



Department of Veterans Affairs

# Functional Organization Manual

## Version 7 2021

### Volume 2: Staff Offices

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Remaining data as of September 30, 2021

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## Introduction

The Functional Organization Manual (FOM) is the authoritative source that documents the current organization structure, missions, functions and tasks of the Department of Veterans Affairs (VA) and its organizations. The FOM is compiled by the Office of Enterprise Integration (OEI) from submissions prepared and approved by VA Administrations and Staff Offices. Version 7 is current as of September 1, 2020. 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.

The Office of Policy and Interagency Collaboration (OPIC), within the Office of Enterprise Integration (OEI), is responsible for the maintenance and updating of the FOM.

### Background

- VA was established as an independent agency under the President by Executive Order No. 5398 on July 21, 1930 and was elevated to Cabinet level 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 145 acute inpatient sites, 1,115 VA outpatient only sites, 1,297 VA sites, 300 Vet Centers, 56 Regional Offices, 155 VA National Cemeteries and 119 State, Territorial and Tribal VA grant funded Veteran Cemeteries. (*Statistics current as of September 30, 2021*).



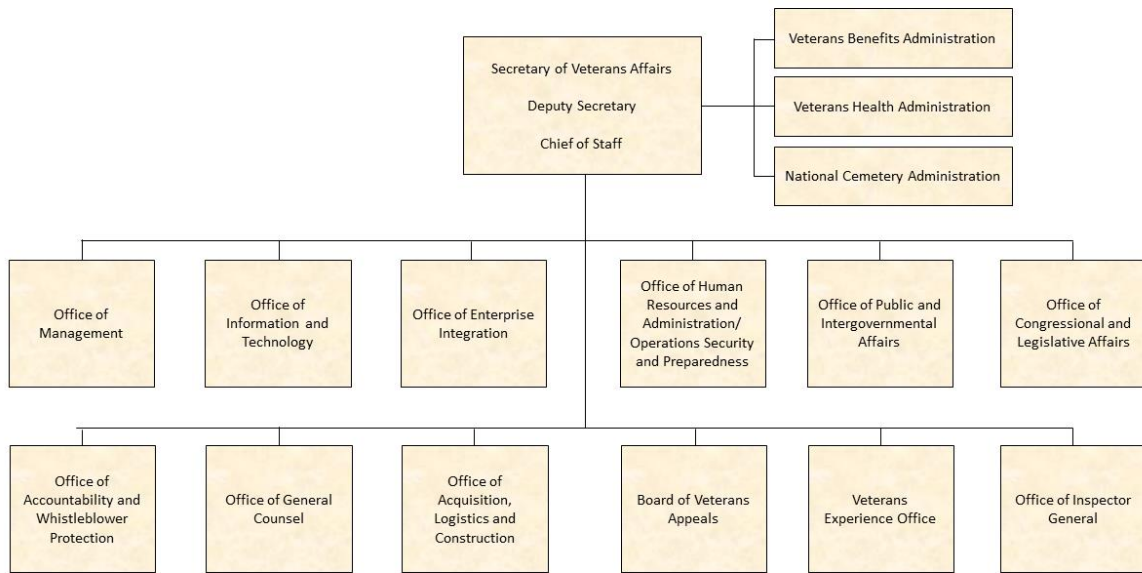


Figure 1 - Department of Veterans Affairs

[Alternate representation of the organization chart.](#)

## Organization of the Department

### Secretary of Veterans Affairs

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

### Deputy Secretary of Veterans Affairs

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

### Chief of Staff of Veterans Affairs

The Chief of Staff of Veterans Affairs (COSVA) synchronizes and coordinates SECVA policy guidance and direction with VA’s Administrations, Staff Offices and key officials. Through the Deputy Chief of Staff,

COSVA oversees VA Office of the Secretary (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 that provide specific assistance to the SECVA.

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

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

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

The Assistant Secretary for Accountability and Whistleblower Protection plays a critical role in providing oversight for the Secretary's accountability priorities and final review. The Assistant Secretary provides advisory support to VA leadership in the guidance, coordination, direction and evaluation of whistleblower protections and senior leader accountability throughout the Department.

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

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

### *Assistant Secretary for Enterprise Integration*

The Assistant Secretary for Enterprise Integration (AS OEI) is responsible for leading and orchestrating the continuous improvement of Veteran and employee experiences through effective enterprise integration of people, processes, technology; innovations, and maturing organizational management capabilities. The Assistant Secretary is responsible for overseeing Department level activities related to strategy development, strategic planning, integrated enterprise planning, performance management, risk management, performance improvement, innovations, transformation, policy management, policy analysis, policy research, interagency collaboration and coordination with Department of Defense (DoD)

and other Federal partners, VA statistics and data analytics. The Assistant Secretary is also responsible for the Nation's official estimates and projections of the Veteran population.

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

The Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness (AS HR&A/OSP) is responsible for providing VA-wide leadership for policies and programs related to human resources management, diversity and inclusion, Equal Employment Opportunity complaint resolution, labor management relations, VA enterprise training, corporate senior executive management, and general administrative support (primarily services to VA Central Office). The Assistant Secretary serves as the Department's designated Agency Safety and Health Official and is responsible for administering the Occupational Safety and Health and Workers' Compensation programs. The Assistant Secretary also serves as the Department's Chief Human Capital Officer, advising and assisting the SECVA in carrying out VA's responsibilities for selecting, developing, training and managing a high quality workforce in accordance with merit systems principles.

### *Assistant Secretary for Information and Technology*

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

### *Assistant Secretary for Management*

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

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

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

strategic advice, guidance, and information by fostering partnerships, and acting as liaison between state, local, tribal, insular and international governments. The Office of the Assistant Secretary for Public Affairs works to build confidence in VA and its readiness to serve America's Veterans of all generations.

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

### *The General Counsel*

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

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

The Chairman is appointed by the President, by and with the advice and consent of the Senate, for a term of six years, and is directly responsible to the Secretary. The Chairman serves as the Chief Executive Officer of the Board and is a Member of the Board (Veterans Law Judge). The Chairman is responsible for fully considering and appropriately resolving final decisions on behalf of the Secretary for appeals for Veterans' benefits and services from all three Administrations (Veterans Benefits Administration, Veterans Health Administration and National Cemetery Administration) and the Office of General Counsel (OGC) that are presented to the Board for appellate review.

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

The Principal Executive Director is the Department's Chief Acquisition Officer (CAO) and provides a full range of innovative, cost effective business solutions, and responsible services tailored to meet the ongoing and emerging needs of our customers in their support of America's Veterans and their families. The Principal Executive Director also establishes and oversees enterprise acquisition policy, processes and education and serves as Chairman of the VA Acquisition Executive Council.

### *Chief Veterans Experience Officer*

The Chief Veterans Experience Officer supports VA as the Secretary's Customer Experience (CX) lead and oversees the insight engine and a shared service to partner with, support, and enable VA Administrations and Staff Offices to provide the highest quality CX in the delivery of care, benefits and memorial services to Servicemembers, Veterans, their families, caregivers and survivors.

### *The Inspector General*

The Inspector General is responsible for (1) conducting and supervising audits and investigations; (2) recommending policies designed to promote economy and efficiency in the administration of, and to

prevent and detect criminal activity, waste, abuse and mismanagement in VA programs and operations; and (3) keeping the Secretary and Congress fully informed about problems and deficiencies in VA programs and operations and the need for corrective action. The Inspector General has authority to inquire into all VA programs and activities as well as the related activities of persons or parties performing under grants, contracts or other agreements and is also charged with the oversight of the quality of VA health care.

**Authorities**

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

## OSVA-00 Office of the Secretary

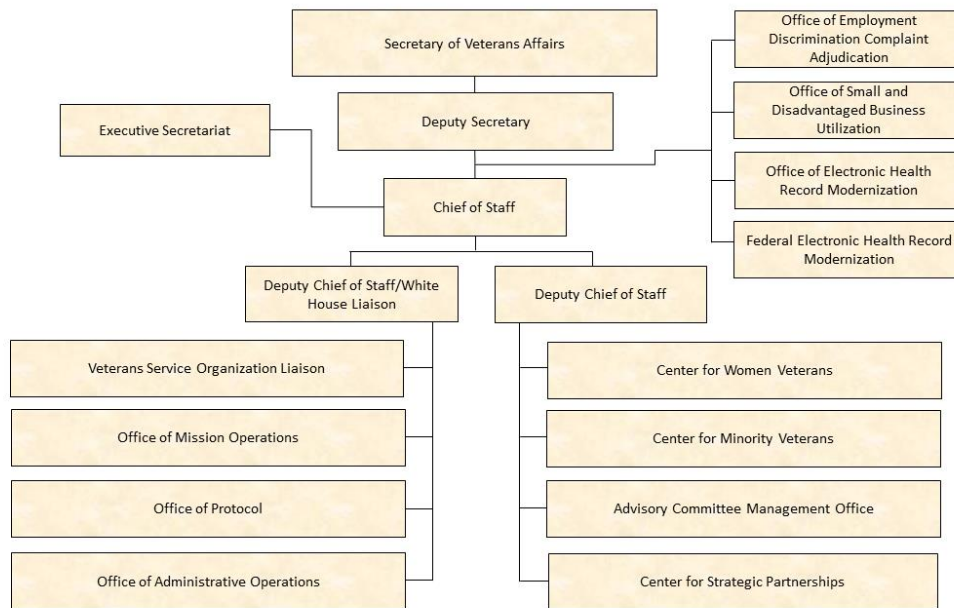


Figure 2 - Office of the Secretary

[Alternate representation of the organization chart.](#)

### Overview

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

### Authorities

13 C.F.R. §§ 125.12 - 125.16. Eligibility Requirements for the SDVO SBC Program.

38 C.F.R. pt. 74. Veterans Small Business Regulations.

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

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

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

38 U.S.C. Veteran' Benefits.

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

Pub. L. 103-446 § 509. Center for Minority Veterans and Center for Women Veterans.

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

Pub. L. 106-50. Veterans Entrepreneurship and Small Business Development Act of 1999.

Pub. L. 108-183. Veterans Benefits Act of 2003.

Pub. L. 109-461. Veterans Benefits, Health Care and Information Technology Act of 2006.

Pub. L. 110-389. Veterans' Benefits Improvement Act of 2008.

Pub. L. 111-275. Veterans' Benefits Act of 2010.

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

Pub. L. 95-507. Small Business Act and Small Business Investment Act of 1958, Amendment.

VA Directive 0001. Plain Language Program.

VA Directive 0002. Authorization of Signature of the Secretary of Veterans Affairs and Deputy Secretary of Veterans Affairs.

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

VA Directive 0803. Women Veterans Program.

## *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**

- DEPSECVA directs the policy and operations of the Department and provides broad direction to the Department's Staff Offices, ensuring coordinated action and conformance with the Secretary's directives.
- DEPSECVA is statutorily responsible for the oversight of the Electronic Health Record Modernization implementation and serves as a direct line of communication to the program.
- DEPSECVA oversees the department's governance process.

## *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) solution. VA signed a contract with Cerner Corp. on May 17, 2018, to replace its current system, the Veterans Health Information Systems and Technology Architecture, with the same commercial off-the-shelf solution being deployed by the U.S. DoD. VA established the Office of Electronic Health Record Modernization to provide program management and oversight to ensure VA successfully transitions to the new EHR solution.

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

**Activities**

- Provides program management and oversight of the preparation, deployment and maintenance of VA's new EHR solution to support delivery of quality care for Veterans and interoperability objectives between VA and DoD.
- Oversees integration, deployment and change management activities for the Centralized Scheduling Solution, a resource-based scheduling solution which will improve timely access to care for Veterans, increase provider productivity and enhance scheduling accuracy.
- Collaborates with the Veterans Health Administration and Office of Information and Technology to ensure facility infrastructure is upgraded and modernized to support the new EHR solution.
- Sets national clinical standards through the design and configuration of the new EHR solution, enhancing quality, safety and patient outcomes.
- Designs, builds and validates interfaces to VA applications and biomedical devices that require integration with the core EHR solution to ensure uninterrupted health care delivery during the transition to the new EHR solution.
- Oversees key technical and functional activities, including testing, data migration and end user training to support the transition to the new EHR solution.
- Maintains transparency with external oversight bodies, including Congress, through recurring briefings, reporting requirements and timely responses to correspondence.

**Authorities**

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

*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-00D 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 Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness and requests appropriate follow-up regarding disciplinary action.
- Conducts outreach across the Department and with principal Department stakeholders.

**Authorities**

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

*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 businesses meet SBA and VA requirements and are eligible for designation as SDVOSBs and VOSBs. 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 nationwide procurement events, such as the National Veterans Small Business Engagement, which enables small businesses to gain access to VA procurement decision makers.
- Coordinates and participates in outreach and communication events to provide awareness of VA small business programs and resources, small business goals and training to firms interested in doing business with the VA.
- 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.

**Authorities**

13 C.F.R. §§ 125.12 - 125.16. Eligibility Requirements for the SDVO SBC Program.

38 C.F.R. pt. 74. Veterans Small Business Regulations.

Pub. L. 95-507. Small Business Act and Small Business Investment Act of 1958, Amendment.

Pub. L. 106-50. Veterans Entrepreneurship and Small Business Development Act of 1999.

Pub. L. 108-183. Veterans Benefits Act of 2003.

Pub. L. 109-461. Veterans Benefits, Health Care and Information Technology Act of 2006.

Pub. L. 110-389. Veterans' Benefits Improvement Act of 2008.

Pub. L. 111-275. Veterans' Benefits Act of 2010.

## *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.

## *OSVA-00 Deputy Chief of Staff/White House Liaison (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 (VSO) Liaison, Center for Strategic Partnerships, Center for Minority Veterans, Center for Women Veterans and the Office of Mission 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-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 Liaison 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.

### *OSVA-00MO 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).

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

#### **Overview**

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

#### **Activities**

- Promotes and leads effective collaboration with representatives from the Department's Administrations to examine women Veterans' issues and synchronize activities to advocate full awareness of health care, benefits, services and programs for women Veterans.
- Presents women Veterans' issues for inclusion in the Department's strategic plan. Ensures that health care, benefits, services and programs for women Veterans are part of VA's institutional consciousness.

- Briefs Congress, VSOs, Non-governmental organizations (NGO) and other community partners on women Veterans' issues.
- Monitors and participates in VA outreach efforts targeting women Veterans.
- Supports the Advisory Committee on Women Veterans with logistical and administrative matters. Coordinates the development of the Advisory Committee on Women Veterans' biennial report to the Secretary and coordinates VA's response to the report's recommendations.
- Develops strategic partnerships with public-private organizations to further amplify programs and services provided by VA to women Veterans and to educate them about women Veterans and help them explore ways to help women Veterans.

**Authorities**

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

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

Pub. L. 103-446 § 509. Center for Minority Veterans and Center for Women Veterans.

*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 Veterans.

**Activities**

- Serves as the principal advisor to the SECVA and senior leaders on the unique needs of minority Veterans.
- Identifies barriers to benefits and health care access, promotes awareness of minority Veteran-related issues, develops strategies for improving minority Veterans' participation in existing VA programs, conducts outreach activities with minority Veteran stakeholders, and coordinates outreach activities conducted by Minority Veterans Program Coordinators (MVPC) assigned to 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.
- Publicizes the results of medical research that is particularly significant to minority Veterans.

**Authorities**

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

38 U.S.C. Veteran' Benefits.

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

*OSVA-00SP Center for Strategic Partnerships***Overview**

The Center for Strategic Partnerships collaborates with industry and foundations to bring significant external resources and expertise to further the VA Secretary's highest priority initiatives through public-private partnerships that benefit Veterans, their families, survivors and caregivers. The Center works closely with internal and external partnership stakeholders to help enhance VA's services, supports and benefits to Veterans. The Center's mission is to improve Veterans' lives through big, bold and impactful collaborations.

**Activities**

- Advises the Secretary and other senior leadership on matters related to responsible and productive partnerships and oversees the effective execution of those programs.
- Provides external stakeholders with a primary access point to VA leadership, resources and VA needs, while also conducting strategic engagement and education.
- Leads strategic partnerships across the Department by proactively building effective external relationships with organizations that can advance VA's mission and highest priorities.
- Leads meetings with key leaders of business, government, philanthropic, non-profit and other key stakeholder organizations.
- Facilitates partnership opportunities through VA initiatives, programs, and services that complement VA's mission, priorities, goals, objectives and strategies.
- Cultivates and stewards relationships between VA and external stakeholders. Provides consultation to better understand the Department, services provided, the Veteran community and effective strategies to work with VA. Encourages feedback from stakeholders on key Veteran issues.

*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 memoranda.
- Prepares responses to letters from Members of Congress and reviews all packages that require SECVA, DEPECVA 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.

*OSVA-00A1 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.



### *OSVA-00A1 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 its allied sub-component.

### *OSVA-00AC 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.

#### **Authorities**

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

### *OSVA-031 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).

## BVA-01 Board of Veterans' Appeals

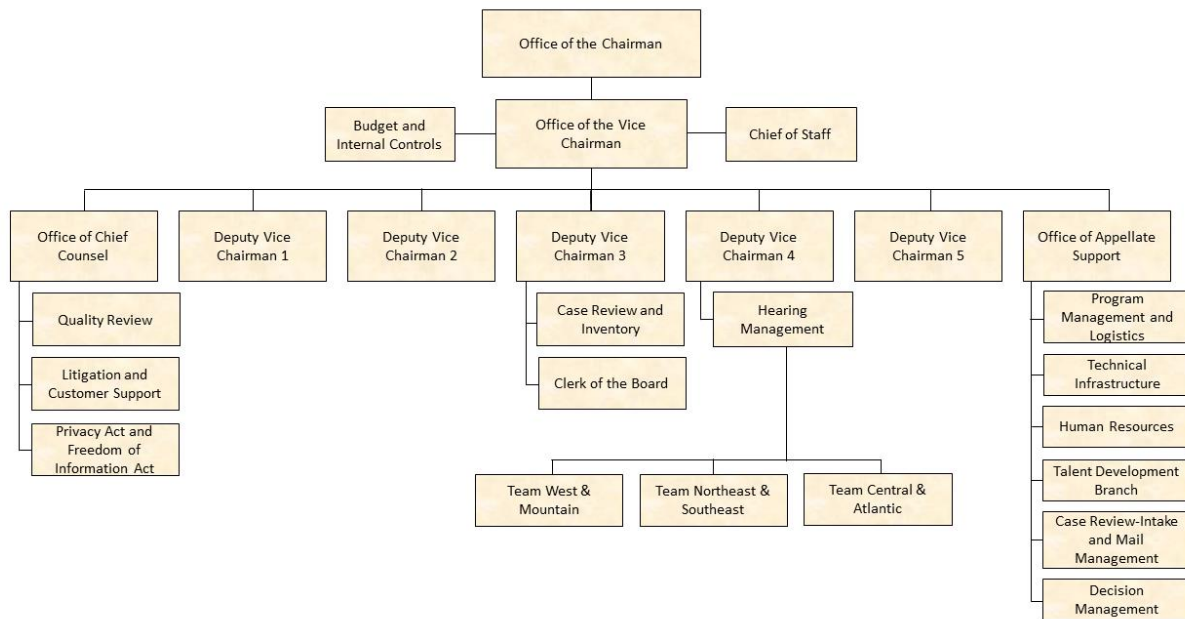


Figure 3 - Board of Veterans Appeals

[Alternate representation of the organization chart](#)

### 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 responsible for making final decisions on behalf of the Secretary on Veterans' appeals for benefits and services from all three Administrations – Veterans Benefits Administration, Veterans Health Administration and National Cemetery Administration – and the Office of General Counsel (OGC). 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 of fact and law 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. § 511(a). Decisions of the Secretary.

38 U.S.C. § 1701. Veterans' Benefits: Definitions.

38 U.S.C. § 7101. Composition of the Board of Veterans' Appeals.

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

38 U.S.C. § 7107. Appeals: dockets; hearings.

*BVA-01A 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 performance of all Veterans Law Judges (VLJs).

*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

### *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, 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.

### *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 25 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.

### *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 25 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.

### *BVA-01D 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 25 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.

### *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 3.

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 Veterans Benefits Management System (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 Veterans Appeals Control and Locator System (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 25 Veterans Law Judges, 5 Supervisory Senior Counsels, 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.

#### *BVA-01E1 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-01E1A Team West and Mountain*

##### **Overview**

Provides logistical and administrative support for scheduling and conducting Board hearings in the West and Mountain regions.

##### **Activities**

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

#### *BVA-01E1B Team Northeast and Southeast*

##### **Overview**

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

##### **Activities**

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

#### *BVA-01E1C Team Central and Atlantic*

##### **Overview**

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



**Activities**

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

*BVA-01F Office of Appellate Operations Deputy Vice Chairman 5***Overview**

The Office of Deputy Vice Chairman 5 (DVC 5) provides appeals adjudication services. DVC 5 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.

*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.
- Evaluates the legal quality of the Board's decisions.
- Tracks trends in quality, recommends legal training and provides legal advice and assistance on complex questions of Veterans law.
- Manages appeals returned to the Board from Federal courts and processes motions from Veterans and their representatives.
- Responds to inquiries and requests for assistance from Veterans, representatives, Members of Congress and the White House.
- Responds to records requests made pursuant to Freedom of Information Act (FOIA) and the Privacy Act.

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

### **Overview**

Responds to records requests made pursuant to Freedom of Information Act (FOIA) and the Privacy Act.

### **Activities**

- Privacy Program oversight.
- Privacy Breach reporting.

### **Authorities**

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.  
38 C.F.R. pt. 16. Protection of Human Subjects.

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

#### **Overview**

Responds to inquiries and requests for assistance from Veterans, representatives, Members of Congress and the White House.

#### **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.
- Manages appeals returned to the Board from Federal courts and processes motions from Veterans and their representatives.

### *BVA-01G3 Quality Review*

#### **Overview**

Quality Review 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 other claimants. QR also leads discussions with Veterans Law Judges and Board attorneys on numerous topics involving the AMA.

#### **Activities**

- Reviews signed decisions for specific, substantive errors.
- Develops and leads discussions on AMA related-topics for Board staff.
- 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.

### *BVA-01H Office of Appellate Support*

#### **Overview**

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

#### **Activities**

- The Office of Appellate Support provides infrastructure support to ensure that the Board accomplishes its mission critical goals.
- 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.
- Designs, develops and delivers trainings for the Board.
- Processes all mail received at the Board.
- Provides space management, facility support, emergency contact program, telework program oversight and contract actions.

### **Authorities**

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.

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

### *BVA-01H1 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-01H2 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.

### *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 Personal Identity Verification (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.

### *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.

### *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 General Schedule (GS) levels assigned to the Board.

#### *BVA-01H6 Talent Development Branch*

##### **Overview**

Designs, develops and delivers training at the Board, including administrative professionals training, leadership development and career development.

##### **Activities**

- 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 résumés.
- 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 HRMACS, ORMDI 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-01A1 Budget and Internal Controls*

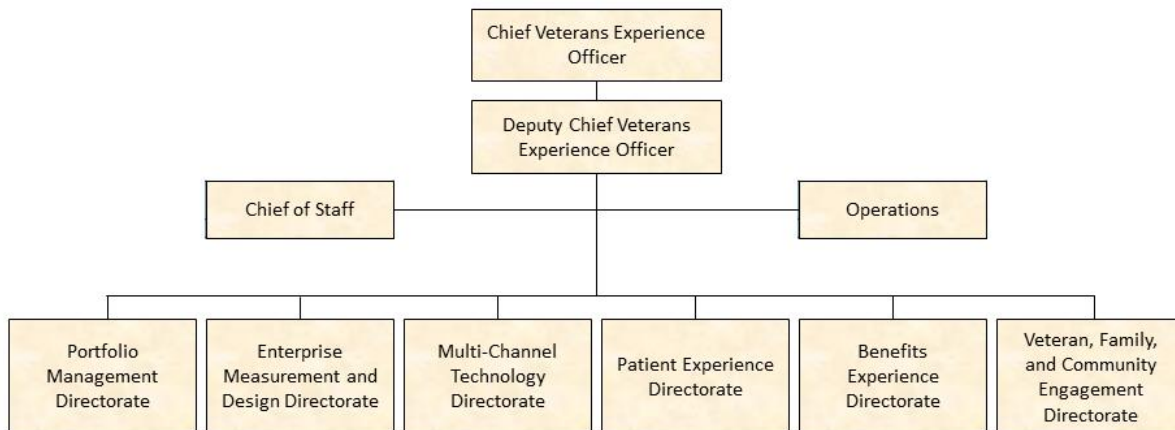
##### **Overview**

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.

## VEO-30 Veterans Experience Office



[Alternate representation of the 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.

**Authorities**

38 U.S.C. ch. 63. Outreach Activities.

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

*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**

- 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.

**Authorities**

38 U.S.C. ch. 63. Outreach Activities.

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

*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.

**Authorities**

38 U.S.C. ch. 63. Outreach Activities.

*VEO-30 Director of Operations for Veteran Experience***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.

**Authorities**

38 U.S.C. ch. 63. Outreach Activities.

## *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: provides 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: tracks and analyzes 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: gathers 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.
- Gathers and analyzes qualitative data from HCD research to identify and map the key moments that matter to them.
- Utilizes 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.
- Establishes and reports on agency-wide CX metrics, including VA Agency Priority Goals.
- Provides and enhances employee access to integrated actionable customer experience data insights for service recovery and performance improvements.
- Uses CX data and insights to design solutions, deliver tangible tools and products, and measure VA performance-based on the moments that matter to Veterans.
- Matures CX data analytics capability from lagging (i.e., descriptive of past) to leading (i.e., predictive of emerging trends / topics before they intensify).

### **Authorities**

38 U.S.C. ch. 63. Outreach Activities.

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 reengineering, 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.

### **Authorities**

38 U.S.C. ch. 63. Outreach Activities.

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

## *VEO-30 Portfolio Management*

### **Overview**

The Portfolio Management Directorate (PMD) supports VEO as a key business integrator, including coordination across VEO Directorates and VA. PMD applies portfolio management best practices through a robust project intake and tracking capability to monitor project execution and measure impact. PMD further facilitates integrated project teams for Enterprise-wide initiatives as well as specific projects for VA Administrations and Staff Offices and creates actionable plans / recommendations for project execution.

### **Activities**

- Applies portfolio management best practices and disciplined business processes to assess and prioritize all requests for VEO support.
- Maintains Enterprise view of VEO projects, including key milestones, deliverables, performance metrics.
- Monitors progress of all VEO programs and projects to identify integration opportunities, and ensure each project is supported to achieve identified milestones.

**Authorities**

38 U.S.C. ch. 63. Outreach Activities.

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

*VEO-30 Patient Experience***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**

- Is responsible for 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.
- Provides 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.

**Authorities**

38 U.S.C. ch. 63. Outreach Activities.

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

*VEO-30 Benefits Experience***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**

- Evaluates customer experience around the moments that matter depicted in the VA Veterans Journey Map and other journey maps.
- Conducts 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.
- Develops and implements 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.

**Authorities**

38 U.S.C. ch. 63. Outreach Activities.

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

*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**

- Coordinates 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’.
- Shares best practices and lessons learned across CVEBs and local communities on successful methods for building community based partnerships to address gaps in service.
- Shares 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.
- Fosters 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.

**Authorities**

38 U.S.C. ch. 63. Outreach Activities.

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

## OAWP-70 Accountability and Whistleblower Protection

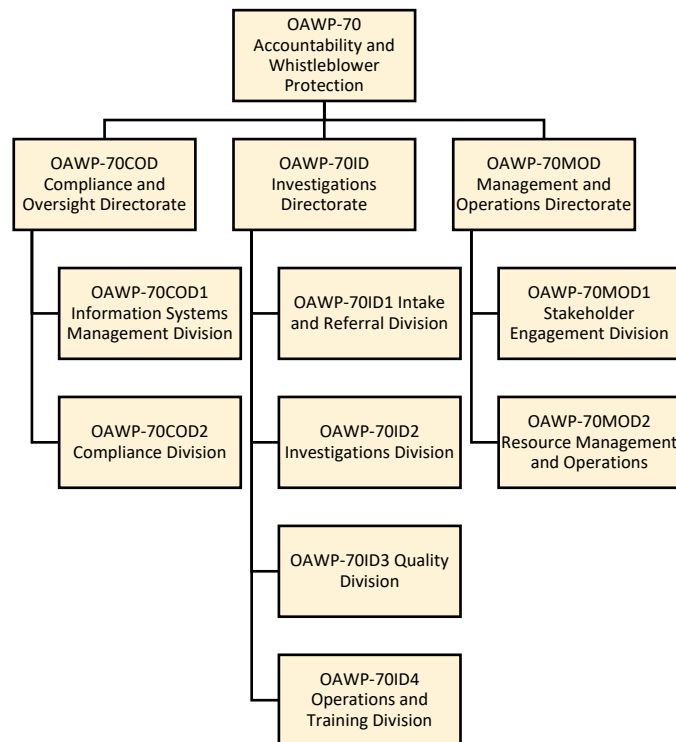


Figure 4 - OAWP Accountability and Whistleblower Protection Organization Chart

[Alternate representation of the organization chart](#)

### Mission

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

### Overview

OAWP was established in 2017 and its functions are codified at 38 U.S.C. § 323. OAWP advises the Secretary of Veterans Affairs on accountability within VA. OAWP improves and promotes accountability in VA by investigating allegations of VA senior leader misconduct and/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 implement whistleblower rights and protections training required under 38 U.S.C. § 733 and 5 U.S.C. § 2302(c).

#### **Authorities**

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

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 Assistant Secretary. The COD consists of the following divisions: Compliance Division and Information Systems Management (ISM) Division.

#### **Activities**

- Tracks the implementation of recommendations from audits carried out by OIG, OMI, GAO and OSC in accordance with 38 U.S.C. § 323(c)(1)(F).
- Conducts analyses to identify and issue reports to the Secretary in accordance with 38 U.S.C. § 323(c)(1)(G).
- 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, 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).

#### **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-70COD1 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, 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).

### **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-70COD2 Compliance Division*

### **Overview**

The Compliance Division ensures implementation from audits and investigations carried out by OIG, OMI, GAO, and OSC and identifies trends and issues reports to the Secretary based on analyses conducted in accordance with 38 U.S.C. § 323.

