy development with national governmental associations.
- Maintains communications, enhances coordination and proactive outreach with Governor's Offices.
- Maintains communications and enhances coordination with State Directors of Veterans Affairs and the National Association of State Directors of Veterans Affairs (NASDVA) as specified in the VA/NASDVA Memorandum of Agreement (MOA).
- Coordinates VA senior leader interaction with Governors, Mayors, County Supervisors and State Directors of Veterans Affairs.
- Serves as the VA office with primary responsibility for ensuring that VHA/VBA/NCA program managers

involved with administration and oversight over any state program, grant funding and/or training involving state governments is readily accessible to the end user.

- Serves as the Secretary's liaison with the White House Office of Intergovernmental Affairs as well as all Federal agency IGA counterparts.
- Manages VA's International Affairs Program:
- Oversees diplomatic outreach on behalf of SECVA, and VA senior officials and agencies.
- Coordinates visits by foreign dignitaries with SECVA and other senior VA officials.
- Coordinates with other Federal agencies, such as Department of State and DoD, on all foreign delegations' requests for meetings with national and local VA officials.
- Coordinates SECVA and Deputy Secretary visits to foreign countries.
- Serves as the Department's program office for ministerial summit participation.

### **Business Functions**

Conduct Outreach to Veterans and Beneficiaries Establish Service Delivery Standards

Manage Customer Relationship

Provide Communications and Outreach

Develop New Approaches and Models of Service Delivery Communicate Benefits and Services Availability Coordinate

External Partnerships

## *OPIA-075 Pacific Strategy Senior Advisor*

### **Overview**

The Senior Advisor for Pacific Strategy (SA) advises the SECVA and VA's leadership and engages intergovernmental and inter-agency stakeholders to build relationships across the Pacific region where VA has or plans to expand its presence to support the needs of Veterans. The SA independently initiates and defines projects to establish partnerships in the Pacific region. The SA develops strategies, coordinates and oversees VA's engagement in external relationships with stakeholders and other Federal, state and territorial agencies to further VA's priorities and mission of supporting Veterans.

### **Activities**

- Supports U.S. Government strategy and objectives in the Pacific region.
- Synchronizes across VHA, VBA, and NCA to better serve and support the needs of Veterans in the Pacific region.
- Builds and enhances stakeholder and interagency relationships.

- Seeks Federal, state, territorial and private partnership opportunities to increase benefits and services to eligible Veterans.
- Communicates and supports SECVA's priorities and messaging.
- Represents VA to Federal, state, territorial, and foreign governmental agencies and forums.

## *OPIA-075F Office of Tribal Government Relations*

### **Overview**

The Office of Tribal Government Relations (OTGR) supports VA's efforts to engage in positive government to government relationships with more than 500 tribal governments located in over 30 states. These governmental relationships equip VA to effectively respond to the needs and priorities of Veterans living in Indian Country. Additionally, the agency is informed as it seeks to develop and expand existing partnerships that enhance Veterans and their families' access to services and benefits.

### **Activities**

- Ensures VA maintains an open and effective dialogue with American Indian and Alaska Native tribal governments.
- Coordinates VA relations, engagements and activities with tribal governments.
- Establishes partnerships and builds relationships with tribal governments, state governors, legislatures, and Cabinet-level Departments (including Departments of Education, Health and Human Services, Housing and Urban Development, Labor and Interior).
- Conducts proactive outreach to tribal governments to establish and maintain open lines of communications and policy development.
- Coordinates travel and meetings between VA senior leaders and local elected and appointed tribal officials.
- Coordinates and advises VHA leadership involved with administration and implementation of the VA/Indian Health Services (IHS) MOU.
- Coordinates and advises VHA leadership involved with administration and implementation of the VA/IHS/Tribal Health Program Reimbursement Agreement Program.
- Coordinates and advises VBA leadership involved with administration and implementation of the Native American Direct Loan (NADL) Program on trust land.
- Coordinates with NCA leadership involved with administration and oversight of the Veterans Cemetery Grants Program on trust land.
- Facilitates implementation of VA Tribal Consultation Policy.
- Serves as the policy advisor to the Secretary and agency leadership regarding implementation of the

formal tribal consultation process necessary when policies and programs under consideration affect Veterans living in Indian Country.

- Develops, in collaboration with VA subject matter experts, issue papers, Federal register notices and tribal consultation communications products.
- Facilitates access and direct communications between tribal leaders who are seeking to have their voices considered and heard by senior VA leadership and officials to have tribal government impact and perspectives considered in rule and policy making.

## **Business Functions**

Establish Service Delivery Standards Coordinate External Partnerships

Manage Customer Relationship

Conduct Outreach to Veterans and Beneficiaries Communicate Benefits and Services Availability Provide Communications and Outreach

Develop New Approaches and Models of Service Delivery

## **OP A-80 Office of Public Affairs**

### **Overview**

The Office of Public Affairs is responsible for coordinating and orchestrating the release of external public affairs communication and information for VA. The primary mission of this office is to coordinate with VA's three Administrations [Veterans Benefits Administration (VBA), Veterans Health Administration (VHA) and National Cemetery Administration (NCA)] and other offices throughout VA to ensure Veterans and their families, other beneficiaries and stakeholders receive accurate and timely information about Department benefits, programs and services as well as information on many other topics using all forms of traditional and new media to communicate.

The Deputy Assistant Secretary for Public Affairs has management oversight of the Press Secretary, Public Affairs Senior Advisor, Office of Media Relations, Field Operations for Public Affairs, Office of Digital Media Engagement and the Office of Strategic Planning and Veteran Outreach.

### **Activities**

- Manages VA's internal and external public affairs communications.
- Synchronizes the Department's key messages by integrating OPIA public affairs staff activities and VA's three Administrations and other Staff Offices.
- Builds and maintains relationships with news media to facilitate ongoing dialogue and balanced news coverage.
- Manages public affairs pre-event media training/preparation/coaching for senior VA personnel as well as on-site mission support.

- Manages public affairs plans and provides recommendations and support to SECVA and OSVA.
- Briefs SECVA and other senior VA leaders daily on media reports and trends concerning VA.
- Provides public affairs and media advice to SECVA, OSVA, VA regional leadership, VA's three Administrations and other VA offices.
- Manages timely and up-to-date photographic records of major VA activities and publishes them for internal organizations and key stakeholder use.
- Acts as the primary liaison between VA and White House Communications Offices to develop and amplify Administration messaging.

### **Business Functions**

Provide Organizational Leadership and Oversight Coordinate External Partnerships

Participate in On-The-Job Training Provide Media Services

Promote Department Image

Communicate Benefits and Services Availability

Perform Administrative Human Resource Management

Promote Awareness of Statute and Regulations concerning Veterans Develop New Approaches and Models of Service Delivery

Respond to Freedom of Information Act Requests Perform Administrative IT Management

Conduct Outreach to Veterans and Beneficiaries Provide Employee Customer Services

Manage Correspondence

Promote Awareness of Veteran Issues

Perform Internal VA Communications and Coordination Manage Office Supply Inventory and Distribution

Provide Protocol Services

Provide Communications and Outreach Conduct Public Relations

## **OPIA-80 Office of Digital Media Engagement**

### **Overview**

The Office of Digital Media Engagement (DME) leverages existing and emergent web-based technologies to provide the right information to the right VA stakeholder at the right time. Additionally, DME creates and distributes various communication products through online media designed to inform external and internal audiences of the many benefits, services and programs available to Veterans and how they may access those benefits.

### **Activities**

- Produces content for both 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 the Department 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 VA News blog, by creating content, editing submissions and requesting specific content from VA entities, subject matter experts, Veterans 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, Flickr and others as appropriate.
- Manages social media accounts for the Secretary and Deputy Secretary.
- Creates and posts digital news videos that highlight Department efforts and provides important information about the benefits and services that VA offers. Videos are shared via VAntage Point, YouTube and Facebook.
- Standardizes and enforces social media guidelines.
- Monitors and maintains the standards of VA's web-based social media tools.
- Manages the VA Web Governance (WGB), which is responsible for standardization and enforcement for VA's Web properties.
- Educates and informs external audiences and key stakeholders through production and distribution of media products.
- Publishes official VA biographies for senior leaders.
- Helps develop and publish SECVA messages.
- Informs and educates external audiences and key stakeholders through the production and distribution of outreach products.
- Produces social media products to support facility involvement in special events, activities and programs such as national commemorative programs (Veterans Day) and program events.
- Oversees VA's participation and the Department of State's Virtual intern program with specific regard to online communications and associated products used to communicate with Veterans, their families and other stakeholders.

## **Business Functions**

Provide Media Services

Perform Administrative IT Management Conduct Outreach to Veterans and Beneficiaries

Perform Internal VA Communications and Coordination

Communicate Benefits and Services Availability Promote Department Image

Provide Communications and Outreach Promote Awareness of Veteran Issues

Promote Awareness of Statute and Regulations concerning Veterans Coordinate External Partnerships

Participate in On-The-Job Training

Develop New Approaches and Models of Service Delivery Develop and Codify Functional Policy

Administer Employee Engagement

## **OPIA-80 Office of Strategic Planning and Veteran Outreach**

### **Overview**

The Executive Director for Strategic Planning and Veteran Outreach reports directly to the Deputy Assistant Secretary for Public Affairs and serves as a senior advisor for OPIA leadership on matters pertaining to development of department-wide communications policy, advertising, strategic communications and is a key conduit with other OPIA Federal employees and as a career senior representative, serves on executive boards and management reviews.

### **Activities**

- The Executive Director for Strategic Planning and Veteran Outreach is also responsible for providing oversight, guidance and direction to the National Veterans Outreach Office, Office of Internal Communications, and Office of the Executive Speechwriters.

### **Business Functions**

Conduct Strategic Planning

Provide Organizational Leadership and Oversight

## ***OPIA-002 National Veterans Outreach Office***

### **Overview**

The mission of the National Veterans Outreach Office {NVOO} is to integrate, coordinate assess and direct outreach Activities for VA. The office develops outreach plans and web resources to assist VA Administrations and staff offices in carrying out outreach efforts and develops and enforces VA's advertising, branding and marketing policies to expand VA's outreach efforts and awareness of VA benefits and services for Veterans, their dependents and survivors. NVOO also provides project management support for significant VA marketing and advertising contracts, which all include measurable goals and key performance indicators. Additionally, NVOO is responsible for preparing the Biennial Outreach Report to Congress highlighting the outcomes of VA's digital, face-to-face and media outreach Activities.

### **Activities**

- Coordinates outreach activities across the Department.
- Produces the Biennial Outreach Report to Congress and a separate biennial outreach plan for internal VA

use.

- Conducts or supports outreach training for VA employees who serve in outreach duty assignments.
- Plans and coordinates digital outreach programs with OPIA's Digital Media Engagement team.
- Oversees the VA Advertising Oversight Board {VAAOB} which reviews and makes recommendations to OPIA leadership on VA advertising proposals that exceed predetermined costs.
- Increases Veterans' awareness of and confidence in VA's health care, benefits and memorial services by providing timely, reliable and accurate information about VA benefits and services to stakeholders.
- Supports the development of partnerships with public, private and non-profit organizations to enhance the VA's outreach activities.
- Produces the annual Federal Benefits for Veterans, Dependents and Survivors handbook that provides an overview of all VA and other Federal benefits for Veterans. This guide is annually ranked as one of the top Federal publications by the Government Printing Office {GPO}.
- Coordinates communication planning activities.
- Hosts bi-weekly outreach meetings to plan and coordinate outreach activities across the Department.
- Collaborates with other Federal agencies on commemoration programs to honor Veterans for their service and sacrifices.
- Coordinates communications and outreach efforts to promote common VA goals.
- Collaborates with the Veterans Day National Committee, the Department of Defense, Arlington National Cemetery and other organizations to lead in planning the annual National Veterans Day Observance.
- Collaborates with partner organizations on publications such as the Veterans Day Teachers Guide, and other information resources for Veterans and other stakeholders.
- Manages the Veterans Day Regional Site program, which allows communities across the United States to host VA sanctioned Veterans Day observances.
- Assists the Department of Defense in planning the annual Memorial Day Observance.
- Drafts Presidential proclamations for Veteran-related national observances.

## **Business Functions**

Manage Correspondence

Develop New Approaches and Models of Service Delivery Coordinate External Partnerships

Respond to Freedom of Information Act Requests Conduct Outreach to Veterans and Beneficiaries Provide



Communications and Outreach

Promote Department Image

Provide Organizational Leadership and Oversight Manage Office Supply Inventory and Distribution

Perform Administrative Acquisition and Contract Management Provide Media Services

Promote Awareness of Statute and Regulations concerning Veterans Perform Internal VA Communications and

Coordination Communicate Benefits and Services Availability

Promote Awareness of Veteran Issues

## *OPIA-80 Office of Internal Communications*

### **Overview**

The Office of Internal Communications is the lead VA office charged with improving and distributing employee communications across the enterprise. The goal of the office is to increase employee awareness of VA initiatives, programs and achievements and to increase employee engagement and productivity. Working collaboratively with OSVA, the three Administrations and VACO staff offices, this office highlights the work VA employees and VA facilities are doing for Veterans; shares important news, information and resources with VA employees; and implements communications campaigns and training to increase employee engagement and buy-in to VA's mission. Improving internal communications is key to improving the employee experience which, in turn, will improve the Veteran experience.

### **Activities**

- Functions as a liaison to the Office of the Secretary regarding Internal Communications strategy and independently considers a broad spectrum of factors when making recommendations on how to most effectively reach and inspire VA employees.
- Leads multiple enterprise-wide efforts to improve internal communications know-how, align internal communications strategy and increase synergy across VA. This includes:
  - Developing and conducting Internal Communications training for key stakeholders across VA.
  - Leading the Internal Communications Working Group, an advisory board with members from each VA administration and staff office.
  - Developing and disseminating Internal Communications toolkits to help key stakeholders become more efficient and effective in communicating with and inspiring excellence among VA employees.
- Producing and managing VA/OPIA-sponsored all-employee communications vehicles, including the VA Insider blog/portal.
- Producing and managing internal communications campaign and leading internal communications events.

- Developing internal VA communications materials, ensuring they are accurate and meet policy, style and quality standards. Determines which items should be brought to the attention of the Assistant Secretary and senior VA officials.
- Publishing VAnguard, the quarterly national employee magazine of VA, which communicates leadership's priorities to employees and shows how employees can individually contribute to mission success.
- Producing VACO daily broadcast messages, which are internal messages used to inform VACO employees of upcoming events, deadlines, retirements, etc.
- Producing "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.

## Business Functions

Manage Correspondence Provide Media Services

Perform Internal VA Communications and Coordination Participate in On-The-Job Training

Conduct Advisory Committees and Councils Administer Employee Engagement

Execute Talent Development

## *OPIA-80 Office of the Executive Speechwriters*

### Overview

The Office of the Executive Speechwriters works in direct support of the Secretary of Veterans Affairs, Deputy Secretary, and Chief of Staff to research, write, revise and edit high quality executive speeches, audiovisual presentations, opening statements for Congressional hearings, messages, talking points, video scripts, correspondence and other strategic communications products such as op-eds, reports, and presentations. Executive Speechwriters research and analyze the audiences to whom these products will be delivered so that Department leaders understand their audiences. Executive Speechwriters also teach speechwriting and strategic communications to public affairs specialists across the country, on request and at the National Public Affairs Training Academy.

### Activities

- Produces high quality, timely written products and strategic communications products for the Secretary, Deputy Secretary, and Chief of Staff of the Department of Veterans Affairs.
- Analyzes audiences for each event to advise principals on relevant background, context of remarks, audience demographics, and audience expectations and to inform recommendations to the principals on messaging and approach that achieve department objectives.

- Shares information among writers, other staff sections, and offices in VA to ensure products are appropriately coordinated and cleared, that information is accurate and timely, and that resources are efficiently managed.
- Shares information to help educate other public affairs specialists and writers throughout VA.

### **Business Functions**

Provide Media Services Perform Analytics

Perform Internal VA Communications and Coordination Promote Awareness of Veteran Issues

Promote Department Image Manage Correspondence

## **OPIA-80 Press Secretary**

### **Overview**

The Press Secretary serves as a senior advisor to the Secretary and Deputy Secretary on media engagement and strategic messaging. The Press Secretary also provides departmental guidance on the messaging regarding implementation of the Secretary/Deputy Secretary policies, plans and goals to serve Veterans, their families, their survivors and other beneficiaries. The Press Secretary maintains a direct coordination line with the Secretary and Deputy Secretary.

### **Activities**

- Functions as a liaison to the Office of the Secretary regarding significant media activities and travel support and independently considers a broad spectrum of factors when making recommendations including public, congressional and public policy stances.
- Coordinates directly with the secretary and senior VA staff, White House officials and other stakeholders on Veterans policy or special projects involving topical Veterans' issues.
- Provides OPIA media responses and materials and ensures accuracy and consistency of policy, style, and quality. Determines which items should be brought to the attention of the Assistant Secretary, the Deputy Assistant Secretary for Public Affairs and other senior VA officials.
- At the request of the Assistant Secretary for OPIA, conducts special or confidential studies of a complex nature which serve as a basis for recommending changes in program policies or operations.
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### **Business Functions**

Provide Organizational Leadership and Oversight Perform Internal VA Communications and Coordination

Provide Media Services

## OPIA-80 Public Affairs Senior Advisor

### Overview

The Public Affairs Senior Advisor (SA) to the Deputy Assistant Secretary (DAS) for Public Affairs, plays a key role in the development and implementation of policies, plans, guidelines and proposals for an effective and efficient public affairs communication program. Serves as an internal consultant to the DAS and to his staff in the areas of communication development and quality improvement.

### Activities

- Attends top level management meetings with Department officials and in the absence of the DAS, has the authority to speak for and commit the office.
- Serves as the liaison to the Office of the Secretary regarding special writing assignments and messages, op-ed and other editorial pieces and correspondence with VSO leaders or members of Congress. In doing so, considers a broad spectrum of factors when making recommendations including public, congressional and labor-management relations, public policy stances, effects on other organizations both within and outside the VA.
- Serves as the SA to the DAS on all public affairs related topics and issues. In the absence of the DAS, provides advice and direction to Central Office and field elements within OPA. Has the authority to make final decisions on emergent issues.
- Deals directly with the Secretary, VA senior staff, White House officials and Members of Congress on special projects.
- Directs assignments of the speech writing staff to ensure work is evenly distributed, timelines are met, and projects are complete and accurate.
- Performs executive-level correspondence reviews, concurrence and responses to packages from other VA elements, Government agencies and the White House.
- Serves as the expert advisor on VA public affairs policy and is responsible for assuring that the VA Public Affairs Manual reflects the current, correct policies for dealing with local and national media inquiries and for media relations.