### **Activities**

- Tracks the implementation of recommendations from audits and investigations carried out by OIG, OMI, GAO and OSC in accordance with 38 U.S.C. § 323(c)(1)(F).
- Confirms the implementation of recommendations from audits and investigations carried out by OIG, OMI, GAO and OSC in accordance with 38 U.S.C. § 323(c)(1)(F).
- Analyzes data from the Office and the Office of Inspector General 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 analysis conducted under this subparagraph in accordance with 38 U.S.C. § 323(c)(1)(G).

### **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-70ID Investigations Directorate*

### **Overview**

The Investigations Directorate is led by the Executive Director for Investigations (EDI) who reports directly to the Assistant Secretary. The Investigations Directorate consists of the following divisions: Intake and Referral Division, Investigations Division, Quality Division and Operations and Training Division.

### **Activities**

- Receives and refers complaints and investigations pursuant to 38 U.S.C. § 323.
- Conduct investigations into Whistleblower retaliation and senior leader misconduct and poor performance.
- Conducts quality assurance for OAWP's investigative processes to identify systemic deficiencies in the way OAWP receives, reviews, refers and investigates cases.
- Develops and provides education and training on 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-70ID1 Intake and Referral Division*

### **Overview**

The Intake and Referral Division receives and refers complaints for investigation regarding allegations of whistleblower retaliation and senior leader misconduct and poor performance.

### **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).
- Transmits complaints and whistleblower disclosures that involve allegations of whistleblower retaliation or allegations of senior leader misconduct or poor performance to OAWP's Investigations Directorate.
- As required by law, refers 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.

**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-70ID2 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).

**Authorities**

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

*OAWP-70ID3 Quality Division***Overview**

The Quality Division conducts quality assurance activities for OAWP's investigative processes and recommends ways to correct deficiencies.

**Activities**

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

**Authorities**

38 U.S.C. § 323. Office of Accountability and Whistleblower Protection.

*OAWP-70ID4 Operations and Training Division***Overview**

The Operations and Training Division is responsible for educating and training VA employees on whistleblower rights and protections.

**Activities**

- Develops and provides education and training on whistleblower rights and protections as required by 38 U.S.C. § 733 and 5 U.S.C. § 2302(c). Oversees VA's certification under the U.S. Office of Special Counsel's 5 U.S.C. § 2302(c) whistleblower certification program.

**Authorities**

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 Deputy Assistant Secretary (DAS) who reports directly to the Assistant Secretary. The Management and Operations Directorate consists of the following divisions: Stakeholder Engagement Division and Resource Management and Operations Division.

*OAWP-70MOD1 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.

*OAWP-70MOD2 Resource Management and Operations***Overview**

The Resource Management and Operations Division administers and oversees OAWP's human resources and budget operations.

**Activities**

- The division is led by a Director with primary responsibility for overseeing two teams: Budget Operations; and Human Resources Operations.
- Budget Operations oversees, manages and advises on OAWP's budget, contracting and acquisitions, facilities and equipment/supplies, and travel.
- Human Resources Operations 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

## OCLA-009 Office of Congressional and Legislative Affairs

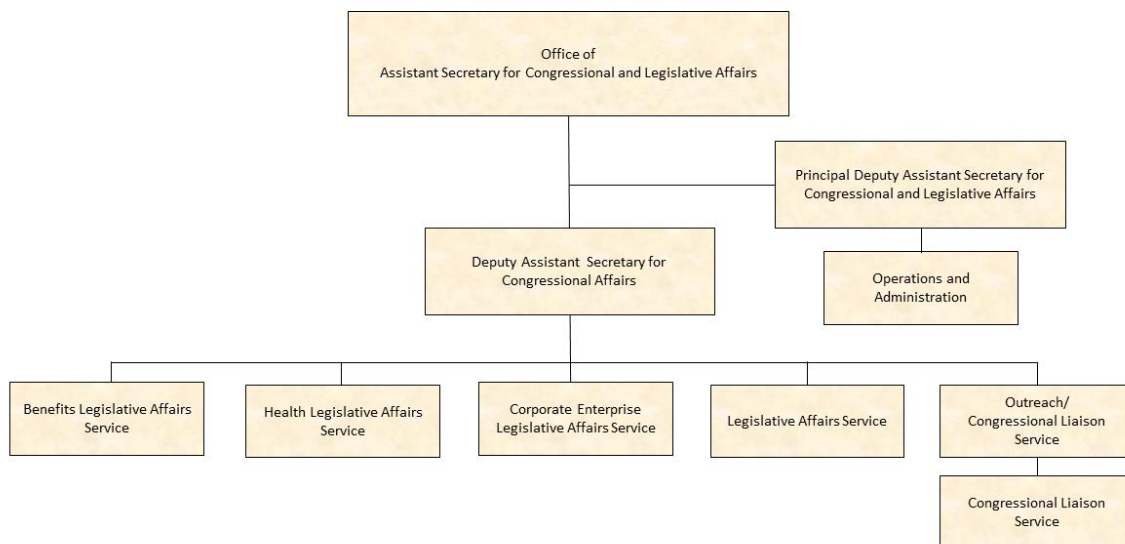


Figure 5 - Office of Congressional and Legislative Affairs Organization Chart

[Alternate representation of the organization chart](#)

### 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.

## *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. Responsible for supervision of subordinate organizations, financial oversight, human capital management, OCLA engagement metrics and communications, both internal and external.

### **Activities**

- 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.
- 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.
- 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.

- 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).
- Reviews and updates OCLA engagement measures and metrics to ensure they align with the strategic OCLA goals as well as met.
- 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 VA Executive Board (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.
- 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). 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). Sets priorities for sub-

organizations, attends Congressional engagements, provides financial oversight and is responsible for internal and external communications.

### **Activities**

- Manages and oversees of the day to day Congressional and legislative activities of OCLA's five Directorates, including establishing goals, objectives and priorities for OCLA Directors and Senior Advisors.
- Primary OCLA attendee on engagements except House Veterans Affairs Committee (HVAC) and Senate Veterans Affairs Committee (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, DEPSECVA 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 DEPSECVA.
- 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.
- Represents OCLA at VAEB, VAOB and any other meetings as delegated by the AS.
- Serves 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.
- Leads communication between OCLA and other government agency legislative affairs offices and reports updates to AS.
- Serves as secondary communicator with White House Office of Legislative Affairs (WHOLA).
- Serves as secondary communicator between OCLA and Congress.
- Participates in White House Office of Legislative Affairs (OLA) meetings as assigned by the AS.



- Coordinates 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.
- Coordinates with OMB to clear and submit testimony to Congress.
- 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.

### *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**

- Establishes goals, objectives and priorities for the Corporate Enterprise Legislative Affairs Directorate.
- Supervises employees assigned to the Corporate Enterprise 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 activities and initiatives.

- Obtains information from Congress to assist the Department in preparing for Congressional engagements.
- Advises, prepares and accompanies VA personnel in meetings with Congressional committees, staff and Members of Congress.
- Responds to Congressional committees or staff inquires and RFIs.
- Plans, supports and accompanies Members of Congress and committee staff on approved travel.
- Prepares senior VA officials to testify before Congress.
- Reviews hearing transcripts and coordinates VA responses to hearing QFRs.
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to Congressional committees identifying key points and risk areas.
- Tracks, monitors and delivers all RFIs and briefings.
- Coordinates hearings and witness preparation.
- Coordinates issues crossing service boundaries.
- Service as the Department's liaison with GAO, monitoring GAO activities affecting VA and Veterans.
- Notifies the Department of all GAO engagements and keeps VA leadership apprised of GAO recommendation implementations.
- Prepares responses to GAO draft and final reports and ensures that responses to GAO are provided in a timely manner. Provides updates to GAO on open recommendations.

### *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**

- Establishes goals, objectives and priorities for the Congressional Outreach and Congressional Liaison Service.

- Supervises employees assigned to the Congressional Outreach and Congressional Liaison Service teams.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Encourages and facilitates relationship building with Congressional and intradepartmental staff concerning Veterans activities and initiatives.
- Obtains information from Congress to assist the Department in preparing for Congressional engagements.
- Advises, prepares and accompanies VA personnel in meetings with Congressional committees, staff and Members of Congress.
- Responds to Congressional committees or staff inquires and RFIs.
- Plans, supports and accompanies Members of Congress and committee staff on approved travel.
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to Congressional committees identifying key points and risk areas.
- Ensures effective and responsive communications with Congress through responses to Congressional inquiries, RFIs, executive correspondence and concurrence actions.
- Plans and executes proactive briefings to Members of Congress not on Veteran-focused Congressional committees.
- Obtains information from Congress to assist the Department in preparing for Congressional engagements.
- Advises, prepares and accompanies VA personnel in meetings with Members of Congress.
- Coordinates VA's message to Congress, identifying key points and risk areas.
- Provides Congressional liaison support to Members of Congress and staff and provides administrative and operational support for Departmental activities on Capitol Hill.
- Manages the Congressional Liaison Service on Capitol Hill with offices in Senate and House office buildings.
- Receives, processes, and resolves Member requests for assistance with constituent and policy inquiries and responds to Veteran case inquiries from Congressional staffers in Washington, D.C., and district offices.
- Provides advanced notifications for Secretary VA, Deputy Secretary VA and VA Chief of Staff travel.

## *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**

- Supervises employees assigned to the Legislative Affairs Service Directorate and establishes its goals, priorities and objectives.
- Ensures effective and responsive communications with Congress regarding legislative matters.
- Provides advice and support to VA personnel involved in legislative interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused Congressional committees on legislative matters.
- Encourages and facilitates relationship building with Congressional and intradepartmental staff concerning legislative matters.
- Obtains information from Congress to assist the Department in preparing for Congressional engagements regarding legislation.
- Advises, prepares and accompanies VA personnel in meetings with Congressional committees, staff and Members of Congress on legislative matters.
- Responds to Congressional committees or staff inquires and RFIs regarding legislation.
- Plans, supports and accompanies Members of Congress and committee staff on approved travel when relevant to legislation.
- Prepares senior VA officials to testify before Congress on hearings relating to legislation.
- Reviews legislative hearing transcripts and coordinates VA's responses to hearing QFRs.
- Provides liaison services between senior Department officials on VA legislative priorities and other legislation affecting the Department, as well as VA's message to Congressional committees identifying key points and risk areas regarding legislation.
- Tracks, monitors, and delivers all technical assistance requests, and RFIs and briefings relating to legislation.
- Coordinates hearings and witness preparation for legislative hearings.
- Coordinates issues crossing service boundaries.

## *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**

- Supervises employees assigned to the Benefits Legislative Affairs Directorate and establishes its goals, objectives and priorities.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused Congressional committees.
- Encourages and facilitates relationship building with Congressional and intradepartmental staff concerning Veterans benefits activities and initiatives.
- Obtains information from Congress to assist the Department in preparing for Congressional engagements.
- Advises, prepares and accompanies VA personnel in meetings with Congressional committees, staff and Members of Congress.
- Tracks, monitors and responds to Congressional committees or staff inquires, RFIs and briefing requests.
- Plans, supports and accompanies Members of Congress and committee staff on approved travel.
- Ensures VA subject matter experts (SMEs) are prepared to provide briefings to Members of Congress, committee and personal staff.
- Coordinates hearings and prepares senior VA officials to testify before Congress.
- Reviews and manages hearing transcripts and questions for the record (QFRs).
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to Congressional committees identifying key points and risk areas.
- Coordinates issues crossing service boundaries.

## *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**

- Supervises employees assigned to the Health Legislative Affairs Directorate and establishes its goals, objectives and priorities.
- 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**

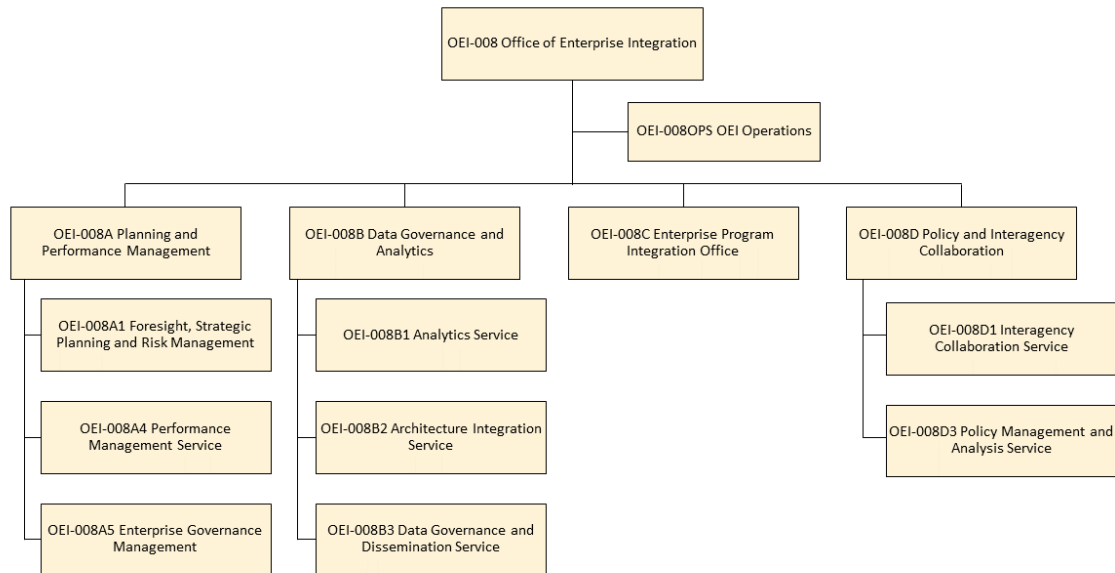
The Director of Operations and Administration manages the day to day activities of OCLA's operations and administrative staff. The Director provides overall administrative management of the organization to include budget formulation and execution; and directs the personnel management program for the organization by overseeing the full range of human resources requirements; and manages Congressional fellows detailee, and work-study participants.

### **Activities**

Directly supervises administrative and operations staff in OCLA and establishes goals, objectives and priorities for them.

- 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.
- Oversees the VA Congressional Fellows Program in accordance with VA Directive 8003.
- Creates, implements and manages the 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.

## OEI-008 Office of Enterprise Integration



**Figure 6- Office of Enterprise Integration**

[Alternate representation of the organization chart](#)

### Mission

The Office of Enterprise Integration (OEI) orchestrates and leads the continuous improvement of Veterans and employee experience through effective enterprise integration of people, processes, technology; innovations; and maturing organizational management capabilities.

### Overview

The Office of Enterprise Integration (OEI) leads the Departmental efforts in:

- Strategic and future foresights
- Strategy and strategic planning
- Integrated enterprise planning
- Enterprise risk management
- Performance management
- Policy management and analysis
- Policy research
- Transformation and innovations
- Data analytics and statistics



- Actuarial science
- Data governance
- Interagency coordination and collaboration

**Activities**

- Performs Oversight and Leadership Functions.

## *OEI-008A 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; leads the Department's strategic future foresight and assessment; 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. 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.
- Develops the VA's Annual Evaluation Plan per the Foundations for Evidence-based Policymaking (EBP) Act of 2018 and supports evidence-driven analysis and decision making to improve the efficiency and effectiveness of VA's management capabilities and operations.
- Conducts the bi-annual Strategic Reviews as mandated by OMB Circular A-11 which reports on the Department's progress towards the VA Strategic Plan strategic objectives. Develops the mid-year brief and the end of year report which is included in the Annual Performance Review (APR).
- Develops and oversees the development and implementation of the Department's Annual Performance Plan and Report to OMB.
- Matures and strengthen VA's Enterprise Risk Management framework to prepare for emerging threats and capitalize on opportunities to better meet OMB and Veteran needs.
- Matures data governance, management processes and information architecture to enable operational decision making capability and support VA planning and operational activities.

**Authorities**

38 U.S.C. pt. 1 § 308. Veterans Benefits; General Provisions; Assistant Secretaries; Deputy Assistant Secretaries.

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

### *OEI-008A1 Foresight, Strategic Planning and Risk Management*

#### **Overview**

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

#### **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.
- Applies strategic foresight methodologies (alternate futures, environmental scanning, scenario-based analysis, etc.) to guide policy and shape strategy decisions, developing futures analyses for the Department's senior leaders, strategic planning community and other stakeholders.
- Leads the Department's Enterprise Risk Management (ERM) program by coordinating with other risk offices and partnering with the Office of Business Oversight (Internal Controls) to produce the annual Risk Profile to fulfill OMB Circular A-123 requirements.
- Matures the Enterprise Risk Management (ERM) program by leading the transition to a robust risk culture by implementing and overseeing execution of VA's risk management framework that encompasses governance, communications, training, processes and tools required to identify, assess, address and monitor risks.

#### **Authorities**

OMB Circular A-11. Preparation Submission and Execution of the Budget.  
OMB M-20-03. Implementation of Agency-Wide Real Property Capitol Planning.  
OMB M-20-10. Issuance of Addendum to the National Strategy for the Efficient Use of Real Property.  
Presidential Policy Directive-40. National Continuity Policy, July 15, 2016.  
Pub. L. 111-352. GPRA Modernization Act of 2010.  
Pub. L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.

## *OEI-008A4 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 and Report (APP&R), Strategic Review, and the performance section of the Agency Financial Report (AFR) for VA's performance results during and at the end of each fiscal year.
- Administers status reporting of VA's APGs to OMB.
- Collaborates with the Evaluation Officer, the Foundations for Evidence-Base Policymaking Work Group, and the Administrations and Staff Offices to create and submit the Agency Evaluation Plan each year with the APP&R.
- Integrates effective performance management with strategic planning, enterprise risk, evidence act, sound program management and requirements management processes.
- Ensures Department complies with the Government Performance and Results Act (GPRA) and GPRA Modernization Act.

### **Authorities**

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-008A5 Enterprise Governance Management*

### **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 Evidence-Based Policy Council (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.
- 

#### **Authorities**

VA Directive 0214. Enterprise Governance Structure and Process.

### *OEI-008B Data Governance and Analytics*

#### **Overview**

The Office of Data Governance and Analytics (DGA) is responsible for catalyzing, organizing, and leading efforts across VA to use Veteran and business data, information sharing and interoperability and analytics to drive operational and strategic improvements. DGA hosts the National Center for Veterans Analysis and Statistics, the VA's Statistical Official and the VA's Paperwork Reduction Act Clearance Officer. The Executive Director of DGA is VA's Chief Data Officer.

#### **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.
- Develops the agency's enterprise architecture, campaign plans, and transition strategies and includes activities associated with describing the current state and defining the target state and transition strategy for an organization's people, processes and technology.
- Manages VA's repository of functional data and information comprising the VA information and reference architecture.
- Publishes a wide range of 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.

### **Authorities**

38 U.S.C. § 527. Evaluation and Data Collection.

38 U.S.C. §§ 308, 512. Delegation of Authority.

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 and program outcomes, predictive analytics; lifetime outcomes. The Service provides data analytics and geospatial analytics services and products to support VA planning, policy analysis, reporting and decision making activities. The Service projects future Veteran population and demographic characteristics and manages the collection and disseminates official statistics on Veteran well-being and lifetime outcomes. The Service consists of three teams: Predictive Analytics (PA), Statistics and Analytics (SA) and Lifetime Analytics (LA). The SA and PA teams make up the National Center for Veterans Analysis and Statistics. The Director of the Analytics Service is VA's Statistical Official.

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.

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.

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

### **Activities**

- Statistics and Analytics Team:
- Conducts a wide range of data analytic publishes analytic and statistical reports such as the VA Utilization Report, Women Veterans Report, Minority Veterans Report, Veteran profiles, and numerous other products disseminated on the National Center for Veterans Analysis and Statistics (NCVAS) website: <https://www.va.gov/vetdata/>.

- Manages the resources required for data collection and processing and for conducting data and geospatial analytic activities.
- Predictive Analytics Team:
  - Models estimates and projections of the Veteran population (VetPop) by demographic characteristics to support VA strategic planning, policy making and budget development.
  - Manages and updates the integrated U.S. Veterans Eligibility Trends and Statistics (USVETS) multidimensional database used by DGA analysts for modeling, and reporting activities. Documents and maintains business rules for authoritative sources for data elements contained in USVETS. Validates and conducts quality control of raw data prior to integration into USVETS.
- Lifetime Analytics Team:
  - 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.
- Manages key analytic questions and map them back to appropriate data sources. This goes into the direction of the learning agenda and evidence-building which is an important VA alignment point.

### **Authorities**

38 U.S.C. § 527. Evaluation and Data Collection.

44 U.S.C. § 3514. Responsiveness to Congress.

44 U.S.C. § 3563. Notification of Eligibility.

5 C.F.R. § 1320.8. Agency Collection of Information Responsibilities.

5 C.F.R. § 1320.9. Agency Certifications for Proposed Collections of Information.

OMB M-19-16. Centralized Mission Support Capabilities for the Federal Government.

OMB M-19-23. Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018.

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.

## *OEI-008B2 Architecture Integration Service*

### **Overview**

The Architecture Integration Service (AI) develops VA's integrated view of objectives, requirements, investments, activities, processes, performance and outcomes. The Service manages the integration of business, systems and data architectures and taxonomies and the development of VA business data policy and standards.

AI 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

- Coordinates the development of VA's Business Reference Model (BRM) 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.

### Authorities

Pub. L. 103-62. Government Performance and Results Act (GPRA) of 1993.

5 C.F.R. § 1320.9. Agency Certifications for Proposed Collections of Information.

5 C.F.R. § 1320.8. Agency Collection of Information Responsibilities.

OMB Circular A-11. §§ 53, 55.4, and 240.18. Preparation, Submission and Execution of the Budget.

OMB M-19-23. Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018.

OMB Circular A-130, ch. 5. Management of Federal Information Resources. December 1985.

OMB M-19-16. Centralized Mission Support Capabilities for the Federal Government.

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

Pub. L. 107-347 §§ 3601, 3602. E-Government Act of 2002. Office of Electronic Government.

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

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.

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



**Activities**

- Serves as the Secretariat for the VA DGC collection and supports policy.
- Manages data governance activities, manages VA's Data Stewardship Program, policy implementation and oversight.
- Manages Department's Open Data program coordination, implementation and oversight.
- Manages DGA's privacy compliance and data sharing agreements.
- Information Quality Act reporting. .
- Manages the collection and dissemination of official Veteran statistics for the Department.
- Produces statistical reports such as the Geographic Distribution of VA Expenditures (GDX) and VA State Summaries.
- Maintains the official VA statistics website (<https://www.va.gov/vetdata>) and responds to requests for VA statistics from the public.
- Manages DGA's contracts and related activities such as budgeting and staffing.
- Coordinates VA's submission to the OMB's Statistical Programs of the United States Government ("Blue Book") and Information Quality Act reporting.
- Coordinates VIEWS reviews and the Service's correspondence requirements.

**Authorities**

38 U.S.C. § 310. Chief Information Officer.

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

38 U.S.C. subch. III §§ 5721-5728. Information Security.

40 U.S.C. § 11302. Capital Planning and Investment.

40 U.S.C. § 11315. Agency Chief Information Officer.

40 U.S.C. § 11501. Public Buildings.

44 U.S.C. §§ 3501-3502, 3506, 3511. Public Printing and Documents and Confidential Information Protection and Statistical Efficiency Act of 2002.

5 C.F.R. § 1320.9, 1320.8(B)(3). Paperwork Reduction Act.

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

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

OMB Circular A-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.

OMB M-19-23. Phase 1 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018.

President's Management Agenda: Federal Data Strategy 2020 Action Plan. President's Management Agenda: Federal Data Strategy 2020 Action Plan.

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.

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

## *OEI-008C Enterprise Program Integration Office*

### **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**

- Orchestrates planning through a strategic approach, coordinates program management reviews and synchronizes integration as appropriate across VA priority initiatives.
- Responsible for major initiatives governance and implementation coordination which allows Executive Leadership to make informed decisions.
- Monitors progress on performance (cost, schedule, scope), provides an Enterprise Integrated Master Schedule (EIMS) of the major initiatives and dependencies, and enables ownership of milestones.
- Delivers major initiative performance measure tracking, technical capability and analysis and data management coordination.
- Mitigates and tracks major initiative's enterprise risks and resolves issues.
- Provides the mechanism to continually improve operations.
- Coordinates the utilization of internal VA capabilities in Program Management, Lean, Six Sigma, Human Centered Design, Acquisition (ALF), Information Technology (VIP), Finance, and Systems Engineering (SoS) to support key management challenges and performance improvement efforts.
- Facilitates the VA Secretary's guidance of modernization activities with special focus on leadership involvement that ensures a synchronized, collective Department-wide effort; effective engagement strategy to sustain support and collaboration from stakeholders; and mechanisms for leaders to identify and reduce barriers to success.
- Coordinates and collaborates with major initiative owners to a) assess needs; b) develop customized approaches; c) share best in class tools; d) provide access to subject matter experts; and, e) support implementation of solutions.

- Applies best business practices and leveraging technology and process improvements to help achieve successful outcomes for enterprise initiatives.

## *OEI-008D Policy and Interagency Collaboration*

### **Overview**

The Office of Policy and Interagency Collaboration (OPIC) leads and manages the Department's policy management process and provides policy analysis support to the Secretary and VA senior leadership to include the directive management process, organizational change process and oversight of delegation of authorities. OPIC serves as the VA lead on issues pertaining to interagency collaboration and coordination with Federal partners (DoD, SSA, HUD, DOL, Commerce, etc.).

### **Activities**

- Manages the Department's policy and delegation of authority processes.
- Manages the Department's organizational change process.
- Maintains a centralized repository of directives, handbooks, notices, VA financial policies, VA acquisition regulations and delegations of authority.
- Conducts enterprise-wide policy formulation, analysis, implementation and evaluation.
- Manages the day to day operations of VA's National Academy of Science, Engineering and Medicine Task Force.
- Publishes and maintains the Department's Functional Organization Manual (FOM).
- Facilitates the development and integration of joint policies and programs between VA and DoD and other agencies.
- Provides oversight for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the VA-DoD Joint Executive Committee (JEC).
- Coordinates and facilitates a Department-wide perspective in all VA-DoD collaboration activities and initiatives.
- Provides planning and support for multiple VA-DoD governance bodies, such as the joint VA/DoD Secretarial Meetings and VA-DoD JEC.
- 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 in coordination with DoD.

## *OEI-008D1 Interagency Collaboration Service*

### **Overview**

Interagency Collaboration Service (ICS) synchronizes VA's capabilities across organizational lines and is the VA lead for the VA/DoD JEC and collaboration with other Federal partners. ICS supports JEC, Benefits Executive Committee (BEC), and Health Executive Committee (HEC), and other workgroups to improve service delivery to Veterans.

### **Activities**

- Facilitates the development/integration of policies and programs between VA, Department of Defense (DoD) and other agencies.
- Provides oversight for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the VA-DoD Joint Executive Committee (JEC).
- Coordinates and facilitates a Department-wide perspective in all VA-DoD collaboration activities and initiatives.
- Provides planning and support for multiple VA-DoD governance bodies and maintains alignment with VA enterprise governance.
- In coordination with DoD, develops and monitors the execution of the VA-DoD joint strategic planning cycle which includes the Joint Strategic Plan (JSP), Annual Priority Guidance and Quarterly Milestone Review.
- In coordination with DoD, develops and publishes the VA-DoD Annual Joint Report to Congress on VA-DoD collaboration issues.
- Centrally manages VA coordination requirements for all Congressionally Mandated Reports (CMRs) with Interagency coordination/signature requirements.

### **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-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.

**Authorities**

VA Directive 0000. Delegations of Authority.

VA Directive 0211. Functional Organization Manual Management (FOM).

VA Directive 0213. Organizational Change Policy.

VA Directive 0215. Management of Reports Issued by the National Academies of Sciences, Engineering and Medicine (NASEM).

VA Directive 0999. Enterprise Directives Management.

## *OEI-008OPS OEI Operations*

**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.

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

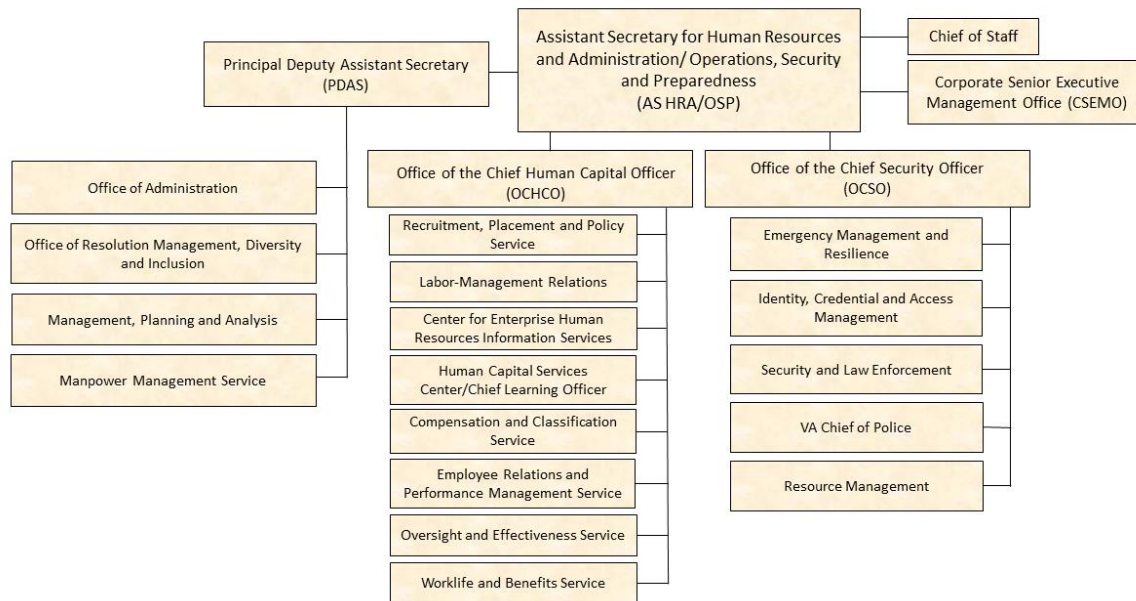


Figure 7 - Office of Human Resources and Administration/Operations, Security and Preparedness Organization Chart

[Alternate representation of the organization chart](#)

### Mission

The mission of the Office of Human Resources and Administration/Operations, Security and Preparedness (HRA/OSP) is to lead the development and oversight of human capital strategies, policies and practices while managing the Department's preparedness, law enforcement and security capabilities 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.

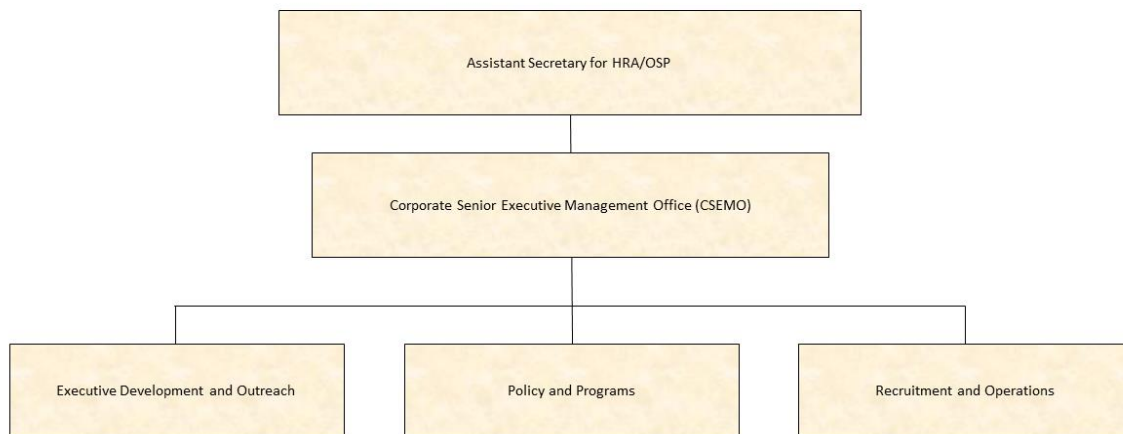
**Activities**

- 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.

**Authorities**

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

## *HRA/OSP-006D Corporate Senior Executive Management Office*



**Figure 8 - HRA/OSP Corporate Senior Executive Management Office**

[Alternate representation of the organization chart](#)

### **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.

### **Authorities**

38 U.S.C. § 7306. Office of the Under Secretary for Health.

38 U.S.C. § 7401. Appointments in Veterans Health Administration.

5 C.F.R. pt. 213. Excepted Service.

5 C.F.R. pt. 214. Senior Executive Service.

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. § 2301. Merit Principles.



5 U.S.C. § 2302 (a)(2)(B). Prohibited Personnel Practices.

5 U.S.C. § 3131. The Senior Executive Service.

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. § 713. Senior Executives: Removal, Demotion or Suspension Based on Performance or Misconduct.

Exec. Order No. 13714. Strengthening the Senior Executive Service, December 15, 2015.

OPM (2014). Senior Level and Scientific (SL/ST) Positions Fact Sheet.

OPM (March 2017). Guide to The Senior Executive Service.

VA Handbook 5027. Senior Executive Service.

### *HRA/OSP-006D1 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.

## *HRA/OSP-006D2 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 to include serving as administrator of VA's automated performance management system, issuing guidance, conducting training, coordinating certification of VA's SES and SL systems with OPM and responding to annual data calls.
- Coordinates the Performance Review Board (PRB) which is responsible for recommending 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 Office of General Counsel.
- Serves as the Department's subject matter expert on all categories of senior leader benefits, conducts benefits counseling and coordinates processing of all benefits actions.
- Responsible for receipt and processing of senior leader honor awards and other awards.
- Manages Drug Free Workforce Program for Department senior executives and equivalents.

## *HRA/OSP-006D3 Recruitment and Operations*

### **Overview**

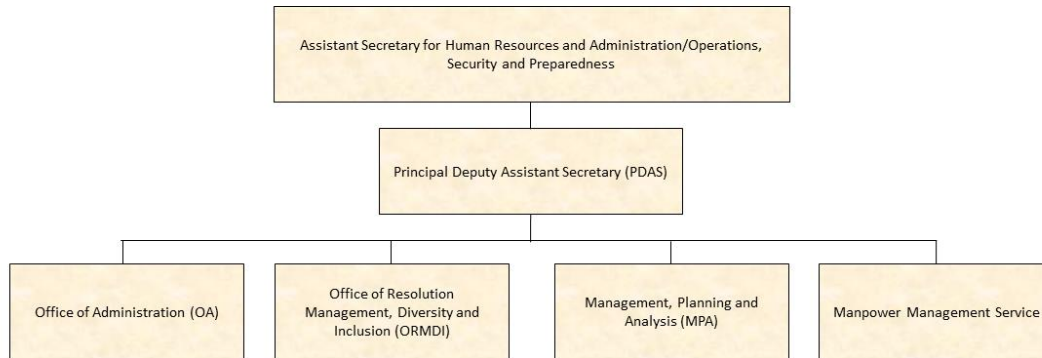
Recruitment and Operations division provides expert advice and service on the full range of executive lifecycle management in the areas of executive staffing, classification and retention processes, regulations, guidelines and procedures, to include providing merit staffing guidance and engagement to

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, 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 to include managing Executive Resources Board (ERB) Rating Panels and coordination of 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.

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



**Figure 9 - HRA/OSP Principal Deputy Assistant Secretary for Human Resources and Administration**

[Alternate representation of the organization chart](#)

### **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.

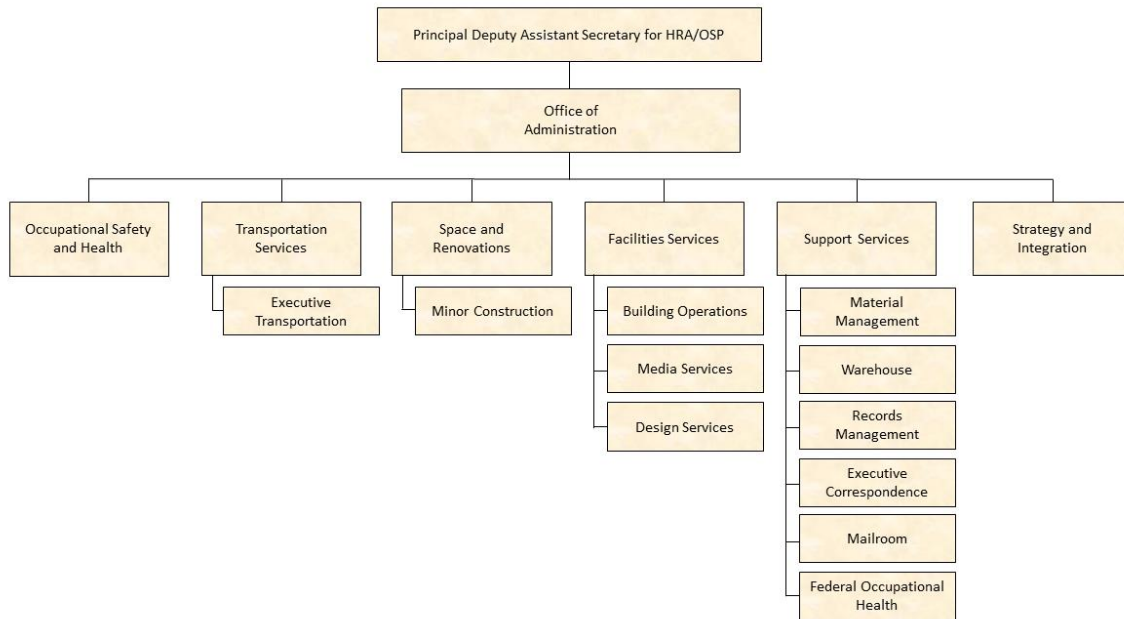
*HRA/OSP-006 03 Office of Administration*

Figure 10 - HRA/OSP Office of Administration Organization Chart

[Alternate representation of the organization chart](#)

### Overview

The Office of Administration (OA) works through partnerships to provide customer-focused support services that create a safe and productive work environment. OA provides nationwide support for Occupational Safety and Health, Transit Benefits and Executive Correspondence. OA also provides a myriad of services to over 6,000 employees within the VA Central Office (VACO).

### Activities

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

**Authorities**

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 subch. G. Administrative Programs.  
48 C.F.R. ch. 1 pt. 13. Simplified Acquisition Procedures.  
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.  
Exec. Order No. 13150. Federal Workforce Transportation.  
41 C.F.R. ch. 102 subch. B. Personal Property.  
48 C.F.R. ch. 8. Federal Acquisition Regulation System - Department of Veterans Affairs.  
OMB Circular A-11. Preparation Submission and Execution of the Budget.  
VA Directive 5810. Managing Workers' Compensation Cases and Costs.  
Pub. L. 111-352. GPRA Modernization Act of 2010.

*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. The OSH supports the Assistant Secretary for Human Resources and Administration as VA's Designated Agency Safety and Health Official (DASHO), responsible for VA's Occupational Safety and Health and Workers' Compensation Programs.

**Activities**

- Promotes the reduction of occupational injuries and supports efforts to maintain safe workplaces throughout VA.
- Improves workers' compensation case management and facilitates the return-to-duty of employees with work capacity.
- Provides a contract available to VA organization who need help with their workers' compensation cases.
- Provides oversight and coordination of the Information Sharing Agreement (ISA) program which is a joint effort between the Department of Labor and the Veterans Benefits Administration to reduce potentially fraudulent activities related to disability claims.

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

#### **Overview**

Provides logistical and asset management support across the VACO campus. This includes the VACO Health and Wellness Centers, Media Services (all audiovisual support) and the Property Management Division that oversees VACO mail services, Executive Correspondence, Property accountability, Parking and Executive Transportation.

#### **Activities**

- Oversees the Interagency Agreement with Federal Occupational Health, which includes related on-site facilities and the Employee Assistance Program.
- Oversees VACO's asset management program (equipment inventory listing of nonexpendable, non-Information Technology (IT) property).
- Directs all mail U.S. Postal Service 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.

### *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**

- Responsible 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 nonexpendable 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**

- Responsible for 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**

- Responsible for the direct oversight of managing, maintenance, archiving, retrieving and digitization of all records for the VACO Campus.

### *HRA/OSP-006 032D 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**

- Responsible for triaging 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**

- Responsible for all mail operations for the VACO Campus.

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

**Overview**

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

### *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 services and records management.

**Activities**

- Oversees the General Services Administration (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.

### *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**

- In conjunction with General Services Administration (GSA), has overall responsibility for the maintenance and operation of the buildings for the VACO Campus.

#### **Authorities**

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

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

#### **Overview**

The Media Services (MS) Division provides graphic design, photography and audiovisual support to the Secretary of Veterans Affairs, Department and VA Staff Offices. The MS Division consists of three branches: Design, Photography and Audiovisual.

#### **Activities**

- Responsible for providing audiovisual services to the SECVA, as required, to include photography.

### *HRA/OSP-006 033C Design Services*

#### **Overview**

The Design staff provides a variety of visual information products and services that support the VACO campus. We offer customized: poster design, brochure design, flyer design, chart design, banner design and event signage design. They produce official certificates, retirement programs, customized marketing materials, annual reports and more.

#### **Activities**

- Responsible for providing design and graphic support to the VACO Campus.

### *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 include vehicle parking across numerous garages in the VACO vicinity, and an executive driving program that serves senior management in VACO.

**Activities**

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

- Responsible for providing parking and executive transportation services to the VACO Campus and Senior Executive Officers as required.
- Responsible for overseeing all Transit Benefits for the National Capitol Region.

**Authorities**

VA Directive 0633. Transit Benefit Program.

VA Handbook 0634. Transit Benefit Bicycle Program.

*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.

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

#### **Overview**

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

#### **Activities**

- Responsible for providing space, overseeing minor constructions projects, renewing/monitoring 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.

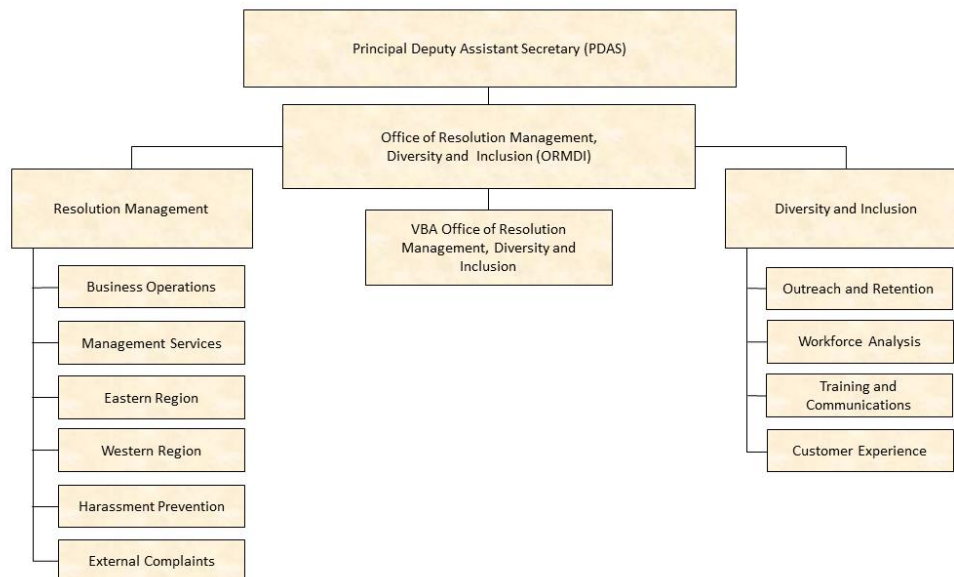
### *HRA/OSP-006 03A Strategy and Integration*

#### **Overview**

Strategy and Integration synchronizes OA efforts to leverage efficiencies and incorporate best practices across multiple business lines. Manages all aspects of OA's Continuous Process Improvement (CPI) activities.

#### **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*

**Figure 11 - HRA/OSP Office of Resolution Management, Diversity and Inclusion**

[Alternate representation of the organization chart](#)

### 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, alternative dispute resolution and 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, alternative dispute resolution and investigations.
- Provides policy and oversight of the Department's Harassment Prevention Program to include developing policy, monitoring reports and training to prevent and appropriately respond to allegations of harassment. Offers options for resolving workplace disputes and to advise managers on issues that often lead to EEO complaints.
- Develops programs to improve the overall management of building diverse and inclusive organizations and EEO discrimination complaint processing services within the Department, including training and preventive services for employees, managers and supervisors.

- Ensures VA compliance with final decisions on EEO complaints and settlement agreements, and fully investigates claims for compensatory damages. Prepares Federal and Congressionally mandated reports, such as the 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.

#### Authorities

29 C.F.R. pt. 1614. Federal Sector Equal Employment Opportunity.

29 U.S.C. § 206(d). Equal Pay Act of 1963.

29 U.S.C. § 621-634. Age Discrimination in Employment Act of 1967, as amended.

29 U.S.C. § 626. Older Worker's Benefit Protection Act.

29 U.S.C. §§791, 793, 794(a) in §§503 and 504. Rehabilitation Act of 1973, as amended.

38 C.F.R. § 15.170. Compliance Procedures.

38 C.F.R. § 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. § 512).

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

42 U.S.C. § 2000ff. Genetic Information Nondiscrimination Act (GINA) of 2008.

42 U.S.C. §12101 et seq. Americans with Disabilities Act of 1990.

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

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

5 U.S.C. § 2301. Merit Principles.

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

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

EEO MD-715. Federal Responsibilities Under Section 717 of Title VII and Section 501 of the Rehabilitation Act.

Exec. Order No. 11478. Prohibiting Discrimination on the Basis of Sexual Orientation.

Exec. Order No. 12067. Agency and EEOC Authority and Responsibility.

Exec. Order No. 12106. Transfer of Certain Equal Employment Enforcement Functions.

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

Exec. Order No. 13152. Prohibiting Discrimination on the Basis of Parental Status.

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.

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

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. 13548. Increasing Federal Employment of Individuals with Disabilities.

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

H.R. 135. Elijah E. Cummings Federal Employee Antidiscrimination Act of 2019.

Pub. L. 101-12, as amended by Pub. L. 103-424. Whistleblowers Protection Act of 1989.

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

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

Pub. L. 115-41. Accountability and Whistleblower Protection Act of 2017.

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

VA Directive 5977. Equal Employment Opportunity Discrimination Complaints Process.

VA Directive 5978. Alternative Dispute Resolution.

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

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

VA Handbook 5975.4. Transgender Employee Transition Guidance.

VA Handbook 5975.5. Special Emphasis Program Management.

VA Handbook 5975.6. Compliance Procedures Implementing Section 504 of the Rehabilitation Act of 1973.

VA Handbook 5977. Equal Employment Opportunity Discrimination Complaint Process.

### *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.

### *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 and Alternative Dispute Resolution (ADR) programs. The regions deliver the following products and services to each VA organization: Alternative Dispute Resolution, Harassment Prevention Program, External Civil Rights Complaints Program, Reasonable Accommodation Services, 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, ADR, 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 and Alternative Dispute Resolution (ADR) programs. The regions deliver the following products and services to each VA organization: Alternative Dispute Resolution, Harassment Prevention Program, External Civil Rights Complaints Program, Reasonable Accommodation Services, 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, ADR, case management, investigations and training.
- Provides agency oversight for Harassment Prevention Program, and External Civil Rights Complaints Program.

*HRA/OSP-006 08A5 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.

### *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 LGBT.

#### **Authorities**

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

29 C.F.R. pt. 1614. Federal Sector Equal Employment Opportunity.

EEO MD-715. Federal Responsibilities Under Section 717 of Title VII and Section 501 of the Rehabilitation Act.

Exec. Order No. 11478. Prohibiting Discrimination on the Basis of Sexual Orientation.

Exec. Order No. 13163. Individuals with Disabilities to be Employed in the Federal Government.

### *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.

*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 Equal Employment Opportunity 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.

**Authorities**

29 C.F.R. pt. 1614. Federal Sector Equal Employment Opportunity.

EEO MD-715. Federal Responsibilities Under Section 717 of Title VII and Section 501 of the Rehabilitation Act.

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.

*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.

*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.

*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, alternative dispute resolution and investigations.
- Provides policy and oversight of the Department's Harassment Prevention Program to include developing policy, monitoring reports and training to prevent and appropriately respond to allegations of harassment.
- 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.

### **Authorities**

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

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

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

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

## *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, HR liaison duties 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 targeted human resources 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.

### **Authorities**

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

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).

Pub. L. 111-352. GPRA Modernization Act of 2010.

VA Directive 5011. Hours of Duty and Leave.

VA Directive 5013. Performance Management Systems.

VA Directive 5610.3. Compressed Work Schedules for Central Office Employees.

## *HRA/OSP-006MPA3 HR Liaison and Support*

### **Overview**

Provides support services to HRA/OSP for human resources activities and to the VA workforce for the Child Care Subsidy Program.

**Activities**

- Coordinates lifecycle human resources activities support services for HRA/OSP executives and staff.
- Provides logistical support to include coordinating issuance of government-furnished equipment, time and attendance, supply purchases and travel.
- Administers the Child Care Subsidy Program for eligible VA employees nationwide.

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

Oversees HRA/OSP's investment portfolio 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-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-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.

### **Authorities**

VA Directive 5010. Manpower Policy.

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

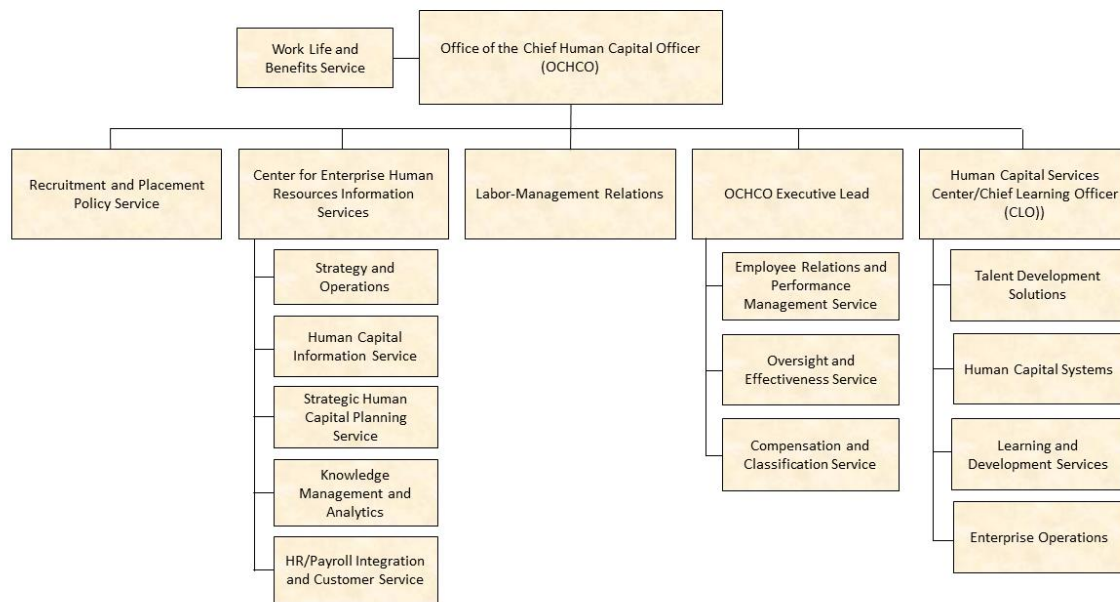


Figure 12 - HRA/OSP Office of the Chief Human Capital Officer

[Alternate representation of the organization chart](#)

### 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.

### 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 and performance management, leave, benefits, oversight, HR information systems and learning and development.
- Provides guidance and advisory assistance to HR professionals on title 5 and title 38 HR lifecycle functions.

### Authorities

5 U.S.C. § 5112. General Authority of the Office of Personnel Management.

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

5 U.S.C. ch. 14. Agency Chief Human Capital Officers.



## *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. Additionally, RPPS manages the Veteran Employment Program (VEP) which 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 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.
- 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 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 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.

**Authorities**

VA Directive 5023. Labor Management Relations.

VA Handbook 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.

## *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 5002. Workforce Planning and Succession.

VA Directive 5004. Employee Entrance and Exit Survey.

*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.

*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.

### *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.

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

#### **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-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.

#### **Authorities**

VA Directive 5003. Position Classification, Job Grading and Position Management.

VA Directive 5007. Pay Administration.

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

#### **Overview**

The Employee Relations and Performance Management Service (ERPMS) develops policy and guidance on employee relations, performance management, employee recognition and awards and VA's drug free workplace program; supports the employee relations (ER) 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 ERPMS program areas.
- Monitors compliance with Drug Free Workplace Program (DFWP) requirements.
- Facilitates and supports DABs and DAB refresher training.
- Conducts policy reviews and initiates changes resulting from the Accountability Act including Federal Labor Relations Authority and arbitrator decisions, Executive Order No. 14003, changes to 5 U.S.C. chapters 43 and 75 resulting from the Federal Register Notice 2020-20427, and 5 U.S.C. § 3322, as well as updates in order to reduce barriers in accordance with Office of Management and Budget Memo 17-22.
- Serves as an SME on enterprise-wide initiatives, e.g., ePerformance Management, SuperU, new American Federation of Government Employees (AFGE) contract implementation.
- Serves as SME on ALERT HR Change Control Board.
- Conducts monthly and quarterly reviews/audits to ensure DFWP compliance.

### 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-006 054 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-006 058 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 compliant 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 Directive 5009. Employee Benefits.

VA Directive 5011. Hours of Duty and Leave.



VA Directive 5019. Employee Occupational Health Service.  
VA Handbook 5009. Employee Benefits.  
VA Handbook 5011. Hours of Duty and Leave.  
VA Handbook 5019. Employee Occupational Health Service.

### *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.

#### **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-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 5015/1. Employee Learning and Professional 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).
- HCSC 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.

**Authorities**

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

*HRA/OSP-006H4 Enterprise Operations***Overview**

Enterprise 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.

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

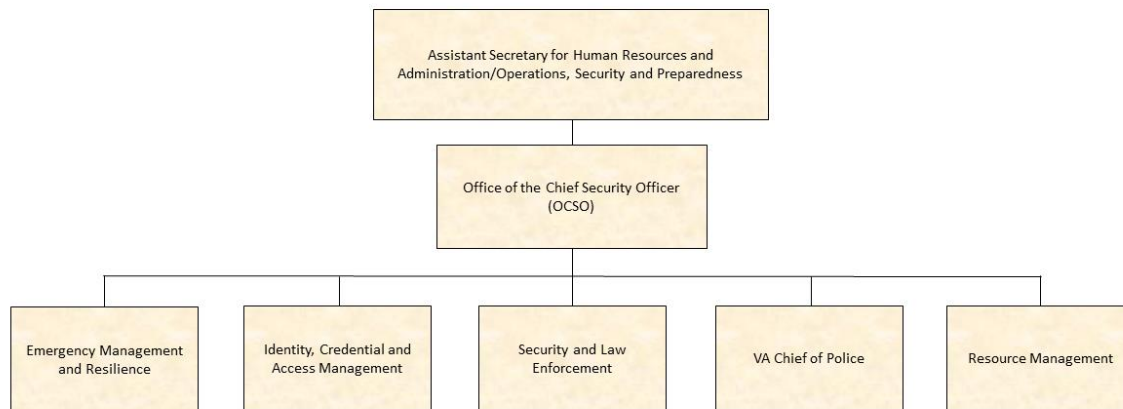


Figure 13 - Office of the Chief Security Officer Organization Chart

[Alternate representation of the organization chart](#)

### Overview

The Office of the Chief Security Officer (OCSO) for Operations, Security and Preparedness has oversight for all OSP functions to ensure that enterprise-wide policies, procedures and practices improve organizational efficiency and effectiveness. The Chief Security Officer (CSO) provides strategic foresight for VA's nationwide national security operations, preparedness, security and law enforcement portfolios and assures its integration across the Department, and coordinates with key interagency partners that together form the Federal response to crisis.

### Activities

- Provides leadership for both operational and business functions within the Office of Operations, Security and Preparedness.
- 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 preparedness measures to permit a rapid and effective transition from routine to emergency operations, and to make effective use of the period following initial indication of a probable national security emergency.
- Manages performance and risk profiles for all portfolios under the purview of the organization.
- Serves as the Department's nationwide security representative with key interagency partners, other government branches, as well as public and private sectors.

### Authorities

31 U.S.C. § 501. Office of Management and Budget.

31 U.S.C. ch. 31. Public Debt.

31 U.S.C. ch. 66a, as Amended. Government Performance and Accountability Act.

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

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
OMB Circular A-76. Performance of Commercial Activities.  
OMB M-13-08. Improving Financial Systems Through Shared Services.  
Pub. L. 101-576. Chief Financial Officers Act of 1990.  
VA Directive 0003. Technical Specifications and Design Standards for VA Learning.  
VA Directive 0004. Education and Learning Delivery System.  
VA Directive 0320. VA Comprehensive Emergency Management Program.  
VA Directive 0321. Serious Incident Reports.  
VA Directive 0322. VA Integrated Operations Center (VAIOC).  
VA Directive 0323. VA Continuity Program.  
VA Directive 0324. Test, Training, Exercise and Evaluation Program.  
VA Directive 0327. Insider Threat Policy.  
VA Directive 0633. Transit Benefit Program.  
VA Directive 0710. Personnel Security and Suitability.  
VA Directive 0730. Security and Law Enforcement.  
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 5007/55. Temporary Increase in Annual Pay Limitation for Certain Fee Basis Providers.  
VA Directive 5977. Equal Employment Opportunity Discrimination Complaints Process.  
VA Directive 5978. Alternative Dispute Resolution.  
VA Handbook 0321. Serious Incident Reports.  
VA Handbook 0322.1. VA Integrated Operations Center (VA IOC).  
VA Handbook 0324. Test, Training, Exercise and Evaluation Program.  
VA Handbook 0327. Insider Threat Policy.  
VA Handbook 0633. Transit Benefit Program.  
VA Handbook 0720. Program to Arm Department of Veterans Affairs Police.  
VA Handbook 0735. Homeland Security Presidential Directive 12 (HSPD-12) Program, Policy for a Common Identification Standard for Federal Employees and Contractors.  
VA-AFGE Master Agreement 2011. VA-AFGE Master Agreement 2011.

## *HRA/OSP-0071 Resource Management*

### **Overview**

The Office of Resource Management (ORM) provides mission support for resources by providing oversight of financial and fiscal management, accounting and reporting, procurements, HR management, administrative and logistics management, and support service activities across OSP in accordance with the Federal Managers' Financial Integrity Act of 1982 (FMFIA) and the Office of Management and Budget (OMB) Circular A-123.

### **Activities**

- Ensures compliance and oversight of fiscal and resource management activities.
- Provides procurement, contract management oversight and support for requisitions, supply systems, purchase orders, contracting modifications, waivers, letters, vouchers, invoices and pre-award documents, such as amendments, purchase requests, invitations for bid, or requests for quotation or proposal, and monthly performance reviews.

- Ensures prompt payment and oversight for monthly obligations for all billings.

**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.

*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.

**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, policy.
- 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.

**Authorities**

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

18 U.S.C. § 794. Gathering or Delivering Defense Information to Aid Foreign Government.  
18 U.S.C. § 798. Disclosure of Classified Information.  
32 C.F.R. 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. 12333. United States Intelligence Activities.  
Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.  
Exec. Order No. 12968. Access to Classified Information.  
Exec. Order No. 13526. Classified National Security Information.  
Exec. Order No. 13618. National Security and Emergency Preparedness Communications.  
Exec. Order No. 13636. Improving Critical Infrastructure Cybersecurity.  
HSPD-5. Management of Domestic Incidents.  
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 Decision Directive-12. Security Awareness and Reporting of Foreign Contacts.  
Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience.  
Presidential Policy Directive-8. National Preparedness.  
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. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.  
Pub. L. 107-296. The Homeland Security 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. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.  
Pub. L. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.  
VA Directive 0320. VA Comprehensive Emergency Management Program.  
VA Directive 0322. VA Integrated Operations Center (VAIOC).  
VA Directive 0323. VA Continuity 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 Handbook 0321. Serious Incident Reports.  
VA Handbook 0324. Test, Training, Exercise and Evaluation Program.  
VA Handbook 0327. Insider Threat Policy.

### *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 internal Essential Supporting Activities (ESA).
- 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.

### Authorities

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.

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

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

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

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

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

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

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

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

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

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

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

Exec. Order No. 13636. Improving Critical Infrastructure Cybersecurity.

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.

Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts.

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

Presidential Policy Directive-40. National Continuity Policy, July 15, 2016.

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

Pub. L. 107-296. The Homeland Security 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. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.

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

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

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

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

VA Handbook 0327. Insider Threat Policy.