### Business Functions

Provide Media Services

Perform Internal VA Communications and Coordination Promote Department Image

Promote Awareness of Statute and Regulations concerning Veterans Provide Organizational Leadership and Oversight

Promote Awareness of Veteran Issues Participate in On-The-Job Training

## OP/A-SOE Office of Field Operations Service

### Overview

OPIA's Field Operations Service consists of six regional public affairs offices that serve as the public relations conduit between local facilities in each administration and VA Central Office. The field team coordinates the release of external and internal public affairs information, provides direct support and public relations counsel, manages training for all communications personnel at the regional level and supports the Secretary and Deputy Secretary during visits to VA facilities.

### Activities

- Facilitates interviews and responses to media queries in coordination with the Deputy Assistant Secretary, the Press Secretary, affected administrations and facilities in their area of support.
- In conjunction with the Assistant Secretary and Deputy Assistant Secretary, and in support of specific communications efforts, coordinates one-on-one interviews with local media for the Secretary and Deputy Secretary to discuss current issues for the department.
- Distributes OPIA generated news releases, media advisories and internal field support packages for designated VA events to ensure synchronization of messages and effectiveness of information distributed to Veterans and key stakeholders.
- Provides onsite support to senior regional and national VA leadership for press interviews and public engagements, including support to SECVA.
- Plans and executes periodic training for facility level public affairs personnel to ensure presence of a cadre of competent VA public affairs personnel nationwide.
- Provides senior advice and counsel to VA facilities and leaders throughout the country to ensure synchronization of VA's message.
- Plans and administers a biennial national public affairs training academy, which trains more than 350 VA Public Affairs and Outreach Specialists.

### Business Functions

Promote Awareness of Veteran Issues Promote Department Image

Promote Awareness of Statute and Regulations concerning Veterans Perform Talent Development Operational Planning and Management Perform Talent Development Strategy

Perform Talent Development Knowledge Management

Perform Skills and Competencies Assessment and Management Administer Course Design and Management

Conduct Individual Development Planning Design and Management

Participate in On-The-Job Training

Conduct Course Registration and Delivery Design and Management Perform Talent Development Program Tracking and Reporting

Administer Job Specific Qualification Program Design and Management Perform Talent Development System Administration

## OPIA-80F Office of Media Relations

### Overview

The Office of Media Relations (OMR) serves as VA's main conduit with the external news media. OMR plans and directs the Department's public affairs program. OMR staffers help plan issue-driven public affairs campaigns; manages and executes media events (press conferences, interviews, media roundtables, media support to major VA events, etc.); coordinates public affairs events with the Department's three administrations and key program offices; drafts, distributes, and maintains news releases and fact sheets, communications plans, white papers and similar products.

### Activities

- Drafts, coordinates and implements media relations portions of communications plans; writes and produces broadcast and print stories from covered events; develops story ideas for coverage from inception to completion, conducts podcasts focused on non-Veteran stakeholders doing great things for Veteran community; pitches story ideas to news media; serves as a liaison to VA entities needing communication support, i.e., writing, editing and storytelling assistance.
- Composes, edits submissions, coordinates, and distributes news releases, talking points and related documents, including statements articulating the Department's position and questions and answers (Q&A).
- Responds to media queries on various topics coordinating the detailed responses with appropriate subject matter experts, program offices and public affairs staff.
- Identifies key news media personnel appropriate for an event, establishes communications and provides targeted written products to the news media.
- Oversees the logistics for the VA Secretary monthly press conference, to include securing the event space, coordinating the production components, gathering updates for the SECVA briefing book, managing unofficial event transcription to processing related media queries.
- 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, business lines and major programs.

- Maintains a roster of VA public affairs professionals and subject matter experts.
- Supports public affairs training for VA offices and within the three administrations.
- Establishes processes, procedures, 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.
- Establishes contracts to archive written products, distribute news releases and assemble news clippings and other products used to brief SECVA and other senior VA leaders on media trends.

### **Business Functions**

Promote Department Image Provide Media Services

Perform Internal VA Communications and Coordination Promote Awareness of Veteran Issues

Manage Knowledge Distribution Services

Promote Awareness of Statute and Regulations concerning Veterans Coordinate External Partnerships

Develop New Approaches and Models of Service Delivery Manage Documentation

Document Organizational History

## VEO-30 Veterans Experience Office

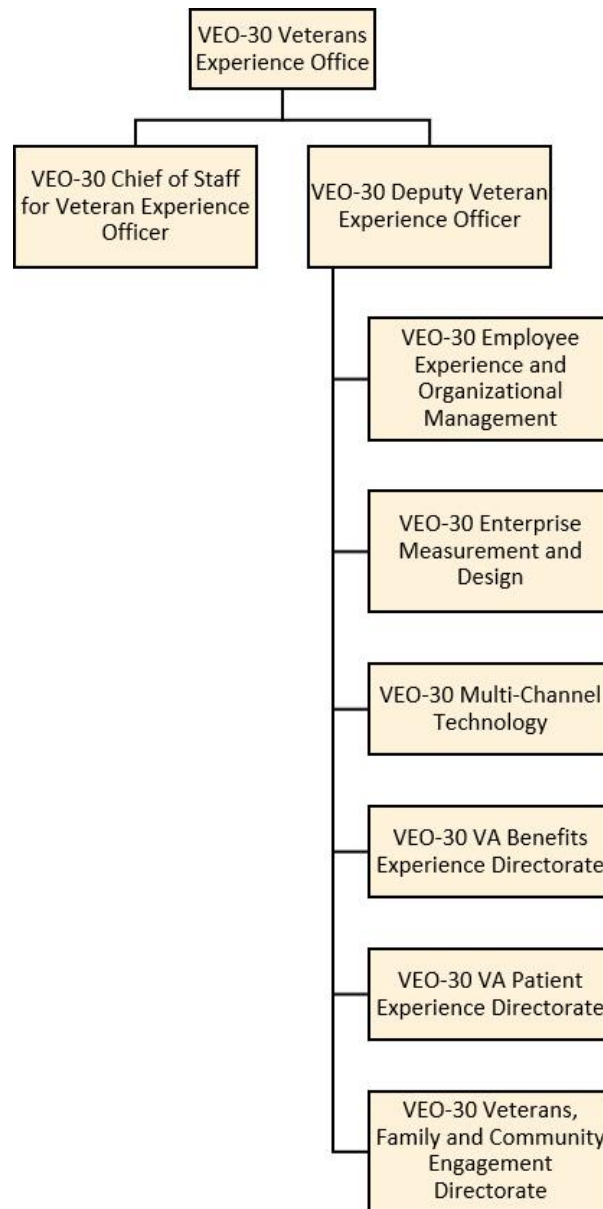


Figure 48. - VEO-30 Veterans Experience Office Organization Chart

### Mission

The Veterans Experience Office (VEO) supports VA as the Secretary of Veterans Affairs' (SECVA) customer experience (CX) insight engine and a shared service to partner with, support, and enable VA Administrations and Staff Offices to provide the highest quality CX in the delivery of care, benefits and memorial services to



Servicemembers, Veterans, their families, caregivers and survivors.

## Overview

VEO is led by the Chief Veterans Experience Officer, who reports directly to the VA Secretary, and is immediately supported by the Deputy Chief Veterans Experience Officer (Deputy Chief) and Chief of Staff. VEO was created by the SECVA, not 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.

## Activities

- Represents the voice and perspective of Veterans, their families, caregivers and survivors in departmental governance
- Sets VA's CX strategy.
- Integrates and coordinates VA resources across in-person and virtual interactions with Veterans to ensure delivery of excellent health care and benefit experiences.
- Designs, implements and manages a portfolio of Enterprise-level, customer-centric projects that will simplify Veterans' interactions with VA and help them understand and access care and services provided by VA and their local communities.
- Supports VA "mission owners" - those leaders responsible for delivering, day-in and day-out VA care services, and products to Veterans - in meeting their goal for improving CX.
- Oversees VEO's corporate communications and efforts to strengthen VA's relationship Service members, Veterans, their families, caregivers and survivors.