### *HRA/OSP-07A1a Planning and Preparedness*

#### **Overview**

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 internal 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 management of Continuity of Operations, Continuity of Government and Enduring Constitutional Government programs. Participates as a full partner across interagency planning and coordination activities ensuring VA's ability to support Federal disaster response efforts.

#### **Authorities**

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.

18 U.S.C. § 793. Gathering, Transmitting or Losing Defense Information.  
18 U.S.C. § 794. Gathering or Delivering Defense Information to Aid Foreign Government.  
18 U.S.C. § 798. Disclosure of Classified Information.  
38 U.S.C. § 8117. Emergency Preparedness.  
42 U.S.C. § 300hh-11. National Disaster Medical System.  
Exec. Order No. 10450. Security Requirements for Government Employment.  
Exec. Order No. 12333. United States Intelligence Activities.  
Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.  
Exec. Order No. 12968. Access to Classified Information.  
Exec. Order No. 13526. Classified National Security Information.  
Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks.  
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.  
Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts.  
Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience.  
Presidential Policy Directive-40. National Continuity Policy, July 15, 2016.  
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. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.  
Pub. L. 107-296. The Homeland Security 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. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.  
Pub. L. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.  
VA Directive 0321. Serious Incident Reports.  
VA Directive 0322. VA Integrated Operations Center (VAIOC).  
VA Directive 0323. VA Continuity Program.  
VA Directive 0324. Test, Training, Exercise and Evaluation Program.  
VA Directive 0327. Insider Threat Policy.  
VA Directive 0734. Classified National Security Information Program.  
VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

### *HRA/OSP-07A1b 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**

- 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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

HSPD-5. Management of Domestic Incidents.

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.

Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts.

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

Presidential Policy Directive-40. National Continuity Policy, July 15, 2016.

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

Pub. L. 107-296. The Homeland Security 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. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.

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

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

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

VA Handbook 0327. Insider Threat Policy.

*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.

**Authorities**

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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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.

Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts.  
Presidential Policy Directive-21. Critical Infrastructure Protection and Resilience.  
Presidential Policy Directive-40. National Continuity Policy, July 15, 2016  
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. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.  
Pub. L. 107-296. The Homeland Security 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. 113-2. Disaster Relief Appropriations Act of 2013.  
Pub. L. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.  
Pub. L. 97-174. VA and DoD Health Resources Sharing and Emergency Operations Act, as Amended, November 1992.  
VA Directive 0320. VA Comprehensive Emergency Management Program.  
VA Directive 0321. Serious Incident Reports.  
VA Directive 0322. VA Integrated Operations Center (VAIOC).  
VA Directive 0323. VA Continuity Program.  
VA Directive 0324. Test, Training, Exercise and Evaluation Program.  
VA Directive 0327. Insider Threat Policy.  
VA Directive 0734. Classified National Security Information Program.  
VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel and Foreign Contacts.

### *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 classified National Security 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**

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.  
18 U.S.C. § 798. Disclosure of Classified Information.  
Exec. Order No. 10450. Security Requirements for Government Employment.  
Exec. Order No. 12333. United States Intelligence Activities.  
Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.  
Exec. Order No. 12968. Access to Classified Information.

Exec. Order No. 13526. Classified National Security Information.  
Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks.  
VA Directive 0323. VA Continuity Program.  
VA Directive 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.  
VA Handbook 0327. Insider Threat Policy.  
VA Handbook 0710. Personnel Security and Suitability.

### *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**

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.  
18 U.S.C. § 798. Disclosure of Classified Information.  
Exec. Order No. 10450. Security Requirements for Government Employment.  
Exec. Order No. 12333. United States Intelligence Activities.  
Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.  
Exec. Order No. 12968. Access to Classified Information.  
Exec. Order No. 13526. Classified National Security Information.  
Exec. Order No. 13587. Structural Reforms to Improve the Security of Classified Networks.  
VA Directive 0323. VA Continuity Program.  
VA Directive 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.  
VA Handbook 0327. Insider Threat Policy.  
VA Handbook 0710. Personnel Security and Suitability.

### 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).

#### **Authorities**

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.

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

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

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

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

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

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

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

VA Directive 0323. VA Continuity Program.

VA Directive 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.

VA Handbook 0327. Insider Threat Policy.

VA Handbook 0710. Personnel Security and Suitability.

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

#### **Overview**

Provides oversight and management of all sensitive and classified infrastructure to ensure reliable and secure means of receiving or disseminating sensitive compartmented information (SCI) and special access programs (SAP) to authorized recipients.

#### **Activities**

- Maintains and supports VA continuity facilities including Sensitive Compartmented Information Facility (SCIFs) to ensure readiness.
- 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.

### **Authorities**

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.

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

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

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

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

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

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

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

VA Directive 0323. VA Continuity Program.

VA Directive 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.

VA Handbook 0327. Insider Threat Policy.

VA Handbook 0710. Personnel Security and Suitability.

### *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.

### Authorities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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.

Presidential Decision Directive-12. Security Awareness and Reporting of Foreign Contacts.

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

Presidential Policy Directive-40. National Continuity Policy, July 15, 2016

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

Pub. L. 107-296. The Homeland Security 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. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.

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

VA Directive 0321. Serious Incident Reports.

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

VA Directive 0323. VA Continuity Program.

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

VA Directive 0327. Insider Threat Policy.

VA Directive 0734. Classified National Security Information Program.

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

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

#### **Overview**

Management and operation of all infrastructure for Continuity Communications Systems as assigned by OSTP/OMB Directive 16-1 for the Department of Veterans Affairs.

#### **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 that 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.

#### **Authorities**

OSTP/OMB Directive 16-1 for the Department of Veterans Affairs.

### HRA/OSP-07A3b Current Operations

#### **Overview**

Provides direct support to the Secretary, Assistant Secretary HRA/OSP, Chief Security Officer and additional support to other VA Staff Officers, 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

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.

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

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

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

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

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.

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

Presidential Policy Directive-40. National Continuity Policy, July 15, 2016

The White House (May 4, 2007). National Continuity Policy.

VA Directive 0320. VA Comprehensive Emergency Management Program.

VA Directive 0321. Serious Incident Reports.

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

VA Directive 0323. VA Continuity Program.

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

VA Directive 0734. Classified National Security Information 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

- Develops analytical products and applications to advise Department-wide national security, emergency management and preparedness operations.

- Supports and maintains the Department-wide common operating picture. The common operating picture manages all information relating to any incidents or events impacting VA operations, or of interest to VA leadership.
- Maintains a robust geospatial mapping, analysis and modeling capability to support its mission.

**Authorities**

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. 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.

Presidential Policy Directive-40. National Continuity Policy, July 15, 2016

VA Directive 0321. Serious Incident Reports.

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

VA Directive 0323. VA Continuity Program.

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

VA Directive 0327. Insider Threat Policy.

VA Directive 0734. Classified National Security Information Program.

### *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.

**Authorities**

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

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

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

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 Directive 0730. Security and Law Enforcement.

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

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

#### **Overview**

The Police Services consists of three Divisions: Law Enforcement Oversight and Criminal Investigations, Executive Protection, Infrastructure Protection and Criminal Predictive Analysis.

#### **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 Infrastructure Protection, Policy, Intelligence and Crime Analysis Division develops and writes VA Infrastructure Protection policy; it interfaces with the Federal Protective Service for VA Campus Security and represents VA on Federal level steering committees. Additionally, they conduct criminal analysis to identify and track trends to assure proactive prevention programs globally.

#### **Authorities**

38 C.F.R. § 1.201. Employee's Duty to Report.  
38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.  
VA Directive 0720. Program to Arm Department of Veterans Affairs Police.  
VA 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 Directive 0730. Security and Law Enforcement.  
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.

### *HRA/OSP-07B1A VA Police Operations and Oversight*

#### **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 2 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

**Authorities**

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

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

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

### 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.

#### **Authorities**

38 C.F.R. § 1.201. Employee's Duty to Report.  
38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.  
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 0720/1. Program to Arm Department of Veterans Affairs Police Officers, app. A.  
VA Directive 0730. Security and Law Enforcement.  
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.

### HRA/OSP-07B1C Infrastructure Protection, Policy

#### **Overview**

The Infrastructure Protection Division's primary mission is the protection of VA's personnel, property and assets through the development of physical security policy and law enforcement programs and

requirements. This Division provides vulnerability and risk assessment tools to field activities and provides direct technical support to VA facility programs.

### **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 Capitol 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.

### **Authorities**

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

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

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

VA Directive 0730. Security and Law Enforcement.

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.

### *HRA/OSP-07B1D Intelligence and Crime Analysis*

### **Overview**

The Intelligence and Crime Analysis Division's primary missions are to conduct, criminal analysis to identify and track trends, develop measures to identify potential threats and to serve as the Subject Matter Experts for VA Police throughout the Nation. This Division provides vulnerability and risk assessment tools to field activities and provides direct technical support to VA facility programs.



**Activities**

- Conducts Personal Security Vulnerability Assessments (Initial/Period) to identify foreign or domestic threats against the VA's Secretary and Deputy Secretary.
- Conducts Target Threat / Vulnerability Assessments in support of the VA's Secretary and Deputy Secretary travel missions in the National Capital Region, the U.S. and abroad
- Ensures the VA's compliance with the Department of Justice guidance for mandatory National Incident Based Reporting System (NIBRS), reporting. (Monthly)
- Serves as the Subject Matter Experts and provide guidance to VA Police throughout the nation.
- Responds to all requests for information and assistance in support of the Office of Security and Law Enforcement Serves as the primary liaison with local, State, Federal law enforcement agencies throughout the NCR and across the U.S., in addition to the Joint Fusion Center at Quantico.
- Provides Situational Awareness within the VAIOC through multiple sources, including but not limited to law enforcement, private security and open-source material.
- Participates in disaster drills/training exercises that involve the VAIOC, Continuity of Operations and Continuity of Government.
- Analyzes crime data and identifies patterns and trends to be used for criminal apprehension and crime prevention.
- Briefs VA Sr. Leaders on incidents or events in the National Capital Region which potentially affect the safety of VA workforce.
- Conducts Threat Assessments and provide information to VA Sr. Leadership regarding National Special Security Events.
- Monitors issues of national, regional or local interest which may impact a facility located within the locale of the incident, to include, but not limited to inclement weather type incidents, and local crime activity.
- Serves as the primary communications element for Office of Security and Law Enforcement (OSLE)
- Conducts criminal investigations for specific violations identified under the Federal Criminal Code.
- Serves as the liaison with watch officers from various Administrations and Staff Offices present as a part of the IOC team.

**Authorities**

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

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

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

### *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.

#### **Authorities**

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

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. 13488. Amending the Civil Service Rules.

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.

Pub. L. 108-458. Intelligence Reform and Terrorism Prevention Act of 2004.

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.

### *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 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.

#### **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-07C1A Access Management*

#### **Overview**

Access Management supports collection of access management requirements for VA activities and projects that will provide a consistent VA-wide solution for identifying VA users and for managing secure access to resources while ensuring an individual's privacy through coordinated support of VA Access Management initiatives, in partnership with OIT.

#### **Activities**

- Collaborates with internal VA stakeholders to define relevant workflow processes and establishes 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 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 they are no longer required.

### HRA/OSP-07C1B Identity Management

#### **Overview**

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

#### **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 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 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..

**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) establishes and supports 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**

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.

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

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. 13488. Amending the Civil Service Rules.

Pub. L. 108-458. Intelligence Reform and Terrorism Prevention Act of 2004.

VA Directive 0735. Homeland Security Presidential Directive 12 (HSPD-12 Program).

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.

### *HRA/OSP-07C2B Credential Management 1*

#### **Overview**

The Credential Management PMO is responsible for providing management, oversight of, and ensuring Department-wide compliance with 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.

### *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**

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

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. 13488. Amending the Civil Service Rules.

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.

Pub. L. 108-458. Intelligence Reform and Terrorism Prevention Act of 2004.

### *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.

**Authorities**

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

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.

### *HRA/OSP-07D1 Director of Operations*

**Overview**

The Office of the Director of Operations 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.

### **Authorities**

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

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 Directive 0730. Security and Law Enforcement.

VA Directive 0730. Security and Law Enforcement.

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

*HRA/OSP-07D1a West Region Director*

### **Overview**

The North East 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.

### **Authorities**

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

38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers.

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

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

VA Directive 0730. Security and Law Enforcement.

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

VA Directive 0730. Security and Law Enforcement.



*HRA/OSP-07D1b Southeast Region Director***Overview**

The South East 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.

**Authorities**

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

38 U.S.C. § 902. Enforcement and Arrest Authority of Department Police Officers.

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

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

VA Directive 0730. Security and Law Enforcement.

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

VA Directive 0730. Security and Law Enforcement.

*HRA/OSP-07D1c Northwest Region Director***Overview**

The Northwest 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.

**Authorities**

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

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 Directive 0730. Security and Law Enforcement.

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

#### *HRA/OSP-07D1d Midwest Region Director*

### **Overview**

The Midwest 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.

### **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.

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

VA Directive 0730. Security and Law Enforcement.

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

VA Directive 0730. Security and Law Enforcement.

#### *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.

### **Authorities**

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

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 Directive 0730. Security and Law Enforcement.

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

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 0720. Program to Arm Department of Veterans Affairs Police.

*HRA/OSP-07D2B Special Services Division***Overview**

Special Services Division oversees the maintenance, development and promulgation of operational polices, 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**

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

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 Directive 0730. Security and Law Enforcement.

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

*HRA/OSP-07D2C 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**

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

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

VA Directive 0730. Security and Law Enforcement.

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

### HRA/OSP-07D2D 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**

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

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 Directive 0730. Security and Law Enforcement.

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

### HRA/OSP-07D2E 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**

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

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 0720. Program to Arm Department of Veterans Affairs Police.

### 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**

- Responsibilities include:.

- 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**

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

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 Directive 0730. Security and Law Enforcement.

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

*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.

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

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

VA Directive 0730. Security and Law Enforcement.

VA Handbook 0730/1. Security and Law Enforcement.

## OIT-005 Office of Information and Technology

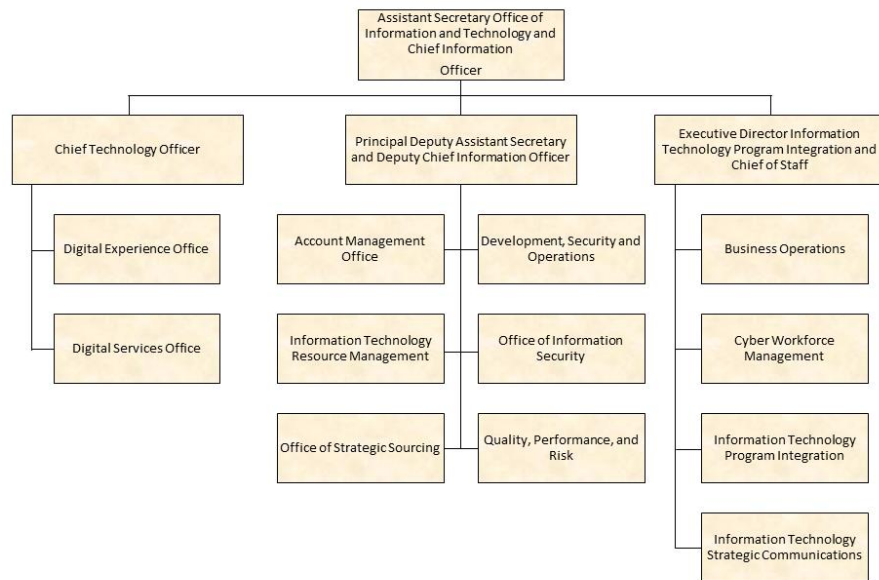


Figure 14 - Office of Information and Technology Organization Chart

[Alternate representation of the organization chart](#)

### Mission

The mission of the Office of Information and Technology (OIT) is to collaborate with our business partners to create the best experience for all Veterans. 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 Pub. 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 Office’s mission areas, their 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 \$4 Billion Information and Technology (IT) appropriation, safeguards space and facilities services for OIT’s 34 locations nationwide, ensures talent management services for OIT’s currently authorized 8,168 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.

The CIO directs the tactical and strategic operations of three key offices and six divisions: Principal Deputy Assistant Secretary and Deputy Chief Information Officer (PDAS); Executive Director of Information Technology Program Integration and Chief of Staff (ITPI/CoS); Office of Chief Technology Officer (OCTO); Account Management Office (AMO); Development, Security, and Operations (DevSecOps); Information Technology Resource Management (ITRM); Office of Information Security (OIS); Office of Strategic Sourcing (OSS); and Quality, Performance and Risk (QPR).

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 the process for all annual and multi-year IT planning, programming budgeting and execution decisions.
- Collaborates with the Department of Defense (DoD) to implement a modern and fully interoperable electronic health record (EHR) inside and outside the department.
- Serves as a key member of IT –related investment 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.
- Serves as the Senior Agency Official for Records Management (SAORM) with 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.
- Confirms 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).
- Serves as Senior Agency Official for Privacy (SAOP), ensuring 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 personally identifiable information (PII) on behalf of the agency.

### **Authorities**

3 U.S.C. ch. 4. Delegation of Functions.

38 U.S.C. Veteran' Benefits.

40 U.S.C. Public Buildings, Property and Works.

44 U.S.C. ch. 35. Coordination of Federal Information Policy.

5 U.S.C. Government Organization and Employees.

GAO-18-93. Federal Chief Information Officers.

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

OMB M-02-12. Reducing Redundant IT Infrastructure Related to Homeland Security.

OMB M-03-14. Reducing Cost and Improving Quality in Federal Purchases of Commercial Software.

OMB M-11-17. Delivering on the Accountable Government Initiative and Implementing the GPRA Modernization Act of 2010.

OMB M-11-20. Implementing Telework Enhancement Act of 2010, IT Purchasing Requirements.

OMB M-16-14. Providing Comprehensive Identity Protection Services, Identity Monitoring and Data Breach Response.

OMB M-16-17. Management's Responsibility for Enterprise Risk Management and Internal Control.

OMB M-16-20. Improving the Acquisition and Management of Common Information Technology: Mobile Devices and Services.

OMB M-16-21. Federal Source Code Policy: Achieving Efficiency, Transparency and Innovation Through Reusable and Open Source Software.

OMB M-17-06. Policies for Federal Agency Public Websites and Digital Services.

OMB M-17-26. Reducing Burden for Federal Agencies by Rescinding and Modifying OMB Memoranda.

OMB M-18-16. Appendix A to OMB Circular A-123, Management of Reporting and Data Integrity Risk.

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.

OMB M-19-16. Centralized Mission Support Capabilities for the Federal Government.

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

OMB M-19-19. Update to Data Center Optimization Initiative.

OMB M-19-21. Transition of Electronic Records.

OMB M-19-26. Update to the Trusted Internet Connections (TIC) Initiative.

OMB M-20-12. Phase 4 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018.

OMB M-20-19. Harnessing Technology to Support Mission Continuity.

OMB M-99-20. Security of Federal Automated Information Resources.

## OIT-005A Principal Deputy Assistant Secretary and Deputy Chief Information Officer

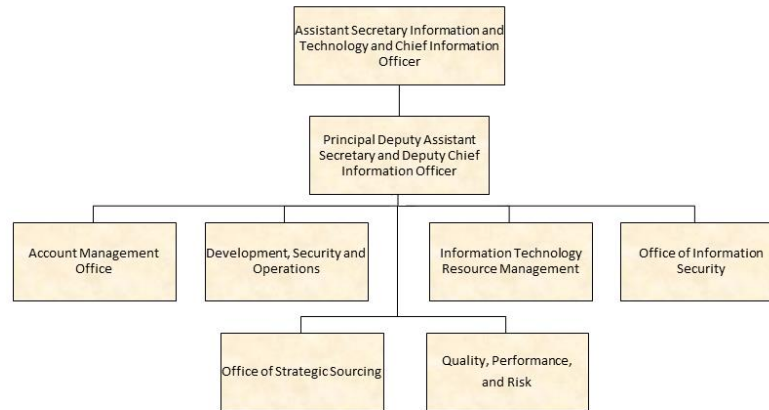


Figure 15 - OIT Principal Deputy Assistant Secretary and Deputy Chief Information Officer

[Alternate representation of the organization chart](#)

### 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) and responsibilities as delineated in Pub. 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 PDAS is critical to the VA's Digital Transformation Strategy; tasked with the implementation of processes that modernize VA's information technology (IT) to improve care and services provided Veterans and their families. As OIT's ambassador for change, the PDAS collaborates with VA business partners to understand their needs and to ensure OIT delivers solutions based on Veteran-centered designs.

The PDAS guides IT investment strategy and management efforts and to advise VA's senior executives on the importance of making IT a deliberate part of their planning and operational processes. As a technical expert of IT strategies, policies, IT security, project management, budget management and best practices, the PDAS guides tactical operations of six divisions: Office of Strategic Sourcing (OSS); Development, Security, and Operations (DevSecOps); Account Management Office (AMO); Office of Information Security (OIS); Information Technology Resource Management (ITRM); and Quality, Performance and Risk (QPR).

The PDAS represents OIT at Congressional and media engagements, in various Federal, Department of Defense (DoD) and industry forums. As OIT's primary 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 \$4 billion IT appropriation, the delivery of talent management services for OIT's 8,000 government staff and ensures space and facilities services for OIT operations in 34 locations nationwide.
- Guides the implementation of VA's cybersecurity and privacy programs to protect Veteran's data and VA's information systems.
- Leverages IT Governance Framework as a tool for communication and transparency to determine priorities, maximize investments value, manage cost-associated risks, make date-driven decisions that improve business outcomes across the enterprise.
- Serves as Principal Advisor to AS/CIO Interpreting and translating Federal laws, regulations, policies and guidance to address agency-specific needs.
- Liaises with VA leader to understand goals and objectives and recommends IT solutions that meet Information Management (IM) requirements.
- Represents the OIT on information technology planning and operational task forces 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 that streamline business practices that facilitates 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.
- Collaborates with Federal and industry partners to implement a modern and fully interoperable electronic health record (EHR) inside and outside the department.
- 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.

## OIT-005C Account Management Office

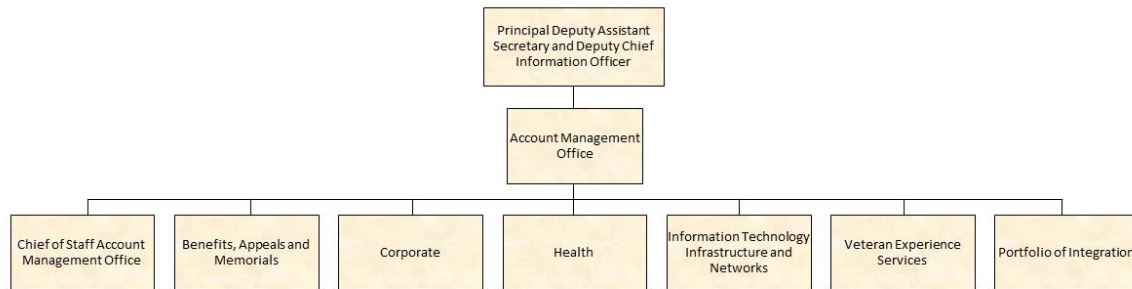


Figure 16 - OIT Account Management Office

### [Alternate representation of the organization chart](#)

#### 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.
- Triage 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.
- Serves as strategic partner to both VA business partners and IT service providers. Business Relationship Manager (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 OIT or among its business partners.
- In fiscal year 2021, AMO advised business partners on the execution of an \$885M portfolio.

**Authorities**

OMB Circular A-130. Management of Federal Information Resources, December 1985.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

*OIT-005C1 Benefits, Appeals and Memorials***Overview**

AMO Benefits and 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 VBA systems that are responsible for distribution of \$133 billion (FY21) 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. For FY22, the VBA set of portfolios total about \$248 million with an additional planned amount totaling \$1.8 billion in fiscal years 2023-2027. Appeals manages 3 products at \$12.5 million in FY22 and \$82 million over 2023-2027.

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.

**Authorities**

OMB Circular A-130. Management of Federal Information Resources, December 1985.

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 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 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.

The Corporate Account Group also conducts human capital management, including talent acquisition and development, employee performance, compensation, employee separation, retirement management and 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 acquisitions planning, sourcing, contracting, purchasing, equipment, inventory management and facilities operations.

The AMO Corporate Account Group partners with 17 VACO Staff Offices to 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 three distinct account segments: Acquisition and Financial Management; Human Capital and Security Management; and Strategic Engagement, Oversight, Governance and Transparency and 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.

### **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). It supports middle and large back-office functions and business lines that deliver services to Veterans. The Health Account Group facilitates collaboration between the Veterans Health Administration and the Office of Electronic Health Record Modernization on 14 Strategic Drivers and Performance Measures. Advises DSO, Enterprise Program Management Office (EPMO) and Information

Technology Operations (ITOPs) on the business partner's requirements represented in \$810M diverse portfolio.

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 (CWVV), Spina Bifida (SB) and CHAMPVA Caregivers claims. These programs provide health benefits for which the Department of Veterans Affairs (VA) shares the cost of certain health care services and supplies with eligible beneficiaries.

Caregiver Program (CARMA) - 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 extended program eligibility 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. SECVA's certification of IT systems signaled overall readiness for the beginning of expansion.

Community Care Referral and Authorization (CCRA) System - The Community Care Referral and Authorization (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 Veterans' relevant medical documentation in a single location. This is a Software As-A-Service (SaaS) solution hosted in Amazon Web Services Federal Risk and Authorization Management Program (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 multi-year 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 Computerized Patient Record System (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.

### **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**

OMB Circular A-130. Management of Federal Information Resources, December 1985.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

Pub. L. 104-106. Information Technology Management Reform Act.

## *OIT-005C4 Information Technology Infrastructure and Networks*

### **Overview**

AMO IT Infrastructure and 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**

OMB Circular A-130. Management of Federal Information Resources, December 1985.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

Pub. L. 104-106. Information Technology Management Reform Act.

*OIT-005C5 Veterans Experience Services***Overview**

AMO Veterans Experience Service (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 Veterans 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.

**Authorities**

Exec. Order No. 13833. Enhancing the Effectiveness of Agency Chief Information Officers.

OMB Circular A-130. Management of Federal Information Resources, December 1985.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

Pub. L. 104-106. Information Technology Management Reform Act.

## *OIT-005C6 Chief of Staff for the Account Management Office*

### **Overview**

The Account Management Office (AMO) Account Groups (AG) serve as a direct interface 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 Group aligns teams to manage budgets, develops multi-year plans and creates 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**

OMB Circular A-130. Management of Federal Information Resources, December 1985.

Pub. L. 133-291. The Federal Information Technology Acquisition Reform Act.

Pub. L. 104-106. Information Technology Management Reform Act.

## *OIT-005C7 Portfolio Integration and Management*

### **Overview**

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.

Portfolio Integration develops advanced systems strategies and drives in-depth portfolio performance reviews across all of OIT. They develop the architectural plans for OIT and develop the long-term strategic investment plan to drive VA OIT into the future.

### **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**

Exec. Order No. 13833. Enhancing the Effectiveness of Agency Chief Information Officers.

OMB Circular A-130. Management of Federal Information Resources, December 1985.

Pub. L. 100-291. The Federal Information Technology Acquisition Reform Act.

Pub. L. 104-106. Information Technology Management Reform Act.

## OIT-005D Development, Security and Operations

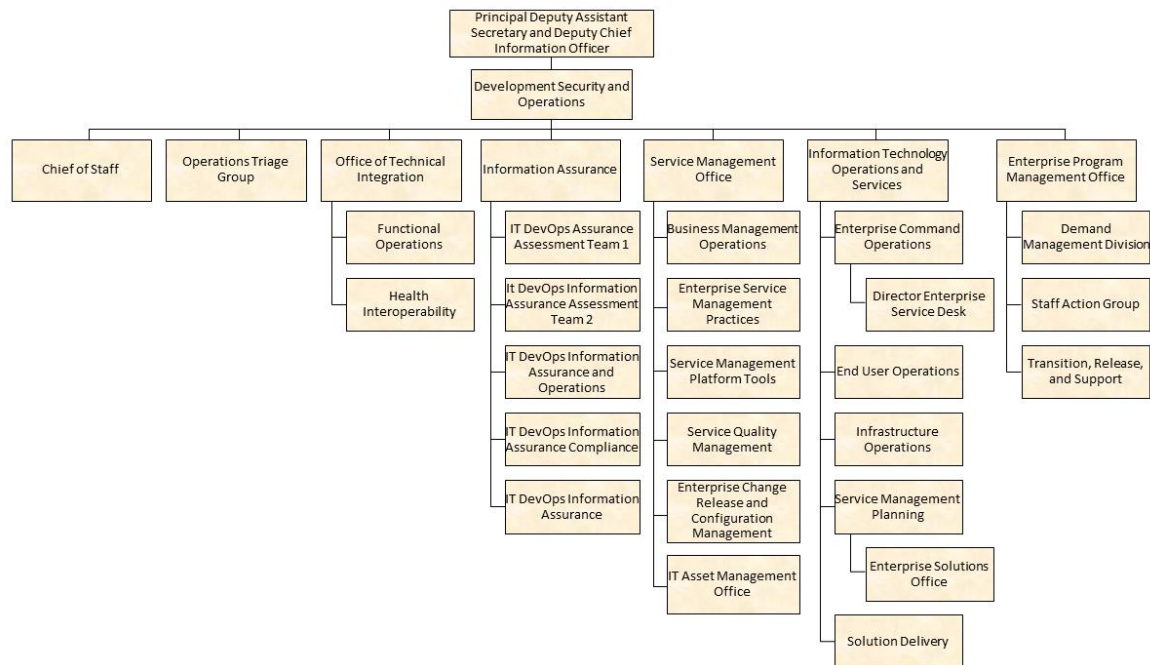


Figure 17 - OIT Development, Security and Operations

### [Alternate representation of the organization chart](#)

#### Overview

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

#### Activities

- Oversees and directs the enterprise's IT portfolios and architects, ensures program alignment, engineers and monitors performance in support of VA's digital transformation efforts.
- Provides a consolidated, enterprise-wide approach to identify, select, prioritize and successfully execute VA's technology portfolio.
- Delivers enterprise-wide IT infrastructure engineering and operations services effectively, efficiently and securely to enhance the customer experience and enable VA to optimize service delivery to Veterans.

- 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.
- Provides technical oversight, centralizing system management and maximizing operational efficiency.
- Coordinates and facilitates enterprise-wide IT security efforts across organizations within VA's OIT by monitoring the cybersecurity posture of all VA systems in collaboration with the Office of Information Security (OIS).
- Serves as a center of excellence focused on driving fully integrated IT services aligned to VA strategic goals and objectives to optimize design, delivery, operation and sourcing of IT services.
- Oversees VA's IT Service Management (ITSM) strategy, streamlining and optimizing OIT's business practices to improve service quality for end-users across VA.
- 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 for more the Department.
- Responsible for providing remote access Virtual Private Network (VPN) to VA employees with the capability to rapidly expand and accommodate more than 500,000 remote VPN users to 2,200 VA locations.
- Provides engineering solutions for VA service requirements and standards-based enterprise infrastructure.
- Collaborates with Quality, Performance and Risk (QPR) to coordinate security and risk management efforts across organizations within OIT.

### **Authorities**

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

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.

HSPD-20. National Continuity Policy.

OMB M-16-20. Improving the Acquisition and Management of Common Information Technology: Mobile Devices and Services.

OMB M-17-06. Policies for Federal Agency Public Websites and Digital Services.

OMB M-19-19. Update to Data Center Optimization Initiative.

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.

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 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 6066. Protected Health Information (PHI) and Business Associate Agreements Management.

VA Directive 6103. VA Electronic Mail System.

VA Directive 6221. Accessible Electronic and Information Technology (EIT).

VA Directive 6301. Electronic Mail Records.

VA Directive 6309. Collections of Information.

VA Directive 6310. Forms, Collections of Information and Reports Management.

VA Directive 6311. VA E-Discovery.

VA Directive 6340. Mail Management.

VA Directive 6371. Destruction of Temporary Paper Records.

VA Directive 6402. Modifications to Standardized National Software.

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 6502.3. Web Page Privacy Policy.

VA Directive 6507. Reducing the Use of Social Security Numbers.

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 6511. Presentations Displaying Personally Identifiable Information.

VA Directive 6512. Secure Wireless Technology.

VA Directive 6513. Secure External Connections.

VA Directive 6517. Risk Management Framework for Cloud Computing Services.

VA Directive 6518. Enterprise Information Management (EIM).

VA Directive 6551. Enterprise Design Pattern.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.2/1. Management of the Vital Records Program.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

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 Handbook 6300.8. Procedures for Shipment of Records to the VA Records Center and Vault in Neosho, MO.

VA Handbook 6301. Procedures for Handling Electronic Mail Records.

VA Handbook 6310.1. Forms Management Procedures.

VA Handbook 6310.3. Reports Management Procedures.

VA Handbook 6340. Mail Management Procedures.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

VA Handbook 6500.10. Mobile Device Security.

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 6500.6. Contract Security.

VA Handbook 6500.8. Information System Contingency Planning.

VA Handbook 6502.4. Procedures for Matching Programs.

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-005D1 Enterprise Program Management Office*

#### **Overview**

The EPMO, the “development” part of DevSecOps, is responsible for purchasing, enhancing, designing, building, and sustaining software to improve project execution and deliver better outcomes to our Department of Veterans Affairs (VA) business partners and Veterans. EPMO provides a consolidated, enterprise-wide approach to identify, select, prioritize and successfully execute VA’s technology portfolio. An office under the Office of Information and Technology’s (OIT) Development, Security, and Operations (DevSecOps) pillar, EPMO applies product line management, Agile methodology, and other DevSecOps principles to deliver user-focused information technology (IT) solutions.

#### **Activities**

- Enterprise Portfolio Management Division (EPMO) manages acquisitions, budgets and orchestrates human capital to deliver and sustain software products to and supporting Veterans. Software products include managed services, software-as-a-service (SaaS), commercial off-the-shelf, low-code/no-code, and custom-developed applications.
- Agile Center of Excellence (ACOE) delivers training, Agile methodology coaching, data collection, project management guidance, project status reporting, and program and project management tools to support the efficient and effective delivery of IT projects to VA OIT customers.
- Transition, Release and Support (TRS) provides ongoing support to operational systems and analyzes the portfolios of existing products. The main goal of the TRS team is to ensure that prompt and effective problem resolution is the standard for VA users of deployed software and that these resolutions are executed in the most cost effective manner available. To support the mission of EPMO, TRS manages the organization’s investment in installed software product bases, which includes sustainment contracts, exposing new services, and managing various plans of action and milestones (POA&M).
- Demand Management Division (DMD) provides a consolidated set of enterprise-wide services that enable VA to capture business needs, architect, engineer, monitor performance, ensure program alignment and provide cloud solutions supporting VA IT modernization.

#### **Authorities**

40 U.S.C. ch. 113, 115. Information Technology Management.

OMB M-17-06. Policies for Federal Agency Public Websites and Digital Services.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014.

Pub. L. 116-136. Coronavirus Aid, Relief and Economic Security Act (CARES) of 2020.

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.



VA Directive 6051. Department of Veterans Affairs (VA) Enterprise Architecture (EA).  
VA Directive 6221. Accessible Electronic and Information Technology (EIT).  
VA Directive 6300. Records Management.  
VA Directive 6402. Modifications to Standardized National Software.  
VA Directive 6404. VA Systems Inventory (VASI).  
VA Directive 6500. VA Cybersecurity Program.  
VA Directive 6502. VA Enterprise Privacy Program.  
VA Directive 6502.3. Web Page Privacy Policy.  
VA Directive 6507. Reducing the Use of Social Security Numbers.  
VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment.  
VA Handbook 6300.1. Records Management Procedures.  
VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.  
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 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 Handbook 6508.1. Procedures for Privacy Threshold Analysis and Privacy Impact Assessment.

### *OIT-005D1A Enterprise Project Management Division*

#### **Overview**

Enterprise Portfolio Management Division (EPMD) within the Enterprise Program Management Office (EPMO) manages the portfolios central to the Department of Veterans Affairs' (VA) transformation. EPMD integrates the Office of Information and Technology (OIT) programs and projects into business-focused portfolios to cultivate VA's software development, testing and Section 508 talents. EPMD is organized by Product Teams (scrum teams), Product Lines (groups of product teams), and Portfolios (groups of Product Lines). EPMD's most common interactions are with Infrastructure Operations (IO) and Demand Management Division (DMD). IO provides the hosting services (on- and off-premises) for EPMD applications, and DMD performs the low-code/no-code configuration for EPMD applications. EPMD is a customer of both organizations and orchestrates activities so that our business customers have a "one-stop-shop" for applications. In partnership with the Transition, Release and Support (TRS) division, EPMD oversees full life cycle management of VA's complete information technology (IT) portfolio in support of our Veterans.

#### **Activities**

- Directs the IT portfolios and the EPMO Business 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), 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**

40 U.S.C. ch. 113, 115. Information Technology Management.

OMB M-17-06. Policies for Federal Agency Public Websites and Digital Services.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014.

Pub. L. 116-136. Coronavirus Aid, Relief and Economic Security Act (CARES) of 2020.

VA Directive 6404. VA Systems Inventory (VASI).

VA Directive 6500. VA Cybersecurity Program.

VA Directive 6502. VA Enterprise Privacy Program.

VA Directive 6502.3. Web Page Privacy Policy.

VA Directive 6507. Reducing the Use of Social Security Numbers.

VA Directive 6508. Implementation of Privacy Threshold Analysis and Privacy Impact Assessment.

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 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-005D1B Demand Management Division*

### **Overview**

Demand Management Division (DMD) delivers products using software-as-a-service (SaaS), low-code, shared delivery infrastructure, and highly differentiated products, providing key applications and data to our customers. Success is measured by the quality of products and delivery of unparalleled value to Veterans and those who care for them by leveraging emerging technology, methodologies and trends found in the private sector. DMD is the “gateway” for IT initiatives throughout the VA IT enterprise, helping VA improve solution delivery and provide better outcomes for our Veterans. This also enables developers to build mobile and web apps using standards-based software development kits (SDKs) and application programming interfaces (APIs) designed to serve Veterans.

### **Activities**

- Architecture and Engineering (A&E) architects, engineers, and integrates activities and information across VA to fulfill the Chief Information Officer’s (CIO) role of ensuring efficient and holistic design, development, execution and maintenance of VA’s strategic and mission priorities necessary to support delivery of services to Veterans.
- Intake and Analysis Services (IAS) aligns and supports solution delivery requests from business owners through the intake process. IAS focuses on enterprise alignment with VA standards and strategic priorities, planning, requirements analysis, life cycle cost estimation, capacity planning, and performance engineering, enabling the Account Management Office (AMO) funding decisions and facilitating EPMD and IT Operation and Services (ITOPS) solution execution.

- Program Oversight and Performance Management (POPM) supports VA internal and external stakeholders with program oversight and performance management to ensure compliance and measure success for the enterprise.
- Technology Strategies and Alignment Services (TSAS) aligns and governs our “To Be” technology solutions with the overall OIT strategy and enterprise architecture standards. TSAS assists business and technical users in achieving this goal.
- As the technology incubation unit, Project Special Forces (PSF) enables VA modernization through the adoption and implementation of emerging technologies and industry best practices through a modern digital experience. PSF also participates in a training program designed to hire and train Veterans as project managers.

### Authorities

40 U.S.C. ch. 113, 115. Information Technology Management.

OMB M-17-06. Policies for Federal Agency Public Websites and Digital Services.

Pub. L. 111-352. GPRA Modernization Act of 2010.

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014.

Pub. L. 116-136. Coronavirus Aid, Relief and Economic Security Act (CARES) of 2020.

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6051. Department of Veterans Affairs (VA) Enterprise Architecture (EA).

VA Directive 6221. Accessible Electronic and Information Technology (EIT).

VA Directive 6402. Modifications to Standardized National Software.

VA Directive 6404. VA Systems Inventory (VASI).

VA Directive 6500. VA Cybersecurity Program.

VA Directive 6502. VA Enterprise Privacy Program.

VA Directive 6502.3. Web Page Privacy Policy.

VA Directive 6507. Reducing the Use of Social Security Numbers.

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 6500.2. 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 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-005D1C Staff Action Group](#)

### Overview

The Staff Action Group (SAG) provides reporting and task response to external government agencies and internal VA Administrations by directing and facilitating efforts throughout EPMO. SAG ensures accuracy and timeliness of all information released from EPMO in response to outside and internal agencies.

**Activities**

- Distributes Congressionally and VA-mandated reports within EPMO.
- Coordinates EPMO responses to all Congressional, Office of Inspector General (OIG), Office of Management and Budget (OMB), and Government Accountability Office (GAO) inquiries and all task responses across VA.
- Manages and provides guidance and assistance for developing all EPMO SharePoint sites.
- Reviews and consolidates all official correspondence, reporting, and briefing requirements prior to Associate Deputy Assistant Secretary (ADAS) signature.
- Publishes/updates operational organization charts for EPMO.
- Develops the Annual Statement of Assurance and Operation Risk Assessment for EPMO.
- Assists in coordination of EPMO Executive Offsites.

**Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6300. Records Management.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

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.

*OIT-005D2 Information Technology Operations and Services***Overview**

IT Operations and Services (ITOPS) delivers enterprise-wide IT infrastructure engineering and operations services effectively, efficiently and securely to enhance the customer experience and enable VA to optimize service delivery to Veterans.

**Activities**

- Enterprise Command Operations (ECO) manages the implementation and operation of the Enterprise Command Center (ECC) and the Enterprise Service Desk (ESD).
- End User Operations (EUO) provides on-site support to IT customers at every VA point of presence and business unit including but not limited to break/fix repairs, fulfilling approved customer requests or changes, operational support for deployed IT services, and emergency support and provisioning.
- Infrastructure Operations (IO) is a customer-centric organization focused on efficiently delivering secure and high availability infrastructure solutions supporting VA's mission.
- Service Management and Planning (SMP) provides centrally managed services to enable ITOPS to increase the effectiveness and efficiency of IT service delivery. Enabling services include ITOPS fiscal

management; ITOPS executive correspondence, external reporting ITOPS-wide action management; ITOPS personnel administration shared services; central IT implementation management and infrastructure and operations project management services; Contracting Officer's Representative (COR) services for many enterprise infrastructures and operations contracts; oversight of Network transition and management of Enterprise Infrastructure Solutions (EIS) program; and continuous service improvement and risk management coordination across ITOPS.

- Solution Delivery (SD) is responsible for engineering solutions that meet the needs of the Veteran and support the internal business requirements of the VA. We support a vision within the VA which has a primary focus on Enterprise standards and simplicity. The VA benefits from this approach because it allows us to establish improved support models, helps us control cost, improves security and provides top performance and integration.

### Authorities

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

40 U.S.C. ch. 113, 115. Information Technology Management.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.

HSPD-20. National Continuity Policy.

OMB M-16-20. Improving the Acquisition and Management of Common Information Technology: Mobile Devices and Services.

OMB M-17-06. Policies for Federal Agency Public Websites and Digital Services.

OMB M-19-19. Update to Data Center Optimization Initiative.

OMB M-19-26. Update to the Trusted Internet Connections (TIC) Initiative.

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.

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 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 6066. Protected Health Information (PHI) and Business Associate Agreements Management.

VA Directive 6103. VA Electronic Mail System.

VA Directive 6221. Accessible Electronic and Information Technology (EIT).

VA Directive 6300. Records Management.

VA Directive 6301. Electronic Mail Records.

VA Directive 6309. Collections of Information.

VA Directive 6310. Forms, Collections of Information and Reports Management.

VA Directive 6311. VA E-Discovery.

VA Directive 6340. Mail Management.

VA Directive 6371. Destruction of Temporary Paper Records.

VA Directive 6402. Modifications to Standardized National Software.

VA Directive 6500. VA Cybersecurity Program.

VA Directive 6507. Reducing the Use of Social Security Numbers.

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 6512. Secure Wireless Technology.

VA Directive 6513. Secure External Connections.

VA Directive 6513. Secure External Connections.

VA Directive 6517. Risk Management Framework for Cloud Computing Services.

VA Directive 6518. Enterprise Information Management (EIM).

VA Directive 6551. Enterprise Design Pattern.

VA Directive 6609. Mailing of Sensitive Personal Information.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.2/1. Management of the Vital Records Program.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

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 Handbook 6300.8. Procedures for Shipment of Records to the VA Records Center and Vault in Neosho, MO.

VA Handbook 6301. Procedures for Handling Electronic Mail Records.

VA Handbook 6310.1. Forms Management Procedures.

VA Handbook 6310.3. Reports Management Procedures.

VA Handbook 6340. Mail Management Procedures.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

VA Handbook 6500.10. Mobile Device Security.

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 6500.6. Contract Security.

VA Handbook 6500.8. Information System Contingency Planning.

VA Handbook 6502.4. Procedures for Matching Programs.

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-005D2A Enterprise Command Operations*

#### **Overview**

Enterprise Command Operations (ECO) serves as the VA 24/7/365 single point of contact (POC) for all IT-related issues for more than 400,000 VA employees and during major incidents. ECO is comprised of five (5) core branches the Enterprise Service Desk (ESD), Enterprise Command Center (ECC), Operations Triage Group (OTG), Major Incident, Problem and Emergency Management (IP&EM), 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

- Enterprise Service Desk is made up of six pillars: Tier 1 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 does this by providing a single POC for submitting, reporting and resolving all IT-related issues for VA Staff. ESD is also responsible for preparing Knowledge documents for the VA Enterprise and ensuring current and actionable knowledge.
- Operations Triage Group provides critical engineering, communication and analytical support addressing critical and high priority system failures. OTG Site Reliability Engineers (SRE) act as OIT's chief technical problem solvers, assisting system and application owners to resolve complex technical issues impacting system user productivity. In addition to incident triage, OTG provides performance data analysis to uncover recurring trends in order to recommend system changes to positively affect system health. Working closely with application and system owners, along with OIT's incident response coordination teams from ECO – (ESD, Major Incident Management, and Problem Management), the primary goal of OTG is to help accelerate problem recognition, resolution and mitigation.
- Enterprise Command Center 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. ECC is comprised of Monitoring and Event Management divisions. The Monitoring division is made up of SMEs on the monitoring tools under the ECC's purview. They work in Business Line Management (BLM) teams aligned with the product lines in the VAs portfolios to implement monitoring solutions. These monitoring solutions 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. Likewise, these solutions give Event Management the ability to monitor an application 24/7/365. If a problem is detected, Event Management notifies the system owner and can contact Major Incident Management. The information provided to Event Management allows them to support Customer Performance Indicators/Key Performance Indicators (CPIs/KPIs), identify near-miss and make recommendations for more effective monitoring.
- Major IP&EM provides restoration, prevention, and support of normal service operations to minimize adverse effects to business operations for IT-related issues servicing more than 500,000 VA customers. Major incident management is the process used by Development, Security, and Operations (DevSecOps) and ITOPS teams to respond to an unplanned event or service interruption and restore the service to its operational state. Problem management is the process of identifying and managing the causes of incidents on an IT service. The OIT Office of Emergency Management (OEM) acts as the liaison to the Veterans Health Administration (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 providing "eyes on glass" monitoring of potential situations and reporting.
- Service, Quality and Support provides Program Management support to ECO to ensure efficiencies and effectiveness across the organization. SQS is onboards all-new ECO employees and ensures that new hire training is assigned and completed. SQS manages the ECO Executive Correspondence program and all budgetary tracking and execution. The ECO Service Manager is within this branch, and they are responsible for the following high-level items: Maintaining effective Service

Measurement and Reporting, Facilitate Collaborations across DevSecOps product lines for process improvement, and Qualitative Analysis for Operational Improvement.

### **Authorities**

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

40 U.S.C. ch. 113, 115. Information Technology Management.

HSPD-20. National Continuity Policy.

OMB M-16-21. Federal Source Code Policy: Achieving Efficiency, Transparency and Innovation Through Reusable and Open Source Software.

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.

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 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.

VA Directive 6518. Enterprise Information Management (EIM).

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

VA Handbook 6300.4. Procedures for Processing Requests for Records Subject to the Privacy Act.

### *OIT-005D2B End User Operations*

#### **Overview**

End User Operations (EUO) provides on-site support to IT customers at every 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. Our success 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**

- End User Operations District Operations provides direct IT support services to VA's approximately 390,000 employees across all Administrations and approximately 100,000 contractors who are issued government-furnished equipment (GFE), including the completion of over 1.4 million incident tickets a year to issue, repair or replace equipment. EUO provides on-site 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 IT services, and emergency support.
- Enterprise Security Operations (ESO) provides advice on information security initiatives and ensuring the privacy, confidentiality, integrity and availability of VA information and IT assets offered by the VA. ESO also provides cost effective security controls to protect Veteran data from potential financial fraud, waste and abuse. Information System Security Officers (ISSO) are trained



professionals who protect VA sensitive information and systems against cybersecurity threats. ISSOs are experts that provide guidance and support regarding all information security matters at VA.

- Service, Quality, and Services (SQS) is responsible for support activities for EUO (e.g., Congressional reporting, budgeting), manages analytics and reporting, performance, quality, knowledge management, asset management and security compliance for all EUO.

### **Authorities**

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

40 U.S.C. ch. 113, 115. Information Technology Management.

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.

HSPD-20. National Continuity Policy.

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. 116-136. Coronavirus Aid, Relief and Economic Security Act (CARES) of 2020.

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 6300. Records Management.

VA Directive 6311. VA E-Discovery.

VA Directive 6340. Mail Management.

VA Directive 6371. Destruction of Temporary Paper Records.

VA Directive 6500. VA Cybersecurity Program.

VA Directive 6509. Duties of Privacy Officers.

VA Directive 6510. VA Identity and Access Management.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.6. Procedures for Releasing Lists of Veterans' and Dependents' Names and Addresses.

VA Handbook 6340. Mail Management Procedures.

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 6500.8. Information System Contingency Planning.

### *OIT-005D2C Infrastructure Operations*

#### **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.

HSPD-20. National Continuity Policy.

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

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.

VA Directive 6066. Protected Health Information (PHI) and Business Associate Agreements Management.

VA Directive 6221. Accessible Electronic and Information Technology (EIT).

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 6513. Secure External Connections.

VA Directive 6517. Risk Management Framework for Cloud Computing Services.

VA Directive 6518. Enterprise Information Management (EIM).

VA Handbook 6300.1. Records Management Procedures.

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 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 6500.8. Information System Contingency Planning.

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-005D2D Service Management and Planning

#### **Overview**

Service Management and Planning (SMP)/Business Services Division (BSD) provides centrally managed services to enable DevSecOps to increase the effectiveness and efficiency of IT service delivery. SMP/BSD aims to provide highly effective and efficient centralized services that enable DevSecOps to optimize the delivery of IT services across VA to better serve our nation's Veterans.

#### **Activities**

- Provides Acquisition Orchestration and Reporting (AOR) at the DevSecOps level and Contracting Officer Representative (COR) support for national equipment and support services contracts managed by DevSecOps.
- Responsible for the Network Transition Program, which is transitioning approximately 500,000 telecommunication service items from expiring contracts to new contracts.
- Provides program management for enterprise-level telecommunication agreements and contracts.
- Secures and manages the appropriate level of funding to deliver services that meet OIT and DevSecOps strategies. The Office of Fiscal Services accomplishes this by defining and maintaining a framework to identify, manage and communicate the cost of providing services.
- Leads personnel administration activities for DevSecOps and provides central personnel administration services to enable DevSecOps to increase effectiveness and efficiency.
- Provides services as an entity supporting human capital activities, including coordination, consolidated tracking and reporting at the DevSecOps level.

#### **Authorities**

40 U.S.C. ch. 113, 115. Information Technology Management.

OMB Circular A-11. §§ 53, 55.4, and 240.18. Preparation, Submission and Execution of the Budget. Pub. L. 116-136. Coronavirus Aid, Relief and Economic Security Act (CARES) of 2020.

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 6011. AIT One + One Device Policy.

VA Directive 6052. Information Technology Strategic Planning.

VA Directive 6221. Accessible Electronic and Information Technology (EIT).

VA Directive 6300. Records Management.

VA Directive 6309. Collections of Information.

VA Directive 6310. Forms, Collections of Information and Reports Management.

VA Directive 6340. Mail Management.

VA Directive 6371. Destruction of Temporary Paper Records.

VA Directive 6402. Modifications to Standardized National Software.

VA Directive 6500. VA Cybersecurity Program.

VA Directive 6609. Mailing of Sensitive Personal Information.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.1. Records Management Procedures.

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 Handbook 6300.8. Procedures for Shipment of Records to the VA Records Center and Vault in Neosho, MO.

VA Handbook 6310.1. Forms Management Procedures.

VA Handbook 6310.3. Reports Management Procedures.

VA Handbook 6340. Mail Management Procedures.

VA Handbook 6500.8. Information System Contingency Planning.

VA Handbook 6508.1. Procedures for Privacy Threshold Analysis and Privacy Impact Assessment.

### *OIT-005D2E Solution Delivery*

#### **Overview**

Solution Delivery (SD) builds the framework that enables VA business partners and employees to perform their duties. SD is transitioning to a pure-build organization that focuses on upgrading and modernizing VA's IT infrastructure, conforms to the IT Infrastructure Library (ITIL) framework, and has a greater emphasis on the security and reliability of ITOPS systems and applications sustain delivery of critical services for Veterans. Through the DevSecOps transformation, the organization will further define its roles and relationships with the other divisions while improving the employee experience and creating an environment that is more secure and easier to manage.

#### **Activities**

- Business Systems Engineering provides solutions for VA business service requirements supported by Infrastructure and End Point Engineering. Collaborates with VA business entities, government agencies and private health organizations to ensure enterprise alignment with VA strategic goals and objectives.
- Infrastructure Engineering, engineers standards-based enterprise infrastructure including network, platform, storage, data center and database services.
- End Point Engineering builds and maintains all baselines related to endpoint technologies. Responsible for technology life cycle changes, Microsoft Ecosystem, endpoint technologies and devices, Voice, Call Center, Video and Engineering Services.
- Security Engineering provides Department with an analytical security engineering foundation that delineates the principles and functions to meet the Department's requirements, such as business needs and reinforce compliance with VA Policy and other associated Federal Mandates.
- Business Office provides administrative and support services, including budgeting, timekeeping, performance management, logistics and task management for Solution Delivery.

#### **Authorities**

40 U.S.C. ch. 113, 115. Information Technology Management.

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.

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 6103. VA Electronic Mail System.

VA Directive 6300. Records Management.

VA Directive 6301. Electronic Mail Records.

VA Directive 6311. VA E-Discovery.

VA Directive 6500. VA Cybersecurity Program.

VA Directive 6512. Secure Wireless Technology.

VA Directive 6513. Secure External Connections.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

VA Handbook 6301. Procedures for Handling Electronic Mail Records.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

VA Handbook 6500.10. Mobile Device Security.

VA Handbook 6500.3. Assessment, Authorization and Continuous Monitoring of VA Information Systems.

VA Handbook 6500.8. Information System Contingency Planning.

### *OIT-005D2F Chief of Staff*

#### **Overview**

The Chief of Staff (CoS) Office provides essential operational and functional administrative services to DevSecOps Executive Leadership in its pursuit of excellence in delivering enterprise-wide IT operations services, IT infrastructure engineering, software development, software operations, service management, information assurance (IA), cybersecurity compliance, performance monitoring and triage and technical integration effectively, efficiently and securely to enhance the customer experience and enable VA to optimize service delivery to Veterans.

#### **Activities**

- Manages the executive-level administrative support services to the Deputy Assistant Secretary (DAS)/ADAS including but not limited to calendar management, travel arrangements, executive performance management, logistics and task management.
- Coordinates the workflow of the office and establish monitoring systems, which account for tracking and controlling a wide variety of action items and following up with responsible officials on submission of action items to ensure deadlines are not missed.
- Reviews Executive Summaries, reports, White Papers, memoranda, briefing notes, correspondence, manuals, flow charts, presentations and directives on behalf of senior DevSecOps leadership. Conducts quality control of items for DAS/ADAS DevSecOps for approval.
- Manages and coordinates the consolidation of data and input for DevSecOps responses to Congressional, OMB, GAO, Office of General Counsel (OGC), OIG, Congressional inquiries, CIO, etc. inquiries and reporting.

- Performs in-depth analysis of various DevSecOps 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.

### **Authorities**

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 Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

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.

### *OIT-005D3 Service Management Office*

### **Overview**

The Service Management Office (SMO) drives VA's IT Service Management (ITSM) strategy, streamlining and optimizing IT services to improve service quality for end-users across VA. SMO unifies product teams through centralized processes for change, release, incident, knowledge and problem management. SMO fosters continual service improvement throughout VA by managing Service Level Agreements (SLA), Service Catalog and self-service capabilities through the YourIT Service Portal. By consolidating performance analytics and customer feedback across divisions, SMO provides a comprehensive view, aligning IT work to business values.

### **Activities**

- Implements, maintains and publicizes the various toolsets used in support of VA's IT objectives.
- Coordinates the development and maintenance of the OIT Service Catalog and associated service level targets.
- Coordinates and supports the execution of Enterprise IT Infrastructure Library (ITIL) processes.
- Prioritizes and aligns ITSM development and improvement activities with VA and OIT strategic initiatives and goals.
- Ensures accurate and reliable information regarding the configuration of services and the relationships between components of IT services with the Configuration Management Database (CMDB).

### **Authorities**

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014.

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6004. Configuration, Change and Release Management Programs.

VA Directive 6403. Software Asset Management.

### *OIT-005D3B Enterprise Service Management Practices*

#### **Overview**

The Enterprise Service Management Practices (ESMP) Division adeptly applies best practices to mature and align the VA's enterprise IT strategy with its business strategy.

#### **Activities**

- Serves as the Product Owner for Tool and Process automation, Service Request Management, Knowledge Management and Monitoring and Event Management.
- Champions the Service Catalog, Service Portal and Customer Surveys.
- Develops principles and practices to advance continual improvement and the realization of effective service levels.

#### **Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

### *OIT-005D3C Service Management Platform Tools*

#### **Overview**

The Service Management Platforms/Tools team strives to implement enterprise solutions and provide continuous improvement via value-based analysis, implementation process improvement and tool improvement. Our goal is to enhance the customer experience and implementation results while facilitating the streamlined development and implementation of IT Service Management (ITSM) services, process workflows and technology.

#### **Activities**

- Ensures a stable ServiceNow Platform that promotes efficiency and accuracy through automation provides solutions, develops, communicates user stories, maintains security artifacts, troubleshoot incidents, maintains system integrity and performs testing activities.
- Implements new functionality via bi-weekly sprint cycles and releases weekly.
- Coordinates and collaborates with the Process Owners and Product Owners to address the business needs and provide optimal solution.

#### **Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

### OIT-005D3D Service Quality Management

#### **Overview**

The Service Quality Management (SQM) division improves business value by transforming data into actionable, informed decisions that influence improvement to the ITSM Processes and Systems to enhance OIT customer's service experience.

#### **Activities**

- Creates reporting services in the form of Dashboards at executive, service owner and end user perspectives.
- Oversees VA Service Level Agreement (SLA) process and review, including facilitation of the Service Level Management Board.
- Provides daily analysis and trend identification of VA Key Initiatives, ITSM processes and OIT services for quality, effectiveness and efficiency.
- Performs Internal Audits against Policies, Best Practices and Standards.
- Performs Ad hoc Process Audits and Reviews.
- Facilitation of the Problem Review Board (PRB) for final review of root cause analyses (RCA) prior to closure.
- Registration of Findings, Tracking of Improvement Initiatives/Tasks/Stories.

#### **Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

### OIT-005D3E General Management Practices

#### **Overview**

The General Management Practices (GMP) division provides comprehensive support to Service Management Office (SMO) in the form of Workforce Management, Project Management, Organizational Change Management and Customer-Centric Relationship Management. Enables the creation of an effective personnel resource strategy and executes that strategy throughout the SMO organization.

#### **Activities**

- Ensures projects are executed using Agile methodologies to meet budget and time constraints and customer requirements.
- Serves as the forward-facing advocate and primary contact for all SMO new business through customer-facing portal and Demand Management.
- Leads a systematic process for collaboration that leads to the Service Management Platform.
- Develops training for SMO Products and Enterprise Practices.



- Oversees SMO budget execution and financial projection forecasts.

**Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

*OIT-005D3F Enterprise Change Release and Configuration Management***Overview**

Enterprise Change, Release and Configuration Management (ECRCM) provides the highest standards for ITIL support, with a focus on Change, Release and Configuration Management and their interrelationships with other relevant ITIL practices to ensure protection of the infrastructure and provide for agile delivery of operations and development services across the enterprise.