## Business Functions

Provide Organizational Leadership and Oversight Coordinate External Partnerships

Perform Administrative Financial Management

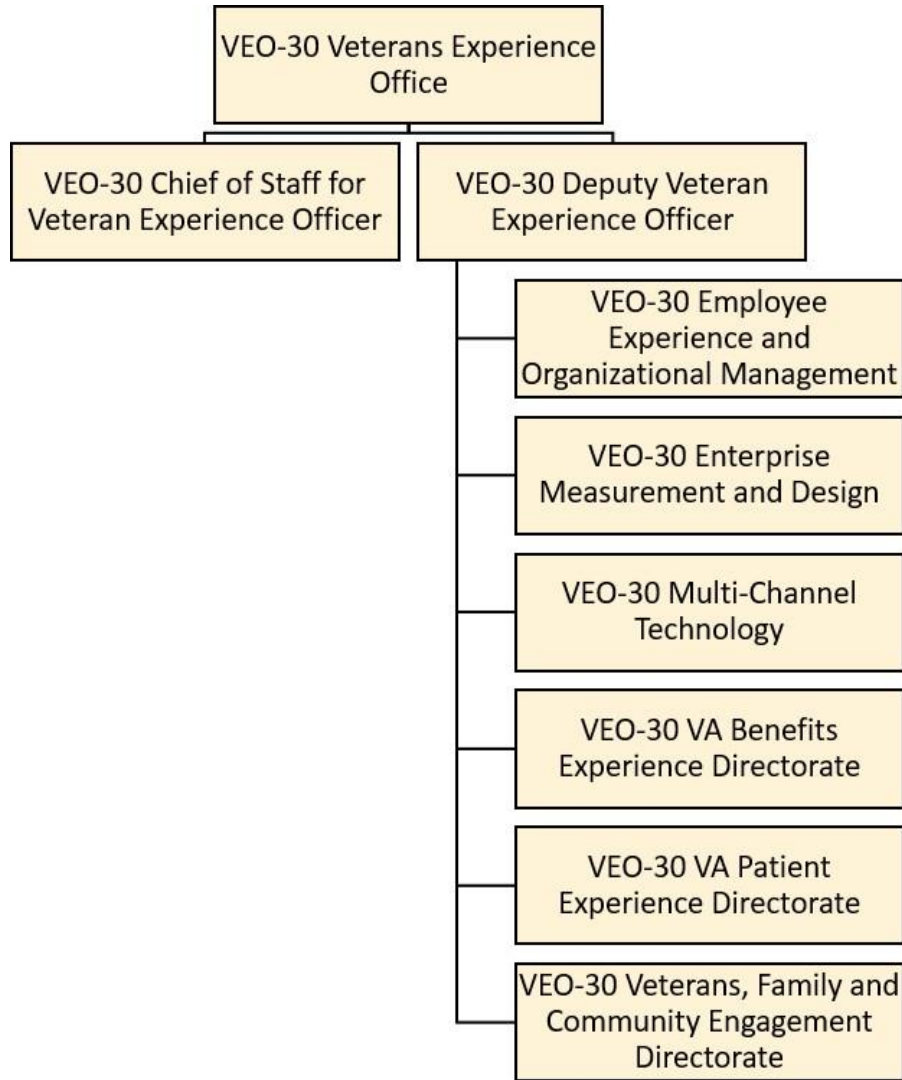
Perform Internal VA Communications and Coordination

## Authorities

38 U.S.C. Ch. 63. Outreach Activities.

VEO-30 Chief of Staff for Veteran Experience Officer

### VEO-30 Chief of Staff for Veteran Experience Officer



#### Overview

The Chief of Staff {COS} works closely with the Chief Veterans Experience Officer and the Deputy Chief to manage day-to-day operations. In this capacity, the COS serves as the central coordination point for all high-level negotiations involving the establishment or implementation of VEO policies and procedures, and project management Activities.

#### Activities

- Together with the Chief Veterans Experience Officer and Deputy Chief:
- Represents the voice and perspective of Veterans, their families, caregivers and survivors in departmental governance.
- Sets VA's Cx strategy.
- Integrates and coordinates VA resources across in-person and virtual interactions with Veterans to ensure delivery of excellent health care and benefit experiences.
- Designs, implements and manages a portfolio of Enterprise-level, customer-centric projects that will simplify Veterans' interactions with VA and help them understand and access care and services provided by VA and their local communities.
- Supports VA "mission owners" - those leaders responsible for delivering, day-in and day-out VA care services, and products to Veterans - in meeting their goal for improving Cx.
- Oversees VEO's corporate communications and efforts to strengthen VA's relationship with Veterans, Servicemembers, their families, caregivers and survivors.

## **Business Functions**

Perform Office Administrative Support Functions Coordinate External Partnerships  
Conduct Portfolio Reviews  
Provide Organizational Leadership and Oversight Perform Administrative Financial Management  
Perform Internal VA Communications and Coordination

## **Authorities**

38 U.S.C. Ch. 63. Outreach Activities.

## **VEO-30 Deputy Veteran Experience Officer**

### **Overview**

The Deputy Chief serves as the second in command and VEO's Chief Operating Officer. In this capacity, the Deputy Chief directs VEO strategy, policy and operations, providing broad direction and ensuring coordinated action and conformance with the VEO mission.

### **Activities**

- Represents the voice and perspective of Veterans, their families, caregivers and survivors in departmental governance.
- Sets VA's Cx strategy.
- Integrates and coordinates VA resources across in-person and virtual interactions with Veterans to ensure delivery of excellent health care and benefit experiences.
- Designs, implements and manages a portfolio of Enterprise-level, customer-centric projects that will simplify Veterans' interactions with VA and help them understand and access care and services provided by VA and their local communities.
- Supports VA "mission owners" - those leaders responsible for delivering, day-in and day-out VA care services, and products to Veterans - in meeting their goal for improving Cx.
- Oversees VEO's corporate communications and efforts to strengthen VA's relationship Service members, Veterans, their families, caregivers and survivors.

### **Business Functions**

Perform Requirements Development Conduct Business Case Development

Perform Prior Year Budget and Spend Analysis Perform Budget Planning

Conduct Grant Recipient Indirect Cost Rate Negotiation Develop Budget Estimation and Justification

### **Perform Budget SubMissionPerform Budget Operating/Spend Plan Development**

Perform Budget Operating/Spend Plan Monitoring and Adjustment Conduct Program Evaluations

Conduct Quality Assurance

Manage Fund Allocation and Control Perform Budgetary Reporting

Conduct Reconciliation with Treasury Conduct Treasury Reporting

Prioritize Capital Investments Conduct Portfolio Reviews

### **Authorities**

38 U.S.C. Ch. 63. Outreach Activities.

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## **VEO-30 Employee Experience and Organizational Management**

### **Overview**

The Management, Planning and Analysis (MP&A) Directorate is responsible for oversight of all VEO operations. MP&A also provides guidance for implementation of consistent operating practices across VEO related to workforce planning, financial management, budget administration, resource planning, business oversight Activities, acquisition and tracking of VEO's performance measures.

### **Activities**

- Develops programming and budgetary requirements for current and future years and oversees budget execution.
- Drafts and disseminates operational policies and procedures.
- Coordinates with VA Human Resources Teams to address matters related to staffing, employee relations and labor relations.
- Gathers acquisition requirements, assists with drafting associated documentation, and tracks status throughout the acquisition lifecycle.
- 
- Provides logistical assistance, as well as any other operational support, to VEO personnel in furtherance of the organizational mission.

### **Business Functions**

Conduct Individual Development Planning Design and Management Provide Communications and Outreach  
Perform Design

### **Authorities**

38 U.S.C. Ch. 63. Outreach Activities.

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## *VEO-30 Employee Experience*

## Overview

Employee Experience aims to help VA administrations provide easy, effective, and emotionally resonant experiences for employee across workforce lifecycles. Employee Experience captures and analyzes the voices of employees, while building and delivering employee experience tools and products to ensure an inclusive, responsive, seamless and employee-centric experience.

## Activities

- Hardwires employee feedback into decision making across VA, within VEO
- Deploy tangible CX tools to empower employees to deliver great experiences
- Deliver VACO Employee Onboarding Journey Map, Findings Report, and prototype tangible solutions.
- Develop enterprise wide, integrated EX strategy to sustain EX tools, technology, and talent across VA.

## Business Functions

Conduct Individual Development Planning Design and Management

Perform Internal VA Communications and Coordination Provide Communications and Outreach

## Authorities

VA Directive 0010. VA Customer Experience.

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

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## *VEO-30 Organizational Management*

### Overview

Organizational Management is the foundation of VEO business operations; maintaining budget, human resources, acquisition, training resources, and vital administrative functions for the entire VEO team.

### Activities

- Conducts financial management and acquisitions to include programming, planning and execution. Manages monthly performance and executive review.

- Provides mission support and office logistics such as VATAS and payroll issues, onboarding actions, PIV sponsorship, onboarding actions, headquarters office logistics, and manages conference package.
- Actively works across each directorate to update organizational chart to include budget staffing levels.
- Formulates VEO's annual budget submission.

## Business Functions

Provide Communications and Outreach Perform Design

VEO-30 Enterprise Measurement and Design

## VEO-30 Enterprise Measurement and Design

### Overview

Enterprise Measurement and Design (EMD) Directorate employs Human-Centered Design (HCD) techniques and Veterans Signals (VSignals) Surveys to gather and analyze qualitative and quantitative data to create a shared understanding of Veterans concerns and bright spots in their interactions with VA. EMD enables data-driven strategy and decision making in VA and VEO by hardwiring quantitative and qualitative insights and predictive analytics in the Department to improve service recovery and VA performance. This capability allows the Department to view VA's performance from the Veteran's perspective and holds VA accountable to Veterans. Modeling after industry, EMD gathers multiple tiers of customer experience input.

### Activities

- VA Enterprise Trends: a snapshot of VA performance overall across all service lines, measuring effectiveness, ease, emotion and trust and used to monitor VA's progress towards increasing Veterans trust.
- Service Level Patterns: tracking and analyzing customer experience by service line in real time to improve VA performance and provide transparency in service areas in need of improvement; consists of an online survey pushed to customers after service delivery.
- HCD: gather qualitative data and insights from direct interviews with Veterans, their families, caregivers and survivors from across the country to map their journeys with VA services and codesign tools / products to address improvements to the moments that matter most to them.
- Gather and analyze qualitative data from HCD research to identify and map the key moments that matter to them.

- Utilize HCD to design experiences across touch points that matter to VA's customers, employees and partners via the utilization of iterative research, idea generation, prototyping, launch and evaluation.
- Establish and report on agency-wide CX metrics, including VA Agency Priority Goals.
- Provide and enhance employee access to integrated actionable customer experience data insights for service recovery and performance improvements.
- Use CX data and insights to design solutions, deliver tangible tools and products, and measure VA performance based on the moments that matter to Veterans.
- Mature CX data analytics capability from lagging (i.e., descriptive of past) to leading (i.e., predictive of emerging trends / topics before they intensify).