**Activities**

- Change control helps coordinate technical changes to maintain throughput and stability to ensure risk and impacts have been properly assessed.
- Improves the quality of services delivered to customers through change control practice throughout various elements of the Service Value Chain.
- The Service Configuration Management (SCM) practice ensures that accurate and reliable information regarding the configuration of services, and the Configuration Items (CI) that support them, is available when and where it is needed. This includes information on how CIs are configured and the relationships between them.

**Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6004. Configuration, Change and Release Management Programs.

*OIT-005D3G IT Asset Management Office***Overview**

The IT Assess Management Division's primary focus is on implementation of hardware and software asset management within ServiceNow and ensuring IT asset information is recorded and maintained within the asset management database.

**Activities**

- Integration of consolidated IT commodity contracts with the Service Catalog.
- Ensuring contractual, financial, warranty, and maintenance information is accurately recorded against each configuration item within the Configuration Management Database (CMDB).
- Reviewing installation and usage data to yield quarterly input to the Federal Information Technology Acquisition Reform Act (FITARA) software report.

## Authorities

Pub. L. 113-2291. Federal Information Technology Acquisition Reform Act (FITARA) of 2014.

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6403. Software Asset Management.

### *OIT-005D4 Information Assurance*

## Overview

Information Assurance (IA) manages the Authority to Operate (ATO) process for VA OIT, ensuring VA evaluates technical, business, and operational risks/vulnerabilities/ potential impacts to all information systems and manages information security risks to protect the Veterans' and VA stakeholders' data and privacy. IA is committed to providing system stakeholders with expert guidance in obtaining and maintaining an ATO. IA supports systems that are facing Assessment and Authorization (A&A) challenges or operating without an ATO. Additionally, IA facilitates the ATO process for the Authorizing Official (AO) and supports documentation, security and compliance, audits and continuous monitoring performed in accordance with VA directives, policies and guidelines.

## Activities

- Establish and maintain process for preparing system Authorizing Official System Briefing (AOSB) to AO for ATO determination.
- Perform, assess and analyze systems' security posture and advise AO of risk/vulnerability/impact and provide ATO Determination Recommendation to AO for consideration during the Risk Management Framework (RMF) Step 5 phase.
- Reviews, assess, and render decision (approve or return for rework) on SSP and High Impact or Risk Acceptance POA&M.
- Collaborate with the Systems' Business Owner, Information System Owner, VA security and system architecture teams, Office of Information Security (OIS), Quality and Compliance and AOs to establish security baselines and measure compliance based on applicable laws, Federal regulations, National Standards, VA Policy and industry best practices.
- Conduct System Security Categorization analysis and reporting reducing cost of security control implementation.
- Provide system security assessment to help identify the required security controls the system must adhere to and support the development of controls artifacts and enters control implementation statements into Governance, Risk, Compliance (GRC) tool, Enterprise Mission Assurance Support Service (eMASS).
- Serve as a subject matter expert (SME) on working groups such as: Information Security Team (System Boundaries), RMF Technical Advisory Group (TAG), OIT Governance Risk Compliance Oversight Committee call, Threat Response Coordination (Cybersecurity Operation Center (CSOC), etc.).

- Provides system security support for annual Federal Information Security Modernization Act/ Federal Information System Controls Audit Manual (FISMA/FISCAM) audit requirements.
- Provide operational and function understanding to support system stakeholders at each step of the RMF process, continuously monitors the status of new and existing ATOs, and coordinate with system stakeholders to progress systems through the RMF to obtain an ATO.

### **Authorities**

Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).

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

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6300. Records Management.

VA Directive 6404. VA Systems Inventory (VASI).

VA Directive 6500. VA Cybersecurity Program.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

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 Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

### *OIT-005D4A IT DevOps Assurance Assessment Team 1*

### **Overview**

IA Assessment Team (DevSecOps IA Assessment) provides system steward (SS) support to system team requiring an ATO. Working with system teams, the Assessment team leads the systems through the Risk Management Framework (RMF) steps to obtain an ATO. The SS manages all security controls associated with the system.

### **Activities**

- Supports VA systems by managing the security controls within the Governance, Risk, Compliance (GRC) tool, Enterprise Mission Assurance Support Service (eMASS) for supporting each system's effort for obtaining and maintaining an ATO.
- Aids system stakeholders in the creation and submission of a complete RMF ATO package.
- Serves as SME on management of security controls and what is required to meet the security controls.
- Assist Information System Owner (ISO) and ISSO with security artifacts documentation and POA&M development.

**Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6404. VA Systems Inventory (VASI).

VA Directive 6500. VA Cybersecurity Program.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

*OIT-005D4B IT DevOps Information Assurance Assessment Team 2***Overview**

IA Assessment Team (DevSecOps IA Assessment) provides system steward (SS) support to system team requiring an ATO. Working with system teams, the Assessment team leads the systems through the Risk Management Framework (RMF) steps to obtain an ATO. The SS manages all security controls associated with the system.

**Activities**

- Supports VA systems by managing the security controls within the Governance, Risk, Compliance (GRC) tool, Enterprise Mission Assurance Support Service (eMASS) for supporting each system's effort for obtaining and maintaining an ATO.
- Aids system stakeholders in the creation and submission of a complete RMF ATO package.
- Serves as SME on management of security controls and what is required to meet the security controls.
- Assist Information System Owner (ISO) and ISSO with security artifacts documentation and POA&M development.

**Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6404. VA Systems Inventory (VASI).

VA Directive 6500. VA Cybersecurity Program.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

*OIT-005D4C IT DevOps Information Assurance and Operations***Overview**

IA Operations (IA Ops) coordinates ATO efforts and provides Authorizing Official Designated Representative (AODR) support to Authorizing Officials (AO) for all IT systems on the VA network. IA Ops is committed to providing information system owners, SSs, ISSOs, Business Owners and other stakeholders with expert guidance navigating the RMF to obtain and maintain an ATO. IA Ops also provides direct support to AOs by assessing/analyzing system security postures, providing recommendations for ATO determinations, facilitating ATO decision meetings and following up on actions and requests directed by the AO.

**Activities**

- Manages the end-to-end process of developing, reviewing, and approving Authorizing Official System Briefing (AOSB) document and provides ATO determination recommendation to AO for consideration.
- Assesses and analyzes systems' security posture and advise AO of risk/vulnerability/impact and provide ATO recommendations during RMF Step 5 phase.
- Reviews, assesses, and renders decisions (approve or return for rework) on System Security Plans (SSP) during RMF Step 2 phase.
- Reviews, assesses, and provides recommendations to AO regarding High Impact or Risk Acceptance POA&Ms.
- Coordinates and facilitates the ATO decision meeting with AO, ISO, ISSO, SS and other key stakeholders.

**Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6404. VA Systems Inventory (VASI).

VA Directive 6500. VA Cybersecurity Program.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

*OIT-005D4D IT DevOps Information Assurance Compliance***Overview**

Information Assurance (IA) Compliance performs System Categorization Analyses, facilitates the ATO process for systems in production without an ATO, and supports security and compliance, audits and continuous monitoring in accordance with VA directives, policies and guidelines.

**Activities**

- Conducts System Categorization Analysis and reporting to reduce cost of security control implementation.
- Provides Federal Information Security Modernization Act (FISMA) risk categorization report to complete RMF Step 1. Categorizing a system correcting initially saves costs of security control implementation for the VA Operate as eMASS AODR and POA&M reviewer providing analysis and reporting support.
- Supports system intake, conducts system status analysis, addresses VA non-compliant systems for GRC, VA system inventory (VASI), Privacy and ATO processes and develops a path forward for compliance.
- Leads components of VA-wide system restructure efforts for GSS and system boundary definitions.

- Ensures all VA systems are available and reliable for end-users and provides technical improvement, system performance recommendations and facilitates executive communications for all major system issues.
- Reviews, authors, and tracks Office of the OIG responses and Congressional inquiries across the VA via cross-organizational collaboration activities with the Systems' Business Owner, ISO, VA security and system architecture teams, Office of Information Security (OIS), Quality and Compliance and AOs to establish security baselines and measure compliance based on applicable laws, Federal regulations, National Standards, VA Policy and industry best practices.

### **Authorities**

Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).

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

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6404. VA Systems Inventory (VASI).

VA Directive 6500. VA Cybersecurity Program.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

### *OIT-005D4E IT DevOps Information Assurance*

### **Overview**

The Business Office provides comprehensive support to Information Assurance Office in the form of Workforce Management, Project Management, Organizational Management and Customer-Centric Relationship Management.

### **Activities**

- Ensures projects are executed using Agile methodologies to meet budget and time constraints and customer requirements.
- Serves as the forward-facing advocate and primary contact for all IA new business through email (a customer-facing portal in progress).
- Enables the creation of an effective personnel resource strategy and executes that strategy throughout the IA organization.
- Develops IA specific training content for AO process, AOSB procedures, system security categorization, triage support, and the development of IT Workforce Development (ITWD) SS training material to ensure standardized processes and consistent support services.
- Reviews and authors both mass and targeted communications for DevSecOps Executive Correspondence (EC) action items.
- Reviews and contributes to the development of VA information system security policy changes.

- Performs contract oversight and coordinates with the Office of Strategic Sourcing on vendor relations.
- Oversees IA budget execution and financial projection forecasts.

### **Authorities**

VA Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6300. Records Management.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

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.

### *OIT-005D5 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 Directive 6001. Limited Personal Use of Government Office Equipment Including Information Technology.

VA Directive 6300. Records Management.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

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.



## OIT-005F Information and Technology Resource Management

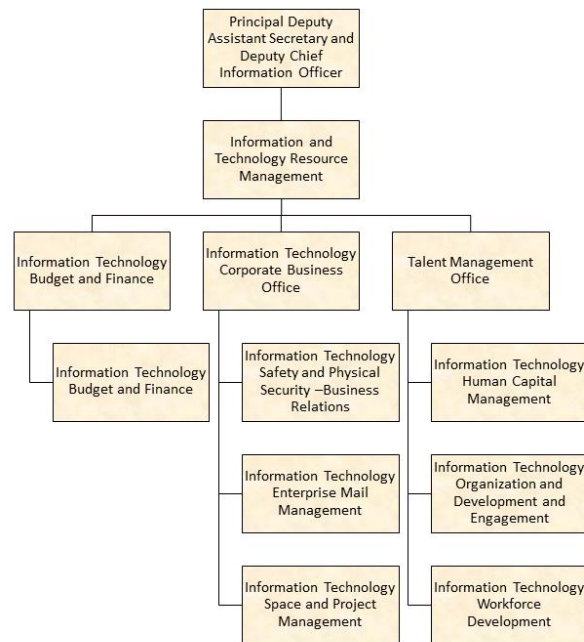


Figure 18 - OIT Information and Technology Resource Management

[Alternate representation of the organization chart](#)

### Overview

The Office of Information and Technology Resource Management (ITRM) ensures VA and OIT have the information technology (IT) resources needed to support our nation's Veterans. ITRM consists of IT Budget and Finance (ITBF), the ITRM Corporate Business Office (CBO), and the IT Human Talent Management Office (HTMO). There are over 200 government staff located across the country, along with on-site and off-site contractor colleagues, supporting ITRM. ITRM's mission is to provide sound management of IT resources while collaborating with business partners to deliver excellent service to our nation's Veterans. ITRM 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 appropriately aligned to development and sustainment activities across the Department of Veterans Affairs (VA).

### Activities

- Manages and oversees OIT's more than \$4 billion IT budget, including directing financial and IT asset management while linking the budgeting process with IT programs.
- Guides OIT efforts in planning, programming, executing, controlling and accounting for IT resources.
- Directs OIT Talent Management efforts to include recruitment to retirement and ensures a comprehensive work experience tailored to employee talents and goals; delivers talent management services for OIT's more than 8,000 government staff.
- Provides space and facilities services for OIT's 32 locations nationwide; plans, leases, designs, workspace accountability, construction, safety, maintenance, furniture, utilities and cleaning.

## *OIT-005F1 Information Technology Budget and Finance*

### **Overview**

Information Technology Budget and Finance (ITBF) develops and manages VA's IT budget in accordance with all IT requirements across VA, and aligns with its goals and objectives by planning, programming, executing, controlling and accounting for VA's IT resources. ITBF supports OIT's programming, budgeting and execution lifecycle, translates Congressional appropriation into a Budget Operating Plan (BOP) that matches IT funds with IT needs, and accounts for all budgetary resources and internal controls across OIT.

### **Activities**

- Leads the administration and formulation of approximately \$4 billion annually and \$50 billion in the multi-year budget request.
- Ensures that 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 regulation and statutes, and audit reviews.
- Leads the cost activity-based initiative, Technology Business Management (TBM).

### **Authorities**

31 C.F.R. § 285. Debt Collection Authorities under the Debt Collection Improvement Act of 1996.

31 U.S.C. § 1513(b). Officials Controlling Apportionments.

44 U.S.C. § 3501 (a) (4). Paperwork Reduction Act.

44 U.S.C. ch. 31. The Federal Records Act.

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

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

OMB Circular A-129. Policies for Federal Credit Programs and Non-Tax Receivables.

OMB Circular A-130. Managing Federal Information as a Strategic Resource.

OMB M-11-20. Implementing Telework Enhancement Act of 2010, IT Purchasing Requirements.

OMB M-16-21. Federal Source Code Policy: Achieving Efficiency, Transparency and Innovation Through Reusable and Open Source Software.

OMB M-19-03. Strengthening the Cybersecurity of Federal Agencies by enhancing the High Value Asset Program.

OMB M-19-21. Transition of Electronic Records.

OMB M-19-26. Update to the Trusted Internet Connections (TIC) Initiative.

Pub. L. 103-121. Department of Justice's (DOJ) 1994 Appropriation Act.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 104-134. Debt Collection Improvement Act of 1996.

Pub. L. 104-4. Unfunded Mandates Reform Act of 1995.

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

Pub. L. 109-282. Federal Funding Accountability and Transparency Act of 2006.

Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

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

Pub. L. 114-185. Freedom of Information Act (FOIA) Improvement Act of 2016.

Pub. L. 115-336. 21st Century Integrated Digital Experience Act.

Pub. L. 115-59. Privacy Act of 1974 (as amended 5 U.S.C. § 552a) Social Security Number Fraud Prevention Act of 2017.

Pub. L. 115-91. Modernizing Government Technology (MGT) Act of 2017.

Pub. L. 116-136. Coronavirus Aid, Relief and Economic Security Act (CARES) of 2020.

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

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 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 6066. Protected Health Information (PHI) and Business Associate Agreements Management.

VA Directive 6102. internet and intranet Services.

VA Directive 6103. VA Electronic Mail System.

VA Directive 6221. Accessible Electronic and Information Technology (EIT).

VA Directive 6301. Electronic Mail Records.

VA Directive 6309. Collections of Information.

VA Directive 6310. Forms, Collections of Information and Reports Management.

VA Directive 6311. VA E-Discovery.

VA Directive 6320. Correspondence Management.

VA Directive 6340. Mail Management.

VA Directive 6371. Destruction of Temporary Paper Records.

VA Directive 6402. Modifications to Standardized National Software.

VA Directive 6403. Software Asset Management.

VA Directive 6404. VA Systems Inventory (VASI).

VA Directive 6502.3. Web Page Privacy Policy.

VA Directive 6507. Reducing the Use of Social Security Numbers.

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 6511. Presentations Displaying Personally Identifiable Information.

VA Directive 6512. Secure Wireless Technology.

VA Directive 6513. Secure External Connections.

VA Directive 6517. Risk Management Framework for Cloud Computing Services.

VA Directive 6518. Enterprise Information Management (EIM).

VA Directive 6551. Enterprise Design Pattern.

VA Handbook 6300.2. Management of the Vital Records Program.

VA Handbook 6310.3. Reports Management Procedures.

VA Handbook 6500.10. Mobile Device Security.

VA Handbook 6500.3. Assessment, Authorization and Continuous Monitoring of VA Information Systems.

VA Handbook 6500.6. Contract Security.

VA Handbook 6500.8. Information System Contingency Planning.

VA Handbook 6502.4. Procedures for Matching Programs.

VA Handbook 6508.1. Procedures for Privacy Threshold Analysis and Privacy Impact Assessment.

### *OIT-005F1A Information Technology Budget and Finance*

#### **Overview**

The strategic vision of Budget and Finance (BF) is to provide effective and efficient budget execution oversight and management of the OIT appropriation and all supplemental funding. This includes translating the Congressionally approved budget top-line numbers into an executable Budget Operating Plan (BOP) that ensures IT funds are appropriately and fully aligned to fund the development, sustainment and staffing needs across the enterprise. BF performs ongoing oversight and management of the BOP including budget reviews and other execution management activities.

#### **Activities**

- Executes the budget while ensuring that funds are meeting development, operations, sustainment and staffing needs across OIT.
- Monitors funds by portfolio/account and performs day to day budget oversight activities for the OIT budget.
- 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.
- Executes management of funds to include distribution, summary analysis and formal reporting.
- Clearly articulates connection to organizational purpose and strategy or VA's strategic objectives for all requirements, but most notably new and emerging requirements.
- Provides effective programming of resources and formulation of requirements supporting the organization's priorities, strategy and vision.
- Provides accounting expertise and strategic financial advice to improve the OIT financial management framework.
- Establishes and implements financial systems and tools.
- Serves as the accounting and financial policy liaison to the Office of Management, the lead for the IT-NON-IT Policy and Workgroup, and ITBF's lead on Internal Controls.
- Provides guidance for proper use of VA appropriations for IT-related projects.

## *OIT-005F2 Information Technology Corporate Business Office*

### **Overview**

The Corporate Business Office (CBO) was established to formulate, execute, and track the internal Budget Operating Plan (BOP) for ITRM. The office's vision is to provide Budget, Acquisition, Information Technology, Safety and Facilities support to all of ITRM. CBO prepares the acquisition packages for the ITRM budget line items and ensures entry into the Acquisition Review Module of the Budget Tracking Tool (BTT). CBO also provides IT support for onboarding and offboarding ITRM customers and oversees the operations, leases, security and annual safety inspections at OIT's 32 Managed Facilities.

### **Activities**

- Manages space, infrastructure, occupational health and safety, energy management and physical security of all 32 OIT locations nationwide, consisting of nearly one million square feet of space.
- Establishes written policies and procedures for the timely and cost effective dispatch and delivery of mail.
- Maintains stewardship of resources and provide financials on appropriations and funds for cost and obligation accounting.
- Provides contract management support for ITRM acquisitions, in collaboration with the Office of Strategic Sourcing (OSS).
- Provides Human Resources and Information Technology support for ITRM.

### **Authorities**

29 C.F.R. § 1910. Occupational Safety and Health Standards.

29 C.F.R. § 1960. Basic Program Elements for Federal Employee Occupational Safety and Health Programs and Related Matters.

Exec. Order No. 12196. Occupational Safety and Health Programs for Federal Employees.

Pub. L. 91-596. Occupational Safety and Health Act.

VA Directive 6340. Mail Management.

## *OIT-005F2A Information Technology Safety and Physical Security-Business Relations*

### **Overview**

The Safety and Physical Security-Business Relations (SPS-BR) manages space, infrastructure, occupational health and safety, energy management and physical security for all 32 OIT locations nationwide, consisting of nearly one million square feet of space. SPS-BR's oversight of occupational health and safety and physical security stems from Public Law 91-596, the Occupational Safety and Health Act of 1970, which ensures "...so far as possible every working man and woman in the Nation safe and healthful working conditions and to preserve our human resources."

### **Activities**

- Executes 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.
- Creates procedures and processes to reduce chances of injuries, illnesses and accidents involving employees, contractors or visitors to VA facilities.

**Authorities**

29 C.F.R. § 1910. Occupational Safety and Health Standards.

29 C.F.R. § 1960. Basic Program Elements for Federal Employee Occupational Safety and Health Programs and Related Matters.

Exec. Order No. 12196. Occupational Safety and Health Programs for Federal Employees.

Pub. L. 91-596. Occupational Safety and Health Act.

*OIT-005F2B Information Technology Enterprise Mail Management***Overview**

The Enterprise Mail Management (EMM) Program Office establishes written policies and procedures for the timely and cost effective dispatch and delivery of mail. The Office formulates and evaluates enterprise plans, policies and procedures pertaining to mail management to maintain an effective, efficient and economical VA Mail Management Program. EMM liaises with the United States Postal Service, Office of Management and Budget, General Services Administration, other government agencies, relevant councils, and shipping vendors to ensure quality service and adherence to any applicable regulations on all mail management matters.

**Activities**

- Promotes the use of Software-as-a-Service products and facilitates Vendor certification for Authority to Operate and Federal Risk and Authorization Management Program (FEDRAMP).
- Deploys and investigate new mail operations training.
- Ensures policies are current and meet today's mail requirements (6340 Directive/Handbook).
- Works with Administration mail managers on the development of programs that reduce costs and streamline processes within mail operations.

**Authorities**

VA Directive 6340. Mail Management.

*OIT-005F2C Information Technology Space and Project Management***Overview**

The Space and Project Management (SPM) maintains stewardship of resources and provides financials on appropriations and funds for cost and obligation accounting. The office provides contract management support for all ITRM acquisitions and provides Human Resources and Information Technology support for ITRM. SPM's main areas of focus include Budgeting and Financial Activities, Acquisition Management, IT Support, Program Planning and Control and Human Resources.

**Activities**

- Formulates, executes, and develops the current year internal Budget Operating Plan (BOP) and the multi-year plan of the ITRM budget.
- Tracks spending plan items through execution using Budget Tracking Tool (BTT) and reconciles budget items.
- Serves as the liaison between ITRM and acquisition staff, both internal and external to VA.
- Enters ITRM acquisition contracts Information using the Acquisition Review Module.
- Synchronizes contract information with Forecast of Opportunities and Requirements Center for Excellence and BTT.
- Maintains and updates the Investment Justification Package.
- Performs tasks related to staffing and recruitment.

*OIT-005F3 Talent Management Office***Overview**

The Talent Management Office (TMO) comprises three subdivisions: Human Capital Management (HCM), IT Workforce Development (ITWD), and the Office of Organization Development and Engagement (ODE). From recruitment, through training and employee development, to retirement, TMO ensures a comprehensive work experience tailored to employee talents and goals. Additional focus area is the Evaluation Directorate, per Human Capital framework requirements.

**Activities**

- Supports hiring and transformation actions, performance management, reasonable accommodation and workforce planning.
- Provides position management, data analytics and data visualization to all OIT organizations and VA enterprise stakeholders.
- Provides human capital recommendations and consultation for talent acquisition strategies, recruitment actions, organizational realignment and organizational change functions, and submission of personnel action requests for processing by the servicing Human Resources Office.

- Analyzes, documents, and validates manpower management requirements by identifying total workforce requirements to support OIT's delivery of state of the art technology.
- Provides organizational development, strategic workforce planning, contingency planning, quality assessment analysis, succession planning, human capital operational functions and change management consultation within OIT.
- Delivers innovative and relevant learning opportunities aligned to mission needs and focused on enhanced performance to increase employees' technical proficiency.
- Partners with OIT leaders to improve business functions and organizational health by building organizational capacity, enhancing employee engagement and improving employee experience.
- Facilitates diversity, inclusion and collaboration initiatives to build an OIT culture conducive to all employees achieving their full potential.

### **Authorities**

38 U.S.C. § 510. Authority to Reorganize Offices.

5 U.S.C. chs. 12, 23. Prohibited Personnel Practices and Whistleblower Protection Rights and Remedies of Federal Employees.

OMB M-17-22. Reforming the Federal Government/Reducing the Civilian Workforce.

OPM Human Capital Framework Office of Personnel Management Human Capital Framework.

OPM Human Capital Operating Plan Office of Personnel Management Human Capital Operating Plan.

OPM Strategic Plan. Office of Personnel Management Strategic 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 6320. Correspondence Management.

VA Handbook 6310.1. Forms Management Procedures.

VA Human Resources Management. Veterans Affairs Human Resources Management Letter Review of Supervisory Position Ratios.

### *OIT-005F3A Information Technology Human Capital Management*

### **Overview**

Human Capital Management (HCM) performs the business, operations and administrative support for OIT. HCM strives to improve the employee experience by supporting the overarching goals and principles of OIT. Primary focus areas within HCM include hiring and transformation actions, leveraging performance management, reasonable accommodation and workforce planning. HCM provides a variety of human capital functions to help OIT develop, deploy, and improve internal agency policies and procedures associated with the effective management of human capital and the skills, abilities and productivity of hard-working OIT employees across the organization.

### **Activities**

- Provides position management, data analytics and data visualization to all OIT Pillar organizations and VA enterprise stakeholders.



- Provides human capital management representation and human capital consultant services to all OIT functional organizations.
- Analyzes, documents, and validates manpower requirements by identifying and managing the total workforce requirements that support OIT's delivery of state of the art technology.
- Serves as the subject matter experts on Reasonable Accommodation and Personal Assistance Services and ensures all accommodation decisions are evidence-based and within the scope of laws and regulations.
- Manages HCM daily business operations and some OIT administrative work. This Office provides a full range of programmatic administrative, developmental and analytical services relating to employee training, work life issues, administrative fiscal support and employee resources.
- Provides organizational development, strategic workforce planning, contingency planning, quality assessment analysis, succession planning, human capital operational functions and change management consultation to OIT and VA enterprise level leadership.

### **Authorities**

38 U.S.C. § 510. Authority to Reorganize Offices.

OMB M-17-22. Reforming the Federal Government/Reducing the Civilian Workforce.

OPM Human Capital Framework Office of Personnel Management Human Capital Framework.

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 Handbook 6310.1. Forms Management Procedures.

VA Human Resources Management. Veterans Affairs Human Resources Management Letter Review of Supervisory Position Ratios.

### *OIT-005F3B Information Technology 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 IT Workforce Transformation. 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 division 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.

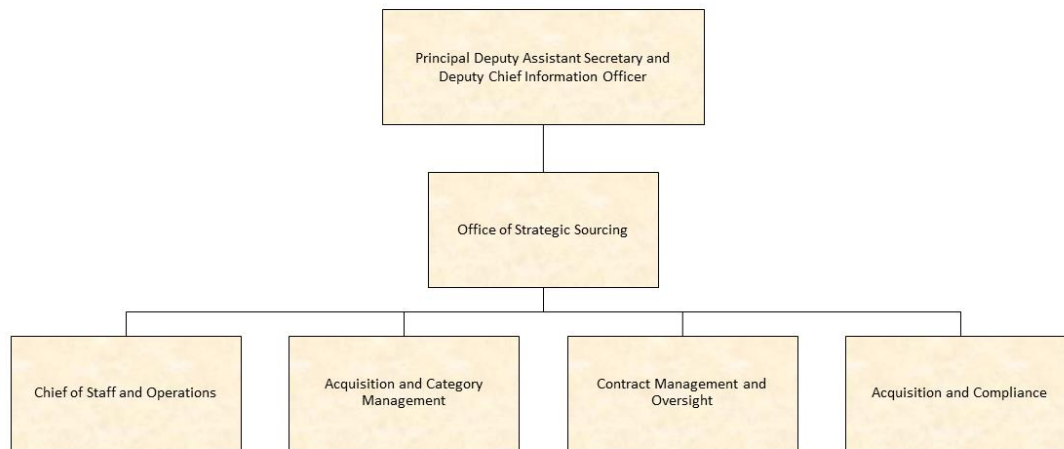
### *OIT-005F3C Information Technology Workforce Development*

#### **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.

*OIT-005G Office of Strategic Sourcing***Figure 19 - OIT Office of Strategic Sourcing**

[Alternate representation of the organization chart](#)

**Overview**

Office of Strategic Sourcing was created to increase the Department's accountability for the procurement of over 6,400 Information Technology (IT) products/services with an estimated contract lifecycle value of \$444.5 billion dollars. OSS's main goals are to enhance the customer experience, streamline the requirements and acquisition process, and realize continuous IT cost containment through strategic sourcing.

OSS ensures that VA consistently receives innovative, best in class products and services from suppliers at the best price. OSS develops consistent, standard processes and metrics to optimize IT spending while improving product and service quality to maximize the value of taxpayer dollars and to improve the quality of products and services while leveraging supplier expertise and industry knowledge. OSS serves as front door for vendors looking to do business with OIT.

OSS is organized into four divisions: Acquisition and Category Management; IT Contract Management and Oversight; IT Acquisition and Compliance Office; and Business Operations/Chief of Staff.

**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.
- Provides IT contract management oversight and IT vendor relationship management.
- Develops IT acquisition policies and procedures consistent with Federal mandates for IT/IT-related acquisitions. Standardizes IT acquisition processes, communications, and training, in collaboration with the Office of Acquisition Logistics and Construction (OALC).

- Executes the CIO's responsibilities for IT acquisition strategies and acquisition plans as they relate to Federal IT Acquisition Reform Act (FITARA).
- Coordinates and/or executes OMB or GAO tasks related to IT acquisition actions or special projects, as directed by the DCIO or Chief Information Officer (CIO).
- Provides for centralized operations, administrative and logistical support authority.

**Authorities**

48 C.F.R. ch. 1. Federal Acquisition Regulation.

OMB M-19-13. Category Management.

President's Management Agenda: Federal Data Strategy 2020 Action Plan. President's Management Agenda: Federal Data Strategy 2020 Action Plan.

President's Management Agenda 2018. President's Management Agenda, 2018.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

Pub. L. 113-291. Federal Information Technology Acquisition Reform Act.

*OIT-005G1 Acquisition and Category Management***Overview**

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. This includes establishing policies, plans and guidelines for all OIT acquisitions and category management processes. ACM is led by the Executive Director for Acquisition and Category Management and is organized into sub-offices that support the major IT spending categories. These sub-offices include – IT Hardware Management, IT Software Management, IT Professional Services and IT Services and an OSS Customer Engagement office.

**Activities**

- Analyzes contracts to identify opportunities to leverage economies of scale to increase efficiency and consistency of cost and quality.
- Develops, implements, and maintains IT category management strategies/plans that realize process efficiencies and IT cost avoidance for VA IT requirements.
- Provides skilled acquisition subject matter expertise to OIT programs, projects, and offices 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.
- ACM is increasing its involvement in execution each fiscal year by engaging with OIT and Non-OIT requirements owners. ACM will continue growing with our customers and has awareness of all IT / IT-Related requirements across the enterprise. ACM also provides consulting services such as supplier engagements and strategic planning to its customers.