### **Business Functions**

Manage Benefits and Services Outreach

Communicate Benefits and Services Availability Perform Program Performance Analysis Conduct Program Evaluations

Conduct Quality Assurance Conduct Portfolio Reviews

Conduct Enterprise Performance Management Provide Organizational Leadership and Oversight

### **Authorities**

38 U.S.C. Ch. 63. Outreach Activities.

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

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## ***VEO-30 Data Division***

### **Overview**

Data Division helps provide VA wide solution for common data management that provides authoritative identity, military, contact, demographics, socio-economic, contact center, and experience data through a simplified integration which includes VA Profile, Customer Experience Data Warehouse, Identity & Access Management, VA/DOD Identify Repository, Registration, Eligibility, and Enrollment, Individual Longitudinal Exposure Record, and VEO Contact Centers.

### **Activities**



- Provides program governance, master data management and data quality support, shared data strategies, and consultation with data-driven solutions and performance studies.
- Conducts Veteran interviews & listening sessions.
- Captures real-time, web-based customer experience survey data capture (Veteran Signals)

### **Business Functions**

Perform Program Performance Analysis

### **Authorities**

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## ***VEO-30 Design Division***

### **Overview**

Design division provides a snapshot of VA Enterprise Trends on performance overall across all service lines, measuring effectiveness, ease, emotion and trust and used to monitor VA's progress towards increasing Veterans trust. In addition, providing Service Level Patterns: tracking and analyzing customer experience by service line in real time to improve VA performance and provide transparency in service areas in need of improvement; consists of an online survey pushed to customers after service delivery.

### **Activities**

- Gather qualitative data and insights from direct interviews with Veterans, their families, caregivers and survivors from across the country to map their journeys with VA services and co-design tools/products to address improvements to the moments that matter most to them.
- Gather and analyze qualitative data from HCD research to identify and map the key moments that matter to them.
- Utilize HCD to design experiences across touch points that matter to VA's customers, employees and partners via the utilization of iterative research, idea generation, prototyping, launch and evaluation.
- Use CX data and insights to design solutions, deliver tangible tools and products, and measure VA performance based on the moments that matter to Veterans.
- Establish and report on agency-wide CX metrics, including VA Agency Priority Goals.

### **Business Functions**

Provide Organizational Leadership and Oversight Perform Program Performance Analysis  
Conduct Program Evaluations Conduct Quality Assurance Conduct Portfolio Reviews  
Conduct Enterprise Performance Management

### Authorities

- VA Directive 0010. VA Customer Experience.
- OMB Circular A-11. Preparation Submission and Execution of the Budget.
- Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.
- VEO-30 Portfolio Management Division
- [Overview](#)
- VA Enterprise Trends: a snapshot of VA performance overall across all service lines, measuring effectiveness, ease, emotion and trust and used to monitor VA's progress towards increasing Veterans trust.
- Service Level Patterns: tracking and analyzing customer experience by service line in real time to improve VA performance and provide transparency in service areas in need of improvement; consists of an online survey pushed to customers after service delivery.
- HCD: gather qualitative data and insights from direct interviews with Veterans, their families, caregivers and survivors from across the country to map their journeys with VA services and codesign tools / products to address improvements to the moments that matter most to them.
- Gather and analyze qualitative data from HCD research to identify and map the key moments that matter to them.
- Utilize HCD to design experiences across touch points that matter to VA's customers, employees and partners via the utilization of iterative research, idea generation, prototyping, launch and evaluation.
- Establish and report on agency-wide CX metrics, including VA Agency Priority Goals.
- Provide and enhance employee access to integrated actionable customer experience data insights for service recovery and performance improvements.
- Use CX data and insights to design solutions, deliver tangible tools and products, and measure VA performance based on the moments that matter to Veterans.
- Mature CX data analytics capability from lagging (i.e., descriptive of past) to leading (i.e., predictive of emerging trends / topics before they intensify)

### Business Functions

Perform Program Performance Analysis Conduct Enterprise Performance Management Conduct Program Evaluations  
Conduct Quality Assurance  
Provide Organizational Leadership and Oversight Conduct Portfolio Reviews

### **Authorities**

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.  
VA Directive 0010. VA Customer Experience.  
OMB Circular A-11. Preparation Submission and Execution of the Budget.

## **VEO-30 Multi-Channel Technology**

### **Overview**

The Multi-Channel Technology Directorate, in partnership with other VA offices, ensures services offered via web self-service and contact centers are designed and implemented based on customer insights, and are supported by authoritative customer information. The Office partners with VA's Office of Information and Technology to deliver high touch, technology-enabled customer service capabilities throughout the enterprise thus enabling Veterans and others to access information, benefits and services anywhere, anytime.

### **Activities**

- Drives Veteran-centric technology solutions by integrating data systems and delivering user centric capabilities through multiple channels.
- Builds, deploys and maintains Enterprise applications, tools and infrastructure for the delivery of products, services and information (e.g., VA.gov, customer experience management platform (VSignals}, enterprise telephony, customer relationship management, data management}.
- Provides business process management and re-engineering, business requirements development and management, user acceptance testing, deployment and training of Enterprise-wide applications to meet the needs of Veterans, their families, caregivers, survivors and employees.

### **Business Functions**

Perform Planning and Requirements Analysis Perform Design  
Perform Development  
Perform Implementation  
Perform Evolution, Maintenance, and Disposition Conduct IT Project Management

Perform Release Management Conduct IT Change Management Conduct Quality Assurance Manage Innovation Programs  
Manage Enterprise Process Improvement  
Perform Office Administrative Support Functions Manage Business Architecture

## Authorities

### 38 U.S.C. Ch. 63. Outreach Activities.

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

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## *VEO-30 Budget, Acquisition & Reporting Division*

### Overview

Budget, Acquisition & Reporting Division assist to utilize internal and external levers in government to fold CX into and across the enterprise through funding to executive, scale, sustain and mature agency's CX programming. This is done through strategic engagement and organizationally aligning to existing legislation, agency strategic plan, policies/directives, and regulations. In addition, including HCD requirements and measures as requirements in any acquisitions.

### Activities

- Secures Funding to executive, scale, sustain and mature agency's CX Program.
- Creating ongoing opportunities by folding CX into governance, performance metrics, human resources & acquisitions.
- 
- Strategizes using internal and external levers folding CX into the organization

### Business Functions

Perform Planning and Requirements Analysis Perform Design  
Perform Development  
Perform Integration and Testing Perform Implementation  
Manage Enterprise Process Improvement

Perform Evolution, Maintenance, and Disposition Conduct IT Change Management  
Perform Release Management Conduct Quality Assurance Manage Business Architecture  
Perform Office Administrative Support Functions Manage Innovation Programs

### **Authorities**

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## ***VEO-30 Channel Strategies & Engagement Division***

### **Overview**

Channel Strategies & Engagement Division drives Veteran-centric technology solutions by integrating data systems and delivering user centric capabilities through multiple channels. The Office partners with VA's Office of Information and Technology to deliver high touch, technology-enabled customer service capabilities throughout the enterprise thus enabling Veterans and others to access information, benefits and services anywhere, anytime.

### **Activities**

- Builds, deploys and maintains Enterprise applications, tools and infrastructure for the delivery of products, services and information (e.g., VA.gov, customer experience management platform (VSignals), enterprise telephony, customer relationship management, data management}.
- Provides business process management and re-engineering, business requirements development and management, user acceptance testing, deployment and training of Enterprise-wide applications to meet the needs of Veterans, their families, caregivers, survivors and employees.

### **Business Functions**

Perform Planning and Requirements Analysis Perform Design  
Perform Development  
Perform Integration and Testing Perform Implementation  
Perform Evolution, Maintenance, and Disposition Conduct IT Project Management  
Perform Release Management Conduct IT Change Management Conduct Quality Assurance Manage Innovation Programs  
Manage Enterprise Process Improvement  
Perform Office Administrative Support Functions Manage Business Architecture

## Authorities

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## *VEO-30 Client Relations Division*

### Overview

The Multi-Channel Technology Directorate, in partnership with other VA offices, ensures services offered via web self-service and contact centers are designed and implemented based on customer insights, and are supported by authoritative customer information. The Office partners with VA's Office of Information and Technology to deliver high touch, technology-enabled customer service capabilities throughout the enterprise thus enabling Veterans and others to access information, benefits and services anywhere, anytime.

### Activities

- Drives Veteran-centric technology solutions by integrating data systems and delivering user centric capabilities through multiple channels.
- Builds, deploys and maintains Enterprise applications, tools and infrastructure for the delivery of products, services and information (e.g., VA.gov, customer experience management platform (VSignals), enterprise telephony, customer relationship management, data management).
- Provides business process management and re-engineering, business requirements development and management, user acceptance testing, deployment and training of Enterprise-wide applications to meet the needs of Veterans, their families, caregivers, survivors and employees.

### Business Functions

Perform Planning and Requirements Analysis Perform Design

Conduct Quality Assurance

Perform Office Administrative Support Functions Perform Development

Manage Business Architecture Perform Integration and Testing

Perform Evolution, Maintenance, and Disposition Conduct IT Project Management

Conduct IT Change Management Perform Release Management Manage Innovation Programs

Manage Enterprise Process Improvement

### Authorities

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.  
VA Directive 0010. VA Customer Experience.  
OMB Circular A-11. Preparation Submission and Execution of the Budget.