- ACM provides acquisition services for new requirements, continuations of existing contracts and purchase card actions.

**Authorities**

48 C.F.R. ch. 1. Federal Acquisition Regulation.

OMB M-19-13. Category Management.

President's Management Agenda 2018 President's Management Agenda, 2018.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

Pub. L. 113-291. Federal Information Technology Acquisition Reform Act.

*OIT-005G2 Contract Management and Oversight***Overview**

CMO provides IT contract management oversight and IT vendor relationship management. Its primary responsibilities are to provide a consolidated strategic view of IT contract performance, contract risks through enterprise acquisition-level data, data-driven dashboards and vendor scorecards, to enable strategic data-driven decision making. CMO serves as the front door for all IT vendors who are seeking business with VA.

**Activities**

- Provides IT contract oversight and IT vendor relationship management.
- 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.
- Establishes, maintains and maximizes strategic relationships with vendors resulting in increased vendor awareness and relationships.
- Serves as the OSS lead for IT supply chain risk management efforts pertaining to IT suppliers.
- CMO hosted 260 executive-level engagements with industry partners on emerging technologies.

**Authorities**

48 C.F.R. ch. 1. Federal Acquisition Regulation.

OMB M-19-13. Category Management.

President's Management Agenda 2018 President's Management Agenda, 2018.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

Pub. L. 113-291. Federal Information Technology Acquisition Reform Act.

VA Handbook 6300.1. Records Management Procedures.

*OIT-005G3 Acquisition and Compliance***Overview**

Acquisition and Compliance (AC) serves as the central authority for IT acquisition policies and procedures. It is responsible for compliance with Federal mandates, and standardization of IT acquisition processes, communications, and training, in collaboration with the Office of Acquisition

Logistics and Construction (OALC). AC is responsible for executing the CIO's responsibilities for IT acquisition strategies and acquisition plans as they relate to Federal IT Acquisition Reform Act (FITARA).

AC coordinated and conducted 920 CIO FITARA reviews in FY21 with an Estimated Contract Lifecycle of \$440.5 billion. AC had oversight of 5449 procurement requirements with an Estimated Contract Lifecycle of \$4.4 billion currently in FY21. AC is responsible for coordinating and/or executing any OMB or GAO tasks as it pertains to IT acquisition actions.

### **Activities**

- Provides input to leadership on OMB, GAO and OIG audits as related to IT acquisitions.
- OMB Integrated Data Collection for OSS as related to FITARA.
- Supports Budget Tracking Tool (BTT) and Acquisition review module (ARM) as it relates to acquisition strategies.
- Manages strategies for executing CIO Authority as it outlined in the Federal IT Acquisition Reform Act (FITARA) for IT acquisition strategies/plans per OMB Memorandum M-15-14.

### **Authorities**

48 C.F.R. ch. 1. Federal Acquisition Regulation.

OMB M-19-13. Category Management.

President's Management Agenda 2018 President's Management Agenda, 2018.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

Pub. L. 113-291. Federal Information Technology Acquisition Reform Act.

## *OIT-005G4 Chief of Staff and Operations*

### **Overview**

Responsible for centralized Operations, Administrative and Logistical support authority for OSS. The OSS Business Office ensures that OSS performs all administrative and logistical actions in accordance with VA and OIT's policy and procedures. Special projects as required by the DCIO or CoS to assist the organization and OIT as required. This directorate is responsible for establishing organizational policies and procedures, providing oversight for human capital management, for responding to Congressional, GAO and other correspondence, for budget planning, budget projections, for executing budget requirements, for establishing business processes and procedures, and for oversight of all assigned VA and OIT tasks and office space management. The OSS Business Operations is comprised of three sub-offices, Business Office, Budget Operations and Workforce Operations.

### **Activities**

- This section is responsible for establishing organizational policies and procedures, providing oversight for establishing business processes, oversight for all VA Integrated Enterprise Workflow Solution (VIEWS) and executive correspondence actions within OSS to include responses to Congressional, Government Accounting Office and Inspector General inquiries, studies and providing OSS employees equipment and space allocations.
- Organizational Strategic Planning and Development.

- Continuity Operations and Preparedness.
- Training and development.
- On and off boarding Program Management.
- Timekeeping Management.
- Organization and Employee Communication.
- Travel Program Management.
- Administers OSS intranet SharePoint.
- Budget Operations Functions and Activities:
  - Prepares and manages the OSS apportionments that includes approximately \$33.5 million dollars for personnel resources and contract services outlined in the FY21 budget. The budget section is structured to manage and assist OIT in the management and execution of enterprise contract vehicles as required by the DCIO. This in concert with OIT Resource Management, plans and executes all OSS budget and finance activities to include Budget Reviews, Programming and Budget Formulation, Annual Budget Submissions, Multi-Year Planning Coordination/Submission, and Budget Execution and Analysis.
- OSS Government Purchase Card Program.
- OSS Enterprise Vehicles Coordination/ Support.
- Financial Management and Oversight Service.
- Monitors / Advises on OSS Appropriation Compliance.
- Workforce Operations Functions and Activities:
  - Completes human capital management functions for Strategic Sourcing including the coordination of staffing, awards and various personnel actions. Workforce Operations completed approximately 83 recruitment actions during FY21 and has 22 active recruitment actions in progress. OSS began FY21 with 110 onboard employees and currently has 149 onboard employees with a FY21 Funded Position Authorization of 155. The end goal for the organization will be 225 FTE.
- Annual Performance Planning.
- Coordinates with HCM for all OSS personnel actions.
- Manages Light Electronic Action Framework (LEAF) requests for OSS positions.
- Workforce and Succession Planning.
- Manpower Management Review Board.

- Knowledge Management (SharePoint, HR Guidance, Newsletters, etc.).
- OSS Position Management.
- ePerformance Compliance.
- Telework Coordination/Guidance.
- Awards Coordination.
- Employee Engagement Coordinator.
- Change Champion.
- All Employee Survey (AES) Coordination.
- OIT Exit Survey Coordination.
- Internal Reporting.

**Authorities**

48 C.F.R. ch. 1. Federal Acquisition Regulation.

OMB M-19-13. Category Management.

President's Management Agenda 2018 President's Management Agenda, 2018.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

Pub. L. 113-291. Federal Information Technology Acquisition Reform Act.



## OIT-005R Office of Information Security

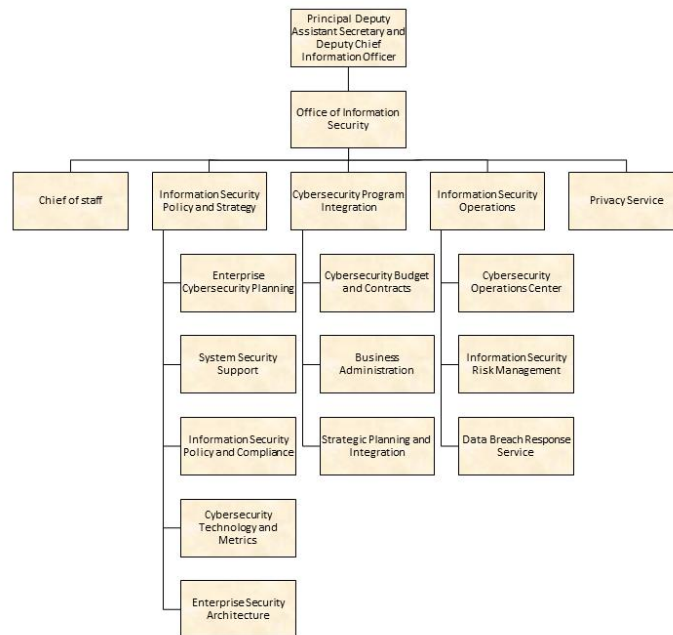


Figure 20 - OIT Office of Information Security

[Alternate representation of the organization chart](#)

### Overview

The Office of Information Security (OIS) manages the VA's cybersecurity and privacy programs and is committed to protecting Veteran data and VA information systems. OIS is comprised of three (3) divisions: Information Security and Policy Strategy (ISPS), Information Security Operations (ISO), and Cybersecurity Program Integration (CSPI). OIS delivers enterprise-wide strategy, policy, governance, and network defense through collaboration with VA and the Office of Information Technology (OIT) business units. OIS operations are designed to enhance enterprise cybersecurity and privacy risk management, ensure secure interoperability both within and outside VA, deliver exceptional customer service, enable secure and resilient business operations, and cultivate a VA cybersecurity privacy workforce and culture.

### Activities

- Creating an Agency-wide cybersecurity and privacy risk management strategy to enable risk-based decision making and enforcement and accountability measures for VA leaders.
- Integrating cybersecurity and privacy into enterprise-wide risk management programs and processes.
- Enhancing the High Value Asset (HVA) risk management program to better protect our most critical systems.
- Integrating the National Institute of Standards and Technology (NIST) Cybersecurity Framework and Privacy Framework with VA's cybersecurity and privacy risk management processes.

- Ensuring that data is protected regardless of its location.
- Ensuring that access methods are secure, flexible and support VA business processes.
- Leveraging shared security and privacy capabilities across the enterprise.
- Collaborating with partners and third-party providers to meet VA cybersecurity and privacy requirements.
- Partnering with stakeholders to provide security and privacy services that add business value.
- Integrating cybersecurity policies, standards, architectures and services with business and IT processes.
- Enhancing VA-wide governance processes that link cybersecurity investments with mission outcomes.
- Improving cyber hygiene to minimize exposure to potential attack vectors and cyber threats.
- Accelerating adoption of innovative and effective cyber technologies to address cybersecurity and privacy gaps.
- Employing mechanisms to take a proactive approach to cyber and privacy threats.
- Validating and enhancing cross-organizational incident response and continuity of operations plans.
- Recruiting, training and sustaining a cybersecurity and privacy capable workforce.
- Enhancing VA cybersecurity and privacy commitment and accountability across the organization.
- Developing a privacy- and cybersecurity-aware VA culture.
- Integrating a VA cybersecurity and privacy workforce planning capability.

**Authorities**

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

*OIT-005RA Information Security Policy and Strategy***Overview**

Information Security Policy and Strategy (ISPS) has oversight of the establishment, deployment and monitoring of enterprise information security policies and strategies, security architectures implementation plans, providing value-added cyber security services to VA and reporting mechanisms. ISPS is comprised of five multi-functional areas: Enterprise Cybersecurity Program (ESCP), Systems Security Support (SSS), Information Security Policy and Compliance (ISPC), Cybersecurity Technology and Metrics (CTM), and Enterprise Security Architecture (ESA).

**Activities**

- Fulfills the CIO's responsibilities as required by the Federal Information Security Modernization Act of 2014 (FISMA), Cybersecurity Act of 2015, Federal IT Acquisition Reform Act (FITARA) and other laws relevant to cybersecurity and privacy.
- Develops and implements VA cybersecurity policies and directives.
- Manages Department level FISMA reporting and cybersecurity program reviews.
- Collaborates with DoD to increase reciprocity and improve Veteran's experience.
- Adapts to the evolving cybersecurity threat landscape by continuing to centralize and refresh policy and guidance.
- Proactively manages organizational cyber risk, remediates VA's material weaknesses and provides support to cybersecurity initiatives across the enterprise.
- Develops a holistic cybersecurity program as part of the Electronic Health Record (EHR) initiative and in support.
- Manages Electronic Health Record (EHR) Security Support.
- Manages Medical Device Protection Program.

*OIT-005RA1 Enterprise Cybersecurity Planning***Overview**

VA established the Enterprise Cybersecurity Program (ECSP) as the agency's sanctioned program to manage VA's cybersecurity activities, cybersecurity projects and achieve its strategic cybersecurity goals. ECSP increases focus on higher risk cybersecurity areas, reduces duplicative efforts and standardizes cybersecurity processes to mature VA's cybersecurity posture, capabilities and culture.

ECSP's objectives are to (1) enable VA to make prioritized, transparent, and defensible risk-informed cybersecurity decisions that align with the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF), (2) oversee the execution of cybersecurity governance activities to mitigate VA risks, and (3) engage VA stakeholders in establishing cybersecurity project accountability and ownership. ECSP will continue to refine its focus to include additional innovative cybersecurity solutions which will allow VA to be proactive in the face of emerging technological and regulatory challenges and an evolving threat landscape.

**Activities**

- Oversees prioritized Cybersecurity (CS) projects to proactively manage organizational cyber risk, support CS initiatives across the enterprise, and increase operational efficiency.
- Refreshes ECSP projects quarterly that creates a more agile Program that supports CS initiatives across the enterprise. The refresh effort gains consensus on the project list with CSF Champions and Business Owners and increases operational efficiency through improving structured processes, establishing stakeholder transparency and providing ECSP project resources.

- Maintains the CS governance structure to enable risk-based decision making; establish accountability and ownership, remediate VA's Material Weaknesses and proactively manage CS risk. Hold bi-weekly ECSP Integrated Project Team (IPT) meetings with business owners, program managers and key stakeholders.
- Develops and maintains the CSF Maturity Modeling Dashboard to provide a centralized overview of CSF subcategory maturity levels. The dashboard enables executive leadership through an in-depth analysis of the CSF subcategories from both a qualitative and quantitative standpoint, to identify new opportunities to improve reporting capabilities, analyze maturity gap impacts and determine areas of high risk. Performs an annual CSF Champions survey on the current and future state of CS maturity and incorporates National Institute of Standards and Technology (NIST) CSF subcategories into the model.
- Manages the Government CS Architecture Review (.govCAR) program. .govCAR provides insight on the level of coverage, identifies weaknesses and redundancies, and provide OIS leadership with the necessary information required to make informed, prioritized investment decisions regarding their cybersecurity strategy.

### Authorities

Exec. Order No. 13800. Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.

*OIT-005RA2 System Security Support*

### Overview

The Medical Device Protection Program (MDPP) is a comprehensive security initiative for the safe and secure operation of network connected medical devices and telehealth systems. The program encompasses pre-procurement assessments, medical device isolation architecture, communications, training, validation, scanning, remediation, patching and secure remote connectivity. The Systems Security Support division provides MDPP guidance to Information Security specialists, Biomedical Engineers and OIT personnel. In addition to internal VA collaboration, partners with external stakeholders across the Federal Government and the medical device industry to share best practices and better safeguard medical devices from threats.

### Activities

- Communication and Training – Provides communication and training related to VA's Medical Device Protection Program (MDPP). Communicates the vision, mission and objectives of MDPP through timely and appropriate generation, collection, distribution of program information. Utilizes multiple channels, including speaking, writing, video, training, focus groups, bulletin boards and intranet, for successful communications that guide the program, stakeholders, customers and sponsors to an understanding of the entire program. Provides training opportunities to support the implementation of new initiatives and for the sustainment of the overall program.
- Risk Assessment and Evaluation Program - Provides enterprise guidance and process for all elements of the MDPP risk framework, which includes; working with assessment offices within the VA to conduct independent reviews that will reflect the status of compliance and effectiveness of process, people, and tools implemented through the program; provides monitoring of MDPP security controls to ensure they are in place and functioning as intended and develops enterprise security controls documentation and risks assessments that support MDPP.

- Incident Response - Provides incident response capability for the enterprise when a medical device is suspected of being infected. Supports expedited reporting and response to compromised medical devices in order to prevent alteration of the function of or availability of the medical device.
- Healthcare Industry Participation - Develops partnerships with external stakeholders across the Federal Government and the medical device industry to share best practices and develop a safer biomedical device network across the health care industry.

### **Authorities**

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

Exec. Order No. 13556. Controlled Unclassified Information.

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

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

### *OIT-005RA3 Information Security Policy and Compliance*

#### **Overview**

The Office of Information Security Policy and Compliance (ISPC) develops and maintains cybersecurity policy for the entire Department and helps to ensure that VA IT security is compliant with all Federal laws, regulations and guidelines governing IT security. ISPC also ensures that Congress, OMB, GAO, OIG and other Departmental stakeholders are informed about VA's cyber security posture and associated risk. Finally, ISPC ensures that IT products and services purchased by VA are compliant with the Department's security policy and requirements. The mission of this group is accomplished through the management of three distinct functions: policy, oversight liaison and procurement review.

#### **Activities**

- Scans current and burgeoning Federal laws, regulations and guidelines to determine their impact on VA's information security posture. It develops Departmental policy that complies with Federal laws, regulations, and guidelines and it manages the VA Office of Information Security Knowledge Service, which is the authoritative source for all VA cybersecurity policy.
- Provides reporting service for VA's annual and quarterly FISMA reports to OMB and Congress and serves as an OIS representative to OMB and Department of Homeland Security (DHS) via the Max portal and CyberScope for cybersecurity reporting issues.
- Conducts reviews of more than 6,000 Departmental IT procurements annually to ensure that products and services are compliant with Departmental and Federal cybersecurity policy and guidelines. This team also serves as the OIS representative to VA's Technical Reference Model (TRM), ensuring that products supported by the TRM possess all the necessary security controls to ensure VA data is protected as necessary.

### *OIT-005RA4 Cybersecurity Technology and Metrics*

#### **Overview**

The Cybersecurity Technology and Metrics (CTM) Office is responsible for overseeing capabilities and strategies to describe, assess and continuously monitor and measure VA's Cybersecurity posture. CTM facilitates visibility into enterprise-wide information security risks and the ability to identify and respond

to emerging cyber threats. CTM provides cybersecurity technical expertise, repeatable risk mitigation processes, and templates to capture and document security requirements early in the Software/System Development Lifecycle (SDLC) and acquisition process resulting in savings in development time and project costs. The team recommends key performance cyber metrics to facilitate risk decision and budget allocation prioritization. CTM provides technical security expertise in various technologies and methodologies in support of the programs responsible for their Federal Information Security Management Act (FISMA) area of responsibility.

### Activities

- VA's Information Security Continuous Monitoring (ISCM), the Continuous Diagnostics and Mitigation (CDM) Program that provides a dynamic approach to fortifying the cybersecurity of VA's networks and systems. The CDM Program provides cybersecurity tools, integration services and dashboards to help the VA improve our overarching security posture.
- The Information System Security Engineering (ISSE) team works in partnership with Project Managers, Information Security Officers, System Administrators, Software Developers, System Engineers, and Architects to ensure systems / applications are compliant with OIS security requirements and regulations, and that the overall security posture and risk profile of the system is acceptable.
- The Information and Communications Technology (ICT) Supply Chain Risk Management security team collaborates with OIT pillars to institute a framework centered on responding to the VA's ICT primary cybersecurity concerns. It provides (1) compliance with applicable Federal Government regulations and industry best practices, and accountability to VA Senior Leaders and Oversight Authorities, (2) visibility of threats, and third-party vendors and suppliers, (3) cybersecurity controls, requirements, processes, and tracing of High Value Assets (HVA).
- The Identity and Access Management (IAM) team has two broad tasks. First, to ensure Department of Veterans Affairs (VA) Federal Identity Credential and Access Management (FICAM) services are in compliance with the FISMA requirements, and second, that those FICAM services are being used throughout VA in fulfilling Access Control (AC), Identification and Authentication (IA), and Audit and Accountability (AU) cybersecurity controls.
- The Software Assurance (SwA) team performs secure code reviews and quality code reviews, in support of the Assessment and Authorization (A&A) requirements. The team also provides subject matter expertise with secure code development to development staffs across the VA.

### Authorities

44 U.S.C. § 3554. Federal Agency Responsibilities.

Pub. L. 115-232 § 889. Prohibition on Certain Telecommunications and Video Surveillance Services or Equipment.

VA Handbook 6500. Risk Management Framework for VA Information Systems - Tier 3: VA Information Security Program.

### *OIT-005RA5 Enterprise Security Architecture*

#### **Overview**

Security Architecture and Software Assurance oversees the identification, prevention and remediation of IT security deficiencies. It ensures that VA technical security initiatives are integrated throughout VA organizations and IT infrastructure. This directorate assists in the application of an all-inclusive and rigorous method for describing and monitoring the current and future structure(s) and behavior(s) of the cyber environment. These actions provide an in-depth understanding across all levels of the cyber posture to support alignment with the organization's core goals and strategic direction. There are four distinct technical security teams in this directorate: Software Assurance (SwA), Enterprise Visibility and Vulnerability Management and Platform Analytics (EVVM), Cyber Security Analytics (CSA), and Federal Identity Credential and Access Management (FICAM) Compliance.

#### **Activities**

- Software Assurance (SwA) team's focus area is the institutionalization of repeatable, enterprise-wide processes, to ensure security is applied throughout the Software Development Life Cycle (SDLC) for all custom software applications. In the shortest time possible, these processes and the skills of VA's internal and contract developers need to reach a level of maturity such that all software development teams can "build security in" with little or no assistance from the central software assurance organization, which then switches from the startup/investment/growth phase to steady-state as software assurance reaches maturity within VA.
- Enterprise Visibility and Vulnerability Management and Platform Analytics (EVVM) team's concentration encompasses endpoint visibility including desktops, laptops, servers and network capable devices. It is geared towards gaining visibility into the inventory data, device configurations and security compliance information on all endpoints throughout the VA which is critical to cyber security analysis. Extensive near real time reporting and cyber security analysis is necessary to generate executive dashboard summaries, reporting artifacts and reporting requests to meet customer demand.
- Cyber Security Analytics team (CSA) takes a deep dive into the configuration of the systems to understand how they share data and enforce security. Then team analyzes individual devices, components, and systems at various levels of the Open Systems Interconnection (OSI) model to develop comprehensive assessments of the security posture and then makes recommendations for improvement, that are aligned with the overall cyber security strategy of the VA.

### *OIT-005RB Cybersecurity Program Integration*

#### **Overview**

The Cybersecurity Program Integration office is responsible for coordinating activities across OIS to ensure operations and the use of resources are integrated, transparent and efficient. CSPI develops the program's strategic goals, objectives and recommends necessary adjustments to improve the organization's ability to meet those goals. CSPI participates and provides expert technical advice on all phases of short, mid and long-range planning of organization and management activities, and coordinates with OIT Pillars, as well as external organizations to identify and mitigate all risks and issues and implement best practices to improve VA cybersecurity policies and programs. CSPI provides technical guidance on program objectives, strategy development and strategic direction. CSPI evaluates, develops, recommends and implements management and administrative practices for efficiencies and

to meet organizations goals and objectives. CSPI functions include Cybersecurity Program Planning, Programming, Budgeting and Execution; Acquisition Management; CS Program Integration and OIS logistics functions such as Chief of Staff and Business/Program Administration.

### **Activities**

- Integrates and coordinates cybersecurity activities across OIS to ensure consistency with OIS strategic goals and objectives.
- Ensures deliverables are submitted in complete, consistent and comprehensive manner, supportive of the Department's position, and properly coordinated with departmental stakeholders, as appropriate.
- Provides coordinated responses to the CIO's in response to agency-level cybersecurity inquiries from Congress, the DHS, Office of Management and Budget (OMB), etc.
- Conducts information security budget formulation, execution, management, monitoring and control.
- Oversees OIS requirements generation and development of supporting acquisition documents for cybersecurity and privacy contracts. Provides expert technical advice on all phases of short, mid and long-range planning of organization and management activities.
- Coordinates with OIT Pillars, as well as external organizations to identify and mitigate risks and implement best practices to improve VA cybersecurity policies and programs.
- Provides technical guidance on program objectives, strategy development and strategic direction.

### *OIT-005RB1 Cybersecurity Budget and Contracts*

### **Overview**

The OIS Budget Office performs all functions related to the planning, programming, budgeting and execution of OIS' information security budget.

### **Activities**

- The Budget Team is responsible for the Planning, Programming, Budgeting and Execution of OIS funding requirements. The budget team oversees the development and approval of the multi-year plan of the OIS budget.
- Oversee, monitor and facilitate the acquisition processes within OIS, ensuring directors and program managers are communicating cybersecurity and Privacy requirements for execution by external contract support offices.

### **Authorities**

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



*OIT-005RB2 Business Administration***Overview**

OIS Business Administration team is responsible for overseeing the composition of executive-level correspondence, responding to VA and OIT data calls, coordination of OIS Town Hall meetings, coordinating with OIT Communications for Congressional testimony, speeches and public relations inquiries. The Business Administration office provides records management and task management and reporting. Additionally, the Business Administration office is responsible for VIEWS, Talent Management System (TMS), VA Time Attendance System (VATAS), Personal Identity Verification (PIV) sponsoring and the Integration meeting minutes and due outs recording.

**Activities**

- Responsible for a range of communication duties including executive messaging, regular department newsletters and awareness campaigns within OIS.
- Oversees all Veterans Integrated Enterprise Workflow Solution (VIEWS) items and executive correspondence actions within OIS.
- Manages responses to Government Accountability Office (GAO) and VA Office of Inspector General (OIG) inquiries, studies and reports.

*OIT-005RB3 Strategic Planning and Integration***Overview**

Strategic Planning and Program Integration (SPPI) is responsible for creating a more collaborative environment within OIS to boost cybersecurity program efficiency, identify program risks and strengthen partnerships within OIS, across OIT functional areas and VA to ensure the protection of Veteran information and VA information systems. To achieve these goals, SPPI develops and manages strategic plans; participates in internal and interagency performance measurement, strategy and policy working groups; conducts cybersecurity program management reviews; develops reporting and analysis products for OIS, OIT and VA leadership to make informed, risk-based decisions and deliver OIS business value and return on investment to our partners.

**Activities**

- Conducts OIS Cybersecurity and Privacy Program Management Reviews to identify program activities, milestones and accomplishments to assist leadership with program prioritization.
- Develops and manages OIS Strategic Plans.
- Develops weekly reporting and analysis products for OIS and OIT.
- Participates in internal and external strategic planning and policy working groups/committees.
- Manages OIS space/seating requirements and ensures a current inventory of hardware and software components.

## *OIT-005RC Information Security Operations*

### **Overview**

Information Security Operations (ISO) sets the direction for VA's cybersecurity operations and privacy actions. ISO synchronizes VA strategic guidance into VA's cybersecurity and privacy efforts through the Privacy Service, the VA Cybersecurity Operations Center (CSOC), Information Security Risk Management (ISRM) and the Data Breach Response Service (DBRS). ISO provides executive-level leadership to VA-wide cybersecurity responses to Department of Homeland Security's Emergency Directives, Presidential Executive Orders and to large VA privacy response breach efforts. ISO is the executive lead for cybersecurity incidents with Electronic Health Records and to the Intelligence Community for cyber intelligence issues.

### **Activities**

- Supports the CIO mission and functions as related to enterprise cybersecurity and to ensure compliance with laws, regulations and recommended practices including adhering to Federal requirements for safeguarding data and information systems.
- Collaborates on cybersecurity and threat information with other Federal agencies.
- Aligns with Federal cybersecurity priorities and requirements and performing Federal liaison functions pertaining to cybersecurity.
- Monitors, detects, reports, contains and mitigates risks and threats to VA's network and infrastructure.
- Verifies and validates VA's cybersecurity posture and defends VA against emerging and imminent threats.

## *OIT-005RC1 Cybersecurity Operations Center*

### **Overview**

Veterans Affairs Cybersecurity Operations Center (VA CSOC) focuses on event monitoring, incident response, vulnerability identification, threat identification, incident reporting to external authoritative entities, and security posture functions, protecting the VA network infrastructure on a 24 x 7 x 365 basis. VA CSOC is comprised of five operational areas, which include: Cyber Business Intelligence (CBI), Cyber Incident Response (CIR), Cybersecurity Analytics (CSA), Cyber Threat Intelligence (CTI), and Cyber Technical Services (CTS). The services provided by each operational area uniquely support specific focuses of cybersecurity functions, while they interact to cohesively ensure there are no gaps in cybersecurity support for the VA network infrastructure.

### **Activities**

- Provides 24/7/365 monitoring and incident response for cybersecurity threats and incidents.
- Provides proactive cyber threat intelligence analysis, threat detection and network forensic analysis to deter, defeat or reduce the impact of threats to the enterprise from emergent and complex attacks or intrusions.
- Investigates and analyzes malware and correlates events to determine cyber threat posture.

- Performs proactive analysis of security tool configurations and capabilities to ensure optimal performance and interoperability of security tools.
- Provides configuration updates, management and monitoring of security sensors to ensure protections in place are current and viable.
- Conducts vulnerability and penetration testing of the VA enterprise network, TIC gateways and programs hosted in the cloud.
- Provides assessments for Web applications, source code analysis and mobile security testing.
- Performs adversarial assessments of High Value Assets to identify where the VA is most vulnerable to the tactics, techniques and procedures used by threat actors.

### **Authorities**

5 U.S.C. § 552a. The Privacy Act of 1974.

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

Pub. L. 113-29 sub. D. Federal Information Technology Acquisition Reform Act (FITARA).

Pub. L. 115-182. the VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

Pub. L. 115-91 title X subtitle G. Modernizing Government Technology (MGT) Act of 2017.

### *OIT-005RC2 Information Security Risk Management*

### **Overview**

Information Security Risk Management (ISRM) oversees the processes that evaluates the risk and compliance of information technology systems and assets against VA's information security policy. ISRM operations support VA's alignment with the FISMA of 2014 by implementing multiple elements of the policy to include Periodic Assessment of Risk, Security Plans, Periodic Testing and Evaluation and Remedial Action Process. ISRM activities involve identifying, assessing, and monitoring risk to the confidentiality, integrity and availability of VA's organizational assets.

### **Activities**

- Authority to Operate (ATO) System Processing and Risk Reviews - Federal Information Security Modernization Act (FISMA) of 2014 requires Federal agencies to develop, document, and implement an agency-wide program to provide information security for the information systems that support the operations and assets of the agency. To satisfy this requirement, VA performs periodic risk assessments to determine the risk and magnitude of harm resulting from unauthorized access, use, disclosure or modification of information that supports operations of the agency. In support of this requirement, ISRM's Authority to Operate (ATO) System Processing and Risk Reviews program oversees the entire NIST 800-37 Risk Management Framework (RMF) process to include, Authorization and Assessment (A&A) package review, briefings and submissions. VA information system risk reviews are conducted in eMASS to address the periodic risk assessment requirement of FISMA. The A&A package is reviewed by the Authorizing Official (AO) and a formal declaration of an information system accreditation is either granted as an authorization to operate with conditions or

outright denied. In accordance with FISMA, the ATO process and risk reviews help identify risk at the both the system and mission levels. These reviews contribute to a holistic view of enterprise risk to confirm information systems and infrastructures are adequately protected.