## *VEO-30 Customer Information Services Division*

### **Overview**

The Multi-Channel Technology Directorate, in partnership with other VA offices, ensures services offered via web self-service and contact centers are designed and implemented based on customer insights, and are supported by authoritative customer information. The Office partners with VA's Office of Information and Technology to deliver high touch, technology-enabled customer service capabilities throughout the enterprise thus enabling Veterans and others to access information, benefits and services anywhere, anytime

### **Activities**

- Drives Veteran-centric technology solutions by integrating data systems and delivering user centric capabilities through multiple channels.
- Builds, deploys and maintains Enterprise applications, tools and infrastructure for the delivery of products, services and information (e.g., VA.gov, customer experience management platform (VSignals), enterprise telephony, customer relationship management, data management).
- Provides business process management and re-engineering, business requirements development and management, user acceptance testing, deployment and training of Enterprise-wide applications to meet the needs of Veterans, their families, caregivers, survivors and employees.

### **Business Functions**

Perform Planning and Requirements Analysis Perform Design

Perform Development

Perform Integration and Testing Perform Implementation

Perform Evolution, Maintenance, and Disposition Conduct IT Project Management

Perform Release Management Manage Innovation Programs Conduct IT Change Management Conduct Quality Assurance

Perform Office Administrative Support Functions Manage Enterprise Process Improvement Manage Business Architecture

### **Authorities**

VA Directive 0010. VA Customer Experience.

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

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

## *VEO-30 Enterprise Contact Center Operations Division*

### **Overview**

Enterprise Contact Center Modernization (ECCM) establishes a consistent experience across VA's digital and contact center touchpoints, optimizes operations and systems, and manages data to meet and anticipate customer needs. ECCM efforts are focused on Veteran facing contact centers. Veterans will experience a unified, personalized customer experience, to include receiving accurate and consistent information, and view VA as a single, coordinated agency. Veterans have the option to contact the VA through other channels, including instant messaging and chat.

### **Activities**

- Equips VA contact centers which are a key entry point and method of interaction for Veterans with modern and linked technology systems and tools, including the telephony infrastructure
- Implements a VA-wide enterprise CRM platform to intake, triage, track, and manage Veteran issues
- Collect and analyzes data to understand enterprise-wide challenges and identify root causes.

### **Business Functions**

Perform Planning and Requirements Analysis Perform Design

Perform Development

Conduct IT Change Management Perform Integration and Testing Perform Implementation

Perform Evolution, Maintenance, and Disposition Conduct IT Project Management

Perform Release Management Conduct Quality Assurance Manage Innovation Programs

Manage Enterprise Process Improvement

Perform Office Administrative Support Functions Manage Business Architecture

### **Authorities**

VA Directive 0010. VA Customer Experience.



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

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

VEO-30 Enterprise Process Improvement Division

## *VEO-30 Enterprise Process Improvement Division*

### **Overview**

The Multi-Channel Technology Directorate, in partnership with other VA offices, ensures services offered via web self-service and contact centers are designed and implemented based on customer insights, and are supported by authoritative customer information. The Office partners with VA's Office of Information and Technology to deliver high touch, technology-enabled customer service capabilities throughout the enterprise thus enabling Veterans and others to access information, benefits and services anywhere, anytime.

### **Activities**

- Drives Veteran-centric technology solutions by integrating data systems and delivering user centric capabilities through multiple channels.
- Builds, deploys and maintains Enterprise applications, tools and infrastructure for the delivery of products, services and information (e.g., VA.gov, customer experience management platform (VSignals), enterprise telephony, customer relationship management, data management).
- Provides business process management and re-engineering, business requirements development and management, user acceptance testing, deployment and training of Enterprise-wide applications to meet the needs of Veterans, their families, caregivers, survivors and employees.

### **Business Functions**

Manage Innovation Programs

Perform Planning and Requirements Analysis Perform Development

Perform Design

Perform Integration and Testing Perform Implementation

Perform Evolution, Maintenance, and Disposition Conduct IT Project Management

Conduct IT Change Management Conduct Quality Assurance Perform Release Management

Manage Enterprise Process Improvement

Perform Office Administrative Support Functions Manage Business Architecture

## Authorities

VA Directive 0010. VA Customer Experience.

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

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

## *VEO-30 Organization Change Management Division*

### Overview

Organization Change Management Division supports MCT projects, expands strategic capabilities of partner organizations to manage change and measures employee satisfaction with MCT-sponsored tools. In addition, the lead VA engagement strategy with tools, contact center models, common data, and service recovery.

### Activities

- Develop and Publish PX implementation guide which provides recommended implementation framework for utilization throughout process life cycle, from design, to pilot, to sustainment.
- Implementing a PX Change Management Training that assist facilities in learning how to utilize the implementation of PX toolkits.
- Drives innovation in service recovery and performance improvements and enhances interoperability.

### Business Functions

Perform Program Performance Analysis Conduct Program Evaluations

Conduct Quality Assurance Conduct Portfolio Reviews

Provide Organizational Leadership and Oversight

### Authorities

VA Directive 0010. VA Customer Experience.

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

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## **VEO-30 VA Benefits Experience Directorate**

## Overview

The Benefits Experience (BX) Directorate supports the Veterans Benefits Administration (VBA), National Cemetery Administration (NCA), and the Board of Veterans' Appeals by developing tangible tools, including training and other programs, to provide world-class customer experiences for Veterans, their families, caregivers and survivors.

## Activities

- Evaluate customer experience around the moments that matter depicted in the VA Veterans Journey Map and other journey maps.
- Conduct HCD research to capture the "Voice of Veteran" and synthesize gathered insights into actionable information and recommendations to assist senior VA leadership in making strategic decisions centered on the best interest of our Veterans, their families, caregivers and survivors.
- Develop and implement tangible tools, including training, leadership practices and other products such as the VA Welcome Kit and Quick Start Guides, to assist employees in delivering world-class experiences.

## Business Functions

Conduct Outreach to Veterans and Beneficiaries Provide Communications and Outreach

Promote Awareness of Veteran Issues Perform Mentoring

Coordinate External Partnerships

Perform Talent Development Operational Planning and Management Perform Talent Development

Knowledge Management

Perform Skills and Competencies Assessment and Management

Perform Talent Development Strategy

Conduct Individual Development Planning Design and Management Administer Course Design and Management

Perform Learning Administration

## Authorities

38 U.S.C. Ch. 63. Outreach Activities.

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

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## *VEO-30 NCA Division*

### Overview

NCA Division works to understand the key aspects of a visitor experience during the major steps in one's visit to a

National Cemetery, including emotions that one may experience, the people they interact with, and the decision they make. NCA Division helps to better understand the needs and ensure positive experiences that align directly to moments that matter.

### Activities

- Conduct research and synthesis throughout design and measurement phases thus increasing program improvement..
- 
- Prioritize and improve the overall visitor experience.
- Develop insights through customer service experiences, interactions and program improvements.

### Business Functions

Conduct Outreach to Veterans and Beneficiaries Provide Communications and Outreach Coordinate External Partnerships

Perform Talent Development Operational Planning and Management Perform Talent Development Knowledge Management

Perform Mentoring

Administer Course Design and Management

Conduct Individual Development Planning Design and Management

### Authorities

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

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

VA Directive 0010. VA Customer Experience.

## VEO-30 VA Patient Experience Directorate

### Overview

VEO's Patient Experience {PX} Directorate partners with the Veterans Health Administration {VHA} offering core customer experience capabilities to include real-time customer experience data, tangible customer experience tools, modern technology, and targeted engagement. The Directorate is organized into four focus areas {Governance and Measurement, Communication and Change Management, Research and Design, and Implementation, Consultation and Education}.

### Activities

- Developed VHA Directive 1003, serves as the national VHA policy on Veteran Patient Experience and provides a framework for comprehensive, standardized PX practices across the system.
- Delivers on-site PX Consultation services with customized agendas designed to identify targeted, low-effort, high-impact opportunities for improving medical facility PX measures.
- Offers a Patient Experience University {PXU} training program, which leverages industry best practices to deepen the knowledge of PX professionals.
- Provides experience data set training with a curriculum that raises awareness, educates, and motivates professionals to understand and utilize experience-related data sets and reports.
- Establishes partnerships and aligns strategically with internal stakeholders, including VHA and relevant program offices.
- Developed virtual "Own the Moment" {OTM} CX training. A virtual workshop which leverages industry best practices to standardize CX guiding principles, behaviors, and service recovery strategies across the enterprise.

### **Business Functions**

Conduct Outreach to Veterans and Beneficiaries Provide Communications and Outreach Coordinate External Partnerships

Perform Talent Development Operational Planning and Management Perform Talent Development Knowledge Management

Perform Skills and Competencies Assessment and Management Perform Talent Development Strategy

Perform Mentoring

Administer Course Design and Management

Conduct Individual Development Planning Design and Management

### **Authorities**

38 U.S.C. Ch. 63. Outreach Activities.

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

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## ***VEO-30 Communication and Change Management Division***

### **Overview**

Communication and Change Management Division helps share the story of how VA is continually working to improve the customer experience of our Veterans, their families, caregivers, and survivors to both internal and external audiences. Develops tools and training designed to assist staff in creating an easy, effective, and emotionally-connected experience.

### Activities

- Develop CX improvement tools and training curriculum for delivery to VA staff across the enterprise.
- Facilitate CX workshops and training, provide CX tools implementation assistance, and lead deep-dive data analysis to assist VA leaders to more fully understand CX challenges and solutions.
- Measure the impact of CX tools and implementation
- Provide analysis to VA leaders regarding impact of all CX T&I

### Business Functions

Conduct Outreach to Veterans and Beneficiaries Provide Communications and Outreach Coordinate External Partnerships

Perform Talent Development Knowledge Management

Perform Talent Development Operational Planning and Management Perform Skills and Competencies Assessment and Management

Perform Talent Development Strategy Perform Mentoring

Administer Course Design and Management

Conduct Individual Development Planning Design and Management

### Authorities

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## *VEO-30 Governance and Measurement D v s on*

### Overview

Developed VHA Directive 1003, serves as the national VHA policy on Veteran Patient Experience and provides a framework for comprehensive, standardized PX practices across the system.

### Activities

- Delivers on-site PX Consultation services with customized agendas designed to identify targeted, low-effort, high-impact opportunities for improving medical facility PX measures.
- Offers a Patient Experience University (PXU) training program, which leverages industry best practices to deepen the knowledge of PX professionals.
- Provides experience data set training with a curriculum that raises awareness, educates, and motivates

professionals to understand and utilize experience-related data sets and reports.

- Establishes partnerships and aligns strategically with internal stakeholders, including VHA and relevant program offices.
- Developed virtual "Own the Moment" {OTM} CX training. A virtual workshop which leverages industry best practices to standardize CX guiding principles, behaviors, and service recovery strategies across the enterprise.

### **Business Functions**

Conduct Outreach to Veterans and Beneficiaries Provide Communications and Outreach Coordinate External Partnerships

Perform Talent Development Strategy

Perform Talent Development Operational Planning and Management Perform Talent Development Knowledge Management

Perform Skills and Competencies Assessment and Management Perform Mentoring

Administer Course Design and Management

Conduct Individual Development Planning Design and Management

### **Authorities**

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government. VA Directive 0010. VA Customer Experience.

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

## ***VEO-30 Implementation and Consultation Division***

### **Overview**

Implementation and consultation collaborate with partner offices to implement and support recommended opportunities for improvement that are built on evidence-based practices, human centered design {HCD} and Lean Six Sigma principles. Recommended toolkits are traditionally considered low effort to implement with high-impact to overall CX scores.

### **Activities**

- Delivers on-site PX Consultation services with customized agendas designed to identify targeted, low-effort, high-impact opportunities for improving medical facility PX measures.
- Establishes partnerships and aligns strategically with internal stakeholders, including VHA and relevant program offices.

- Provides experience data set training with a curriculum that raises awareness, educates, and motivates professionals to understand and utilize experience-related data sets and reports.
- Offers a Patient Experience University (PXU) training program, which leverages industry best practices to deepen the knowledge of PX professionals.

### **Business Functions**

Conduct Outreach to Veterans and Beneficiaries

Perform Talent Development Operational Planning and Management Perform Talent Development

Knowledge Management

Perform Skills and Competencies Assessment and Management Perform Talent Development Strategy

Perform Mentoring

Administer Course Design and Management

Conduct Individual Development Planning Design and Management

### **Authorities**

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## ***VEO-30 Research & Design Division***

### **Overview**

Developed VHA Directive 1003, serves as the national VHA policy on Veteran Patient Experience and provides a framework for comprehensive, standardized PX practices across the system.

### **Activities**

- Delivers on-site PX Consultation services with customized agendas designed to identify targeted, low-effort, high-impact opportunities for improving medical facility PX measures.
- Offers a Patient Experience University (PXU) training program, which leverages industry best practices to deepen the knowledge of PX professionals.
- Provides experience data set training with a curriculum that raises awareness, educates, and motivates professionals to understand and utilize experience-related data sets and reports.



- Establishes partnerships and aligns strategically with internal stakeholders, including VHA and relevant program offices.
- Developed virtual "Own the Moment" (OTM) CX training. A virtual workshop which leverages industry best practices to standardize CX guiding principles, behaviors, and service recovery strategies across the enterprise.

### **Business Functions**

Conduct Outreach to Veterans and Beneficiaries Administer Course Design and Management Provide Communications and Outreach Coordinate External Partnerships Perform Talent Development Operational Planning and Management Perform Talent Development Knowledge Management Perform Talent Development Planning Perform Mentoring Conduct Individual Development Planning Design and Management

### **Authorities**

OMB Circular A-11. Preparation Submission and Execution of the Budget. VA Directive 0010. VA Customer Experience. Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## **VEO-30 Veterans, Family and Community Engagement Directorate**

### **Overview**

The Veterans, Family and Community Engagement (VFCE) Directorate partners with local communities and serves as a conduit for on-the-ground listening and information distribution through the community network. VFCE thus enables two-way communication between Veterans and the local community, and the Department to improve outcomes for transitioning Service members, Veterans, families, caregivers and survivors.

### **Activities**

- Coordinate with key partners at the state/county level and VSOs/MSOs to show appreciation for local communities and Community Veteran Engagement Boards (CVEBs) in fostering 'Veteran friendly Communities'.
- Share best practices and lessons learned across CVEBs and local communities on successful methods for building community-based partnerships to address gaps in service.
- Share information on VA priorities, and VEO initiatives and toolkits, and foster partnerships to augment VA services with VHA, VBA, NCA, the Board of Veterans' Appeals, and other Staff Offices.

- Foster a coordinated support system where Veterans live and provide outreach and navigation support of VA services to more than 12.5M Veterans and over 50M families, caregivers and survivors who reside in CVEB catchment area.

### **Business Functions**

Manage External Veterans Affairs Relationships Communicate Benefits and Services Availability Promote Awareness of Veteran Issues

Manage Partnerships

### **Authorities**

38 U.S.C. Ch. 63. Outreach Activities.

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

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

## ***VEO-30 Community Veteran Engagement Boards Support Division***

### **Overview**

The Veterans, Family and Community Engagement (VFCE) Directorate partners with local communities and serves as a conduit for on-the-ground listening and information distribution through the community network. VFCE thus enables two-way communication between Veterans and the local community, and the Department to improve outcomes for transitioning Service members, Veterans, families, caregivers and survivors.

### **Activities**

- Coordinate with key partners at the state/county level and VSOs/MSOs to show appreciation for local communities and Community Veteran Engagement Boards (CVEBs) in fostering 'Veteran friendly Communities'.
- Share best practices and lessons learned across CVEBs and local communities on successful methods for building community-based partnerships to address gaps in service.
- Share information on VA priorities, and VEO initiatives and toolkits, and foster partnerships to augment VA services with VHA, VBA, NCA, the Board of Veterans' Appeals, and other Staff Offices.
- Foster a coordinated support system where Veterans live and provide outreach and navigation support of VA services to more than 12.5M Veterans and over 50M families, caregivers and survivors who reside in CVEB catchment area.

## *VEO-30 Federal Advisory Committee Division*

### **Overview**

The Federal Advisory Committee Division coordinates with the Department of Veterans Affairs (VA or Department) to identify the goals of the community and Veteran partnership. They also provide advice and recommendations to the Secretary of Veterans Affairs (Secretary), to improve services and outcomes for Veterans, members of the Armed Forces, and the families of such Veterans and members.

### **Activities**

- Provides information, insights, advice and makes recommendations to the VA Secretary on matters related to community and Veteran partnerships;
- Improving services and outcomes for Veterans and Service Members and their families; and
- Implementing the VA's Secretary's Master Plan as well as providing advice on creating and implementing any successor master plans.

### **Business Functions**

Conduct Outreach to Veterans and Beneficiaries Coordinate External Partnerships  
Provide Communications and Outreach

### **Authorities**

Exec. Order No. 14058. Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.

VA Directive 0010. VA Customer Experience.

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

## *VEO-30 Outreach and Engagement Division*

### **Overview**

The Veterans, Family and Community Engagement (VFCE) Directorate partners with local communities and serves as a conduit for on-the-ground listening and information distribution through the community network. VFCE thus enables two-way communication between Veterans and the local community, and the Department to improve outcomes for transitioning Service members, Veterans, families, caregivers and survivors.

### **Activities**

- Conduct Outreach to Veterans and Beneficiaries
- Provide Communications and Outreach
- Coordinate External Partnerships

### **Business Functions**

Conduct Enterprise Performance Management

## *Appendix A: Organization Charts -- Alternate Representations*

The following is a bulletized representation of the visual organizational charts listed in this document above:

### **OSVA-00 Office of the Secretary**

- OSVA-00 Deputy Chief of Staff (Political)
  - OSVA-00A1B Office of Mission Operations
  - OSVA-00C Veterans Service Organizations Liaison
  - OSVA-00m Center for Minority Veterans
  - OSVA-00VAOP VA Office of Partnerships
  - OSVA-00W Center for Women Veterans
- OSVA-1B Executive Secretariat
- OSVA-00A1 Deputy Chief of Staff (Career)
  - OSVA-00A1A Office of Administrative Operations
  - OSVA-00A1C Advisory Committee Management Office
  - OSVA-00A1D Office of Protocol
- OSVA-001 Office of the Deputy Secretary
  - OSVA-001C Chief Diversity Officer
  - OVA-00B Federal Electronic Health Records Modernization
  - OSVA-000 Office of Employment Discrimination Complaint Adjudication
  - OSVA-00EHRM Electronic Health Record Modernization Program Executive Office
  - OSVA-00SB Small and Disadvantaged Business Utilization
- OSVA-WHL White House Liaison

### **BVA-01 Board of Veterans' Appeals**

- BVA-01A2 Chief of Staff
- BVA-01B Office of Appellate Operations Deputy Vice Chairman 1
- BVA-01C Office of Appellate Operations Deputy Vice Chairman 2
- BVA-01D Office of Appellate Operations Deputy Vice Chairman 3
  - BVA-01D1 Case Review, Inventory and Veterans Law Judge Support
- BVA-01E Office of Appellate Operations Deputy Vice Chairman 4
  - BVA-01E1 Hearing Management
- BVA-01F Office of Appellate Operations Senior Deputy Vice Chairman
  - VBA-01F1 Clerk of the Board
- BVA-01G Office of Chief Counsel
  - BVA-01G1 Privacy Act and Freedom of Information Act
  - BVA-01G2 Litigation and Customer Support
  - VBA-01G3 Quality Review
  - VBA-01G4 Professional Development Division
- BVA-01H Office of Appellate Support
  - BVA-01H1 Decision Management

- BVA-01H2 Case Reviews-Intake and Mail Management
- BVA-01H3 Program Management and Logistics
- BVA-01H4 Technical Infrastructure
- BVA-01H5 Human Resources Liaison
- BVA-01A1 Budget and Internal Controls

### **HRA/OSP-006 Board of Veterans' Appeals**

- HRA/OSP-006P Principal Deputy Assistant Secretary
  - HRA/OSP-006 03 Office of Administration
  - HRA/OSP-006 08 Office of Resolution Management, Diversity and Inclusion
  - HRA/OSP-006MMS Manpower Management Service
  - HRA/OSP-006MPA Management, Planning and Analysis
- HRA/OSP-006 05 Office of the Chief Human Capital Officer
  - HRA/OSP-006 052 Veteran and Military Spouse Employment Programs and Partnerships
  - HRA/OSP-006 05HCP1 Human Capital Policies
  - HRA/OSP-006 05HCP2 Human Capital Programs
  - HRA/OSP-006 05LMR Labor Management Relations
  - HRA/OSP-006CEHRIS Center for Enterprise Human Resources Information Service
  - HRA/OSP-006H Human Capital Services Center
- HRA/OSP-007 Office of the Chief Security Officer
  - HRA/OSP-07A Office of Emergency Management and Resilience
  - HRA/OSP-07B Office of Security and Law Enforcement
  - HRA/OSP-07C Office of Identity, Credential, and Access Management
  - HRA/OSP-07D Office of the Chief of Police
- HRA/OSP-006D Corporate Senior Executive Management Office
  - HRA/OSP-006D1 Executive Development and Outreach
  - HRA/OSP-006D2 Policy and Programs
  - HRA/OSP-006D3 Recruitment and Operations

### **OALC-003 Acquisition, Logistics, and Construction**

- OALC-003A Executive Director Acquisition and Logistics
  - OALC-003A1 Acquisition Program Support
  - OALC-003A2 Procurement, Policy, Systems, and Oversight
  - OALC-003A3 Logistics and Supply Chain Management
  - OALC-003A4 Strategic Acquisition Management Initiative
  - OALC-003A5 VA Acquisition Academy
  - OALC-003AA Supervisory Executive Assistant
  - OALC-003AB Program Management Office
- OALC-003B Procurement, Acquisition and Logistics
  - OALC-003B1 Strategic Acquisition Center
  - OALC-003B2 Technology Acquisition Center
  - OALC-003B6 National Acquisition Center
  - OALC-003B7 Logistics Support Services
  - OALC-003B8 Category Management Support Office
- OALC-003C Executive Director of Construction and Facilities Management
  - OALC-003C1 Design and Construction
  - OALC-003C2 Facilities Planning
  - OALC-003C3 Resource Management for Construction and Facilities

- OALC-003C4 Facilities Acquisition
- OALC-003C6 Deputy Executive Director, Construction and Facilities Management
- OALC-003C7 Real Property

#### **OAWP-70 Accountability and Whistleblower Protection**

- OAWP-70DAS Office of the Deputy Assistant Secretary
  - OAWP-70COD Compliance and Oversight Directorate
  - OAWP-70DAS1 Stakeholder Engagement Division
  - OAWP-70DAS2 Quality Division
  - OAWP-70ID Investigations Directorate
- OAWP-70MOD Management and Operations Directorate
  - OAWP-70MOD1 Information Systems Management Division
  - OAWP-70MOD2 Resource Management and Operations

#### **OCLA-009 Office of Congressional and Legislative Affairs**

- OCLA-009 Principal Deputy Assistant Secretary for Congressional and Legislative Affairs
  - OCLA-009 Deputy Assistant Secretary for Congressional and Legislative Affairs
  - OCLA-009 Director of Operations and Administration for Congressional and Legislative Affairs

#### **OEI-008 Office of Enterprise Integration**

- OEI-008A Planning and Performance Management
  - OEI-008A1 Enterprise Risk Management
  - OEI-008A2 Strategic Planning Service
  - OEI-008A3 Performance Management Service
  - OEI-008A4 VA/DoD Collaboration
- OEI-008B Data Governance and Analytics
  - OEI-008B1 Analytics Service
  - OEI-008B3 Data Governance and Dissemination Service
- OEI-008C Enterprise Program Integration Office
  - OEI-008C1 Strategic Execution
  - OEI-008C2 Program Standardization and Analytics
  - OEI-008C4 Enterprise Project Management Office
- OEI-008D Enterprise Policy and Governance
  - OEI-008D1 Enterprise Governance Management
  - OEI-008D3 Policy Analysis Service
- OEI-008OPS Chief of Staff/Front Office

#### **OGC-02 Office of General Counsel**

- OGC-02PDGC Principal Deputy General Counsel
  - OGC-026 Management, Planning and Analysis
  - OGC-02EST Ethics Specialty Team
  - OGC-02GL General Law
  - OGC-02LO Legal Operations
  - OGC-02VP Veterans Programs

### **OIT-005 Office of Information and Technology**

- OIT-005A Principal Deputy Assistant Secretary and Deputy Chief Information Officer
  - OIT-005C Account Management Office
  - OIT-005G Office of Strategic Sourcing
  - OIT-005H Office of People Science
  - OIT-005I Infrastructure Operations Services
  - OIT-005M Information Technology Budget and Finance
  - OIT-005P Product Engineering Services
  - OIT-005R Office of Information Security
  - OIT-005S Software Product Management
  - OIT-005T Solution Delivery
  - OIT-005U End User Services
  - OIT-005X Compliance, Risk and Remediation
- OIT-005B Executive Director Information Technology Program Integration and Chief of Staff
  - OIT-005B2 Business Operations
  - OIT-005B3 Information Technology Strategic Communications
  - OIT-005B4 Information Technology Program Integration
- OIT-005E Chief Technology Officer
  - OIT-005E1 Chief Technology Office Chief of Staff
  - OIT-005E2 Chief Strategy Office
  - OIT-005E3 Chief Data Technology Office
  - OIT-005E4 Community of Practice Data
  - OIT-005E5 Community of Practice Technical
  - OIT-005E6 Community of Practice Product
  - OIT-005E7 Community of Practice User Experience Design
  - OIT-005E8 Digital Transformation
- OIT-005J Strategic Initiatives

### **OM-004 Office of Management**

- OM-041 Office of Budget
  - OM-041A Office of Programming, Analysis and Evaluation
  - OM-041C Budget Process and Data Management
  - OM-041D Management Programs and Staff Offices Budgets
  - OM-041E Office of Budget, VBA Budget
  - OM-041F Office of Budget, VHA Budget
  - OM-041G Office of Budget, OIT Budget
- OM-042 Office of Actuarial Services
- OM-044 Office of Asset Enterprise Management
  - OM-044A Capital Operation and Program Service
  - OM-044B Capital Asset Policy, Planning and Strategy Service
  - OM-044C Enhanced Use Lease Program Service
  - OM-044D Capital Asset Management Service
  - OM-044E Energy, Environment and Fleet Program Service
- OM-045 Office of Business Oversight
  - OM-045A Financial Risk Oversight Service



- OM-045B Program Integrity Office
- OM-045C Improper Payments Remediation Oversight Office
- OM-045D Oversight Support Center
- OM-045E Financial Management Business Transformation Service - Internal Controls
- OM-045F Financial System Integrity and Controls Office
- OM-046 Office of Financial Management Business Transformation (FMBT)
  - OM-046A Financial Management Business Transformation Systems
  - OM-046B Financial Management Business Transformation Operations
  - OM-104-FSC Financial Services Center
- OM-047 The Deputy Assistant Secretary for Finance
  - OM-047E Office of Financial Reporting
  - OM-047G Office of Financial Policy
  - OM-047J Office of Financial Audit
  - OM-189 Debt Management Center
- OM-049 Office of Revolving Funds
  - OM-049F Franchise Fund Oversight
  - OM-049R Reimbursement Office
  - OM-049S1 Supply Fund Oversight Office
  - OM-049S2 Supply Fund Fiscal Operations Office

**OPIA-002 Office of Public and Intergovernmental Affairs**

- OPIA-002 Principal Deputy Assistant Secretary for Public and Intergovernmental Affairs
  - OPIA-075 Office of Intergovernmental Affairs
- OPIA-80 Office of Public Affairs
  - OPIA-80 Office of Digital Media Engagement
  - OPIA-80 Office of Strategic Planning and Veteran Outreach
  - OPIA-80 Press Secretary
  - OPIA-80 Public Affairs Senior Advisor
  - OPIA-80E Office of Field Operations Service
  - OPIA-80F Office of Media Relations

**VEO-30 Veterans Experience Office**

- VEO-30 Chief of Staff for Veteran Experience Officer
- VEO-30 Deputy Veteran Experience Officer
  - VEO-30 Employee Experience and Organizational Management
  - VEO-30 Enterprise Measurement and Design
  - VEO-30 Multi-Channel Technology
  - VEO-30 VA Benefits Experience Directorate
  - VEO-30 VA Patient Experience Directorate
  - VEO-30 Veterans, Family and Community Engagement Directorate