- Business Requirements Division (BRD) - BRD provides targeted cybersecurity expertise and support at the enterprise-level for programs, projects and business lines across the VA. One area of support is providing guidance for systems and major applications through Steps 1-5 of the Risk Management Framework (RMF). BRD also performs security reviews of information technology acquisitions at the enterprise-level. Another area of support is oversight of the Memorandum of Understanding/Interconnection Security Agreement (MOU/ISA) process for the documentation of external connections.
- Cybersecurity Risk Management (CRM) - CRM defines targeted cybersecurity knowledge to be provided at an enterprise-level for programs, projects and business lines across VA. Additionally, CRM confirms that stakeholders are aware of identified risks and that those risks are measured in an effective and consistent manner, with the goal of sustaining a repeatable process for systems both internal and external to the network.
- Governance Risk and Compliance/Enterprise Mission Assurance Support System (GRC/eMASS)- FISMA requires agencies to implement a process for documenting and implementing remedial actions to address deficiencies, information security policy, procedures and guidelines of the agency. ISRM can track and present compliance with VA's authorization requirements, further providing a holistic view of enterprise risk and inform risk-based decisions to keep information systems and infrastructure sufficiently protected. To address this requirement, as well as the Periodic Assessment of Risk element, VA has implemented tools that provide GRC known as the eMASS. The eMASS tool is a web-based Government off-the-shelf solution that automates a broad range of services for comprehensive, fully integrated cybersecurity management, including controls scorecard measurement, dashboard reporting and the generation of the RMF process. eMASS provides an integrated suite of authorization capabilities and prevents cyber-attacks by establishing strict process control mechanisms for obtaining authorization to operate decisions. Additionally, it provides vulnerability scanning to assess ongoing compliance, measures operational risk and provides guidance on risk-based determinations for VA's information systems' Authority to Operate.
- High Value Assets Oversight (HVA) - VA established the HVA Program Management Office under ISRM in accordance with the OMB Memorandum 19-03 requirements. The program office is intended to enable HVA support for assessments, remediation and incident response, while taking a strategic, enterprise-wide view of cyber risk to protect these assets against cyber threats.
- Personal Identity Verification Credential Issuance Facility Assessment and Validation Division (PCIFAVD) - PCIFAVD is responsible for conducting independent assessments of over 260 VA Personal Identity Verification Credential Issuance Facilities (PCIFs) deployed throughout the agency. These assessments determine compliance with mandatory requirements of Federal Information Processing Standards (FIPS) 201 for Personal Identity Verification (PIV) Card Issuing Facilities.
- Security Assessment and Validation Division (SAVD) - SAVD conducts independent control assessments of information systems. These assessments fall under the "Periodic Testing and Evaluation" requirement of FISMA, which requires Federal agencies to evaluate the effectiveness of information security policies, procedures and practices. SAVD drives VA towards Veteran

information and VA data protection by aiding in the identification of organizational risks and providing remediation recommendations to address non-compliant controls.

### **Authorities**

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
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 6500.5. Incorporating Security and Privacy into the System Development Life Cycle.  
VA Handbook 6500.6. Contract Security.  
VA Handbook 6500.8. Information System Contingency Planning.

### *OIT-005RC3 Data Breach Response Service*

### **Overview**

The Data Breach Response Service (DBRS) is the focal point for responding and reporting to all Privacy and Security related events on a national level. DBRS interacts with the Privacy Officers and Information Security Officers in the field and the National Data Breach Core Team. DBRS has extensive experience in the Information Security and Privacy within the VA and Healthcare field.

### **Activities**

- Support over 700 Information Security Offices and Privacy Officers globally in the tracking, mitigation and prevention of Data breaches.
- Provide program management oversight of the Privacy and Security Events Tracking System (PSETS).
- Collaborate with stakeholders to ensure compliance with emergent laws and guidance.
- Provide external reporting to oversight partners, such as Congressional committees, OMB and Health and Human Services (HHS).
- Provide input on training initiatives to ensure updates and accuracy in Privacy Officer and Information Security Officer training.

### **Authorities**

38 C.F.R. §§ 75.111-119. Data Breaches.  
38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.  
38 U.S.C. § 7332. Confidentiality of Certain Medical Records.  
38 U.S.C. §§ 5721-28 Department of Veterans Affairs Information Security Enhancement Act of 2006.  
45 C.F.R. pts. 160 and 164. HIPAA Privacy, Security and Breach Notification Rules.  
5 U.S.C. § 552a. The Privacy Act of 1974.  
Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996. HIPAA  
Pub. L. 109-461. Veterans Benefits, Health Care and Information Technology Act of 2006.  
Pub. L. 111-5. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009.  
VA Directive 6509. Duties of Privacy Officers.  
VA Directive 6609. Mailing of Sensitive Personal Information.  
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.  
VHA Handbook 1605.05. Business Associate Agreements.

### *OIT-005RD Privacy Service*

#### **Overview**

VA Privacy Service oversees and directs the development of VA's privacy programs to help protect the personal information of Veterans, their beneficiaries and VA employees. Privacy Service advises and makes recommendations to senior officials on privacy priorities. The mission of VA Privacy Service is to preserve and protect the PII of Veterans, their beneficiaries, and VA employees by promoting a culture of privacy awareness and maintaining the trust of those we serve.

#### **Activities**

- Preserves and protects the Personally Identifiable Information (PII) and Protected Health Information (PHI) of Veterans, their families and VA employees.
- Integrates with VA business functions to understand VA mission critical systems and where PHI/PII resides.
- Establishes privacy risk policy and best practices and sharing that information with VA and partners.
- Trains and educates the VA workforce and partners on privacy best practices.
- Integrates with cybersecurity and VA engineering efforts to ensure appropriate privacy protections are identified, acquired and implemented.
- Partners with VA acquisitions teams in the selection of trusted vendors and partners.
- Communicates with, and educates, Veterans about their role in protecting their PII.

#### **Authorities**

5 U.S.C. § 552a. The Privacy Act of 1974.

OMB Circular A-130. Management of Federal Information Resources, December 1985.

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996. HIPAA

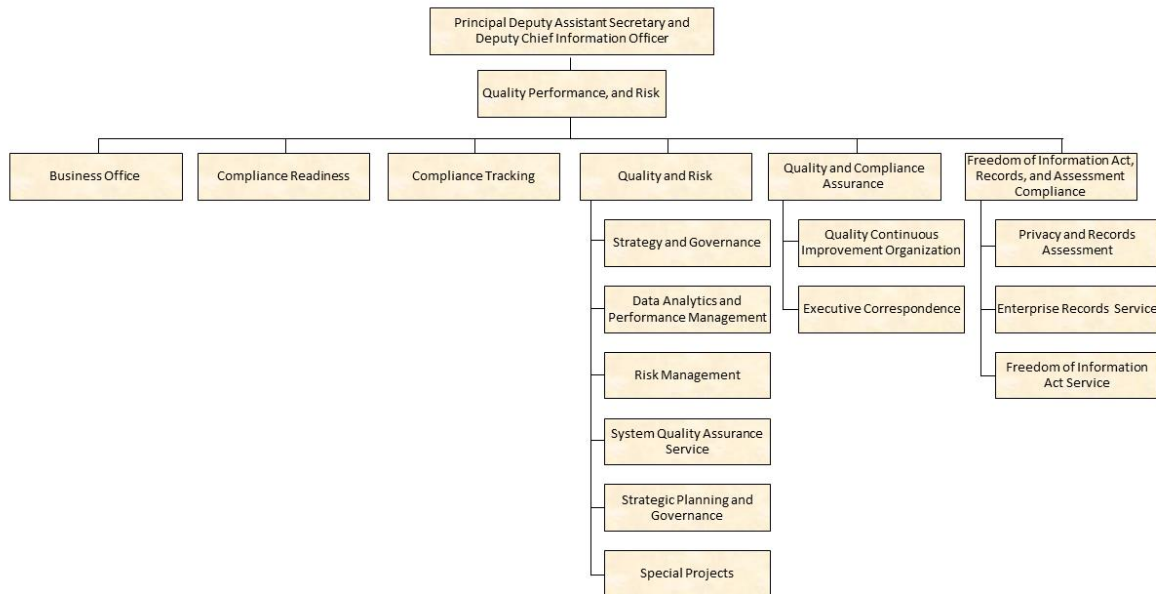
Pub. L. 107-347 §§ 3601, 3602. E-Government Act of 2002. Office of Electronic Government.

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

Pub. L. 96-511. The Paperwork Reduction Act (PRA) of 1980.

Pub. L. 99-508. Electronic Communications Privacy Act, Communication Security.

*OIT-005X Quality, Performance and Risk*



**Figure 21 - OIT Quality, Performance and Risk**

[Alternate representation of the organization chart](#)

**Overview**

The Deputy Chief Information Officer (DCIO) for Quality, Performance and Risk (QPR) advises the Department of Veterans Affairs (VA) Assistant Secretary/Chief Information Officer (AS/CIO) on complex and sensitive performance and risk issues that cross-organizational boundaries within the Department.

QPR establishes the path forward for the Office of Information Technology (OIT) by leading strategic planning and governance efforts within OIT, supported by an internal data analytics and performance management program to ensure comprehensive oversight of Information Technology (IT) investments and functions.

Staff within QPR additionally serve as the OIT Chief Risk Officer, OIT Chief Audit Executive, VA Agency Records Officer, VA Senior Agency Official for Controlled Unclassified Information (CUI), and VA Common Data Steward for IT Management.

QPR co-chairs the Standards and Architecture Council (SAC), the Quality and Risk Committee (QRC), the Analytics and Performance Management Committee (APMC), the IT Investment Board Steering Committee (ITIBSC) Working Group, and the Enterprise Risk Management Working Group (ERMWG).

QPR Interfaces with the public, Veteran stakeholders and external agencies, such as Congress, the Office of Management and Budget (OMB), the Government Accounting 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.

QPR has an annual budget of \$66.3M, a staff allocation of 185 full-time personnel and is divided into three pillars and three supporting offices.

### Activities

- Provides oversight, policy, direction, guidance, and VA compliance for the VA Freedom of Information Act (FOIA) and Records Management programs; conducts compliance assessments of VA Privacy, FOIA and Records Management programs.
- 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.
- 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 the IT Information Resource Management (IRM) Strategic Plan and facilitates the development and dissemination of the OIT Enterprise Roadmap and Division Operations Plans.
- 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.
- Conducts Lightweight Independent Technical Assessments (LITA) of OIT Projects, Programs, and Investments (PPI).
- Champions OIT quality frameworks through Business Process Engineering and administration of the OIT Process Asset Library (PAL).
- Develops and administers the Records Management MetaKnowledge Repository (RM-MKR) application to assist organizations achieve National Archives and Records Administration (NARA) compliance.
- Serves as the OIT Center of Excellence for continuous improvement practices, such as Lean Six Sigma to drive efficiency and accountability while aiding the VA workforce with adopting new practices.
- Conducts quality and compliance reviews of OIT Authority to Operate (ATO) artifacts and IT Asset Inventory management practices.



- Is responsible for implementation of electronic VA FOIA tracking systems, which include FOIAXpress, the FOIA Public Access Link (PAL) and VA portion of the DOJ National FOIA Portal.
- Provides oversight of the Controlled Unclassified Information (CUI) mandated requirement and is responsible for the VA Release of Names and Addresses (RONA) program.

### Authorities

36 C.F.R. ch. 12. National Archives and Records Administration.

38 C.F.R. §§ 1.550-1.562. Procedures for Disclosure of Records Under the Freedom of Information Act.

44 U.S.C. ch. 31. The Federal Records Act.

48 C.F.R. ch. 1. Federal Acquisition Regulation.

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

5 U.S.C. § 4109. Government Employees Training Act (GETA). Expenses for Training.

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

GAO-21-368G. Government Auditing Standards.

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

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

OMB Circular A-130. Management of Federal Information Resources, December 1985.

OMB M-17-22. Reforming the Federal Government/Reducing the Civilian Workforce.

OMB M-20-12. Phase 4 Implementation of the Foundations for Evidence-Based Policymaking Act of 2018

President's Management Agenda: Federal Data Strategy 2020 Action Plan. President's Management Agenda: Federal Data Strategy 2020 Action Plan.

Pub. L. 111-352. GPRA Modernization Act of 2010.

Pub. L. 113-282. Federal Information Security Modernization Act of 2014.

Pub. L. 113-291 § 831. Federal Information Technology Acquisition Reform Act.

Pub. L. 114-185. Freedom of Information Act (FOIA) Improvement Act of 2016.

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

VA Directive 6052. Information Technology Strategic Planning.

VA Directive 6300. Records Management.

VA Directive 6301. Electronic Mail Records.

VA Directive 6309. Collections of Information.

VA Directive 6320. Correspondence Management.

VA Directive 6500. VA Cybersecurity Program.

VA Handbook 6300.1. Records Management Procedures.

VA Handbook 6300.2. Management of the Vital Records Program.

VA Handbook 6300.2/1. Management of the Vital Records Program.

VA Handbook 6300.3. Procedures for Implementing the Freedom of Information Act.

VA Handbook 6300.6. Procedures for Releasing Lists of Veterans' and Dependents' Names and Addresses.

VA Handbook 6300.8. Procedures for Shipment of Records to the VA Records Center and Vault in Neosho, MO.

VA Handbook 6301. Procedures for Handling Electronic Mail Records.

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 6500.5. Incorporating Security and Privacy into the System Development Life Cycle.

VA Handbook 6500.6. Contract Security.

### *OIT-005X1 Quality and Risk*

#### **Overview**

The Quality and Risk (QR) pillar provides executive leadership to offices responsible for assessing and managing risks, developing performance measurements and analytic processes, and overseeing and facilitating strategic planning and governance processes. QR also oversees the assessment of Information Technology (IT) system Authority to Operate (ATO) packages and IT Asset Management practices, the development and dissemination of the Office of Information Technology (OIT) Enterprise Roadmap and Division Operational Plans, and the performance of Independent Verification and Validation (IV&V) of programs, projects, systems, and software. QR is comprised of six offices with a total staff allocation of 90 full-time personnel.

#### **Activities**

- Oversees the development, implementation, and management of OIT's ERM Program and Framework.
- Oversees the development and execution of OIT's enterprise analytics strategy.
- 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.
- Oversees the management of the Enterprise IT Information Resource Management (IRM) Strategic Plan, the IT IRM Enterprise Roadmap, and the IT Governance Framework.
- Oversees the establishment and enforcement of QPR policy and strategy, the OIT quality framework, and VA OIT strategic and operational level planning documents to include the VA OIT Enterprise Roadmap and OIT Division Operations Plans, as well as QPR's tactical planning documentation.
- Oversees special projects and studies into change management, continuous improvement, and issues impacting OIT goals and priorities.

### *OIT-005X1A Strategy and Governance*

#### **Overview**

The Strategy and Governance (SG) office leads the establishment and enforcement of Quality, Performance and Risk (QPR) policy and strategy, the Office of Information Technology (OIT) quality framework, and Department of Veterans Affairs (VA) OIT strategic and operational level planning documents to include the VA OIT Enterprise Roadmap and the OIT Business Operations Plans, as well as QPR's tactical planning documents.

#### **Activities**

- Generates OIT strategic and operational documentation, facilitates QPR's tactical guidance and documentation, integrates and de-conflicts policy and standards, and clarifies and aligns roles and responsibilities.

- Leads integration efforts with OIT governance and other QPR organizations, defines and implements the Quality Management Program (QMP), and guides quality improvements in OIT capabilities, products, and services.
- Conducts Lightweight Independent Technical Assessments (LITA) of Projects, Programs, and Investments (PPI), and conducts quality and compliance assessments of Information Technology (IT) system Authority to Operate (ATO) packages and IT Asset Management practices.
- Manages QPR Demand Management intake of tasks and the OIT Electronic Stored Information Collection (ESIC) request intake workflow for OIT Digital Investigation Services.
- Monitors OIT's Section 508 compliance.
- Conducts Process Asset Library (PAL) compliance assessments supporting PAL maturity improvements.

### *OIT-005X1B Data Analytics and Performance Management*

#### **Overview**

The Data Analytics and Performance Management (DAPM) office supports data-driven analysis and decision making to improve the efficiency and effectiveness of Department of Veterans Affairs (VA) management capabilities and operations. DAPM leads performance management across the Office of Information Technology (OIT) enterprise which includes the oversight, development, reporting, and tracking of measures and metrics (both actuals and targets) associated with program and operational activities. This includes both outcome based measures and metrics tied to strategic priorities and reported external to VA, as well as more tactical output-based metrics and measures used to assess the performance of internal operational processes.

#### **Activities**

- Develops, champions, and executes OIT's enterprise analytics strategy.
- Plans, facilitates, documents, and reports performance measures in line with VA, OIT strategic objectives, and Office of Management and Budget (OMB) requirements.
- Prepares in-depth performance analyses for stakeholders and executive leadership.
- Manages the Monthly Program Review engagement with OMB and administers reporting of VA's Integrated Data Collection.
- Provides input to the VA Annual Performance Plan (APP), Annual Performance Plan & Report (APP&R), Strategic Review, and VA Operations Board.

### *OIT-005X1C Risk Management*

#### **Overview**

The Risk Management (RM) office implements and manages the Office of Information Technology (OIT) Enterprise Risk Management (ERM) Program and accompanying ERM Framework to provide the necessary governance, communications, training, processes, and tools to effectively identify, assess,

manage, and monitor enterprise risks, which enables VA leadership to make informed decisions, focus priorities to better serve Veterans, and efficiently and effectively manage resources.

**Activities**

- Ensures the OIT ERM Framework aligns with the Department of Veterans Affairs (VA) ERM Framework and adheres to Federal regulations and mandates.
- Leads the OIT ERM Working Group (ERMWG) and participates in the VA ERM Working Group.
- Assists organizations in managing enterprise risks, and provides a framework for effectively managing uncertainty, responding to risk, and harnessing opportunities as they arise.
- Administers OIT's Enterprise Risk Registry (ERR) application and risk reporting tool (E-RISK Portal).

*OIT-005X1D Systems Quality Assurance Service***Overview**

The Systems Quality Assurance Service (SQAS) performs oversight activities that span the system development lifecycle to identify risks and lessons learned. SQAS provides an early objective independent assessment of processes and software for new development, commercial-off-the-shelf products, software-as-a-service, and legacy system enhancements of Department of Veterans Affairs (VA) applications to help the Office of Information Technology (OIT) ensure accountability and system integrity for Veterans, employees, American taxpayers and external oversight authorities.

**Activities**

- Conducts Independent Verification and Validation (IV&V) services on major Information Technology (IT) programs, projects, systems, and software.
- Performs independent Systems Integration Testing and a full range of Quality Assurance services primarily for, but not limited to, financial, corporate, human resources, payroll, mixed systems, and their interfaces.

*OIT-005X1E Strategic Planning and Governance***Overview**

The Strategic Planning and Governance (SPG) office manages the Enterprise IT Information Resource Management (IRM) Strategic Plan and operates and manages all aspects of IT Governance forums to improve VA IT governance decision making.

**Activities**

- Leads Office of Information Technology (OIT) IT Governance coordination, integration, and planning.
- Develops and maintains the IT governance framework, IT Governance policy, training documentation, communication plans, and knowledge management structures.
- Integrates IT Governance with Department of Veterans Affairs (VA), Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), and National Cemetery Administration (NCA) Governance frameworks.

- Incorporates the IT Strategic Planning Ecosystem into OIT's operational framework.
- Develops and publishes the IT IRM Strategic Plan and ensures alignment to the Enterprise Roadmap and lower-level operations plans, and integration with the IT Governance Framework.
- Facilitates development of OIT performance measurements/metrics for IT IRM Strategic Plan Objectives and Goals, linked to Operational Plans.

#### OIT-005X1F Special Projects

##### **Overview**

The Special Projects (SP) office leads internal projects that employ unique analysis approaches and techniques, with the goal of improving Quality, Performance and Risk (QPR) processes, products, and services.

##### **Activities**

- Leads change impact analysis for priority improvement areas.
- Develops criteria, guidelines, and recommendations for institutionalizing continuous improvement.
- Performs independent analysis of challenges and barriers to QPR goals and priorities.
- Identifies and prioritizes specific areas where change (e.g., process, technology, organizational) has the potential for delivering tangible improvements to QPR products and services.

#### OIT-005X2 Quality and Compliance Assurance

##### **Overview**

The Quality and Compliance Assurance (QCA) pillar leads offices that are responsible for Office of Information Technology (OIT) business process integration, facilitation support, and Quality, Performance and Risk (QPR) correspondence and communications. QCA is comprised of two offices with a total staff allocation of 22 full-time personnel.

##### **Activities**

- Oversees the publishing and management of almost 200 OIT business processes through the OIT Process Asset Library (PAL).
- Oversees the administration of the OIT Process Asset Library (PAL) and Records Management MetaKnowledge Repository (RM-MKR) applications.
- Oversees the management of QPR internal and external communication activities.
- Oversees the management of QPR internal and external correspondence activities.

### *OIT-005X2A Quality Continuous Improvement Organization*

#### **Overview**

The Quality Continuous Improvement Organization (QCIO) leads Office of Information Technology (OIT) business process integration, manages Quality, Performance and Risk (QPR) communications efforts, and provides facilitation support across OIT organizations.

#### **Activities**

- Conducts comprehensive Business Process Reengineering (BPR); analyzes codifies, improves, deconflicts, and documents Department of Veterans Affairs (VA) and OIT business processes to ensure consistency, transparency, and statutory compliance.
- Documents and publishes OIT and VA business processes within the OIT Process Asset Library (PAL).
- Manages QPR internal and external communications through partnerships with QPR offices and the OIT Information Technology (IT) Strategic Communications office.
- Assists VA organizations to meet National Archives and Records Administration (NARA) compliance through the administration of the Records Management MetaKnowledge Repository (RM-MKR) application.
- Provides professional OIT-wide facilitation services using disciplined problem-solving processes.

### *OIT-005X2B Executive Correspondence*

#### **Overview**

The Executive Correspondence (EC) office collaborates with internal Office of Information Technology (OIT) and external Department of Veterans Affairs (VA) customers and strategic partners to prepare correspondence and document issues that impact OIT and Quality, Performance and Risk (QPR) activities.

#### **Activities**

- Serves as single point of contact with OIT Front Office and other internal and external VA stakeholders regarding QPR correspondence actions.
- Tracks the status and progress of QPR executive correspondence-related activities.
- Provides guidance to ensure QPR stakeholders are properly implementing higher level correspondence procedures related to assigned actions.

### *OIT-005X3 Compliance Tracking*

#### **Overview**

The Compliance Tracking (CT) office manages Office of Information Technology (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. CT has a staff allocation of six full-time personnel.

**Activities**

- Tracks and integrates compliance requirements received from oversight authorities by maintaining a baseline of commitments.
- Interacts with oversight authorities to understand objectives and the scope of requirements. Engages with parties responsible for action planning and remediation and provides guidance to ensure implementing organizations understand requirements.
- Ensures executive visibility of OIT's compliance posture by reporting oversight compliance information to OIT leadership through executive status reporting.

*OIT-005X4 Business Office***Overview**

The Business Office (BO) coordinates and performs internal business and administrative services that support the Quality, Performance and Risk (QPR) mission. The BO has a staff allocation of 11 full-time personnel.

**Activities**

- Identifies professional development needs and resources; develops and procures training; manages training policy, systems, and records.
- Serves as timekeeping lead for QPR; provides guidance, oversight, and training to QPR timekeepers and certifiers; manages timekeeping policy, systems, and records.
- Serves as travel reviewer and travel card manager for QPR; provides guidance, oversight, and training to travelers and travel card users; manages travel-related policy, systems, and records.
- Formulates and manages the QPR budget; prepares funding documents; monitors and controls funds execution; manages financial policy, systems, and records.
- Coordinates and performs QPR acquisition activities; provides oversight, guidance, and training to Contracting Officer Representatives (COR); manages acquisition policy, systems, and records.
- Manages the QPR Purchase Card program; provides oversight, guidance, and training to purchase card holders; manages purchase card policy, systems, and records.
- Initiates and coordinates employee relations, performance management, recruitments, and other Human Resources (HR) actions for QPR; manages HR-related policy, systems, and records.

*OIT-005X5 Compliance Readiness***Overview**

The Compliance Readiness (CR) office leverages expertise and positive stakeholder relationships to measurably reduce Department of Veterans Affairs (VA) risk of non-compliance with Federal and VA information system security standards. CR works collaboratively to improve audit processes, tools, and communications to ensure minimal impact to business partners, and is responsible for lifecycle management of internal and external Office of Information Technology (OIT) audits that include Office of Inspector General (OIG) Federal Information Security Modernization Act (FISMA) and Financial

Statement, Internal Revenue Service (IRS) Federal Tax Inspection, Federal Managers Financial Integrity Act (FMFIA), and Federal Financial Management Improvement Act (FFMIA). CR has a staff allocation of 48 full-time personnel.

### **Activities**

- Coordinates and facilitate FISMA, FMFIA, FFMIA, and IRS Tax Inspection audits of Information Technology (IT) information systems and processes annually, engaging stakeholders to ensure audit requirements are met.
- Analyzes audit data, to include thousands of audit findings, to evaluate compliance and effectiveness of internal security controls and identify broad trends in non-compliance to support strategic resource decisions.
- Facilitates the development and implementation of repeatable enterprise capabilities to foster and promote compliance with FISMA, IRS Federal Tax Inspection, FMFIA, and all related laws, standards, and guidelines.

### *OIT-005X6 Freedom of Information Act, Records and Assessment Compliance*

#### **Overview**

The Freedom of Information Act (FOIA), Records, and Assessment Compliance (FRAC) pillar leads offices that manage the Department of Veterans Affairs (VA) FOIA and Records Management programs, and conduct compliance assessments of Privacy, FOIA and Records programs across VA. FRAC is comprised of three offices with a total staff allocation of 36 full-time personnel.

#### **Activities**

- Oversees the management of the VA FOIA program to ensure compliance with laws and regulations, and responsiveness to requests for information from the public.
- Oversees the management of the VA Records Management program to ensure government accountability and compliance with laws and regulations.
- Oversees the performance of on-site compliance assessments of VA Privacy, FOIA, and Records Management programs, performs analysis of findings, and provides remediation and consultation services to assessed organizations.

### *OIT-005X6A Privacy and Records Assessment*

#### **Overview**

The Privacy and Records Assessment (PRA) office evaluates and delivers enterprise-wide reporting of the current compliance and sustainability postures of Department of Veterans Affairs (VA) Privacy, Records Management, and Freedom of Information Act (FOIA) programs, via on-site assessment and reporting.

#### **Activities**

- Conducts on-site assessments of Privacy, Records Management and FOIA programs across VA.
- Reports overall Privacy, Records Management, and FOIA program compliance posture.



- Assists in “on the spot” remediation of compliance deficiencies and provides post assessment consultation services.
- Maintains and updates the Electronic Compliance Monitoring Database (eCMD) to include content, development of assessment criteria, and standardized evaluation scoring.
- Gathers and performs data analysis of assessment results for trending purposes and policy gaps. Presents annual assessment results on compliance posture and recommendations to Veterans Benefits Administration (VBA), National Cemetery Administration (NCA), VA Central Office (VACO), and OIT leadership for action.

### OIT-005X6B Enterprise Records Service

#### **Overview**

The Department of Veterans Affairs (VA) Enterprise Records Service (ERS) ensures all VA records are managed in an effective and cost-efficient manner and that VA’s records management practices comply with the Federal Records Act.

#### **Activities**

- Provides policy oversight and monitoring of records management compliance for all VA records activities.
- Ensures government accountability, protects the interests of the public, and mitigates records-related litigation risks.
- Works directly with the National Archive and Records Administration (NARA) on records appraisals.
- Provides oversight of the Controlled Unclassified Information mandated requirement and manages the VA Release of Names and Addresses (RONA) program.

### OIT-005X6C Freedom of Information Act Service

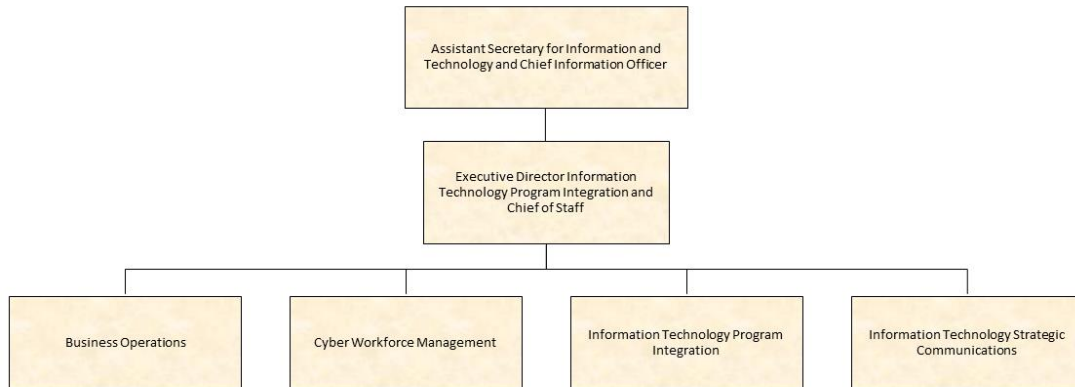
#### **Overview**

The Department of Veterans Affairs (VA) Freedom of Information Act (FOIA) Service ensures that VA policies comply with Federal regulatory requirements and legislative mandates regarding FOIA.

#### **Activities**

- Provides FOIA program direction, policy, guidance, and oversight to senior leadership, and FOIA Offices and Officers throughout VA.
- Responsible for implementation of Department of Justice (DOJ) mandated electronic VA FOIA tracking systems, which include, FOIAXpress, the FOIA Public Access Link (FOIA PAL), and the VA portion of the DOJ National FOIA Portal.
- Works directly with the Office of General Counsel (OGC) in handling appeals and litigation.

## *OIT-005B Executive Director Information Technology Program Integration and Chief of Staff*



**Figure 22 - OIT Executive Director, Technology Program Integration and Chief of Staff**

[Alternate representation of the organization chart](#)

### **Overview**

The Executive Director for Information Technology Program Integration and Chief of Staff (ED ITPI/COS) is a trusted senior advisor to the Assistant Secretary for Information and Technology and Chief Information Officer (AS/CIO), and Principal Deputy Assistant Secretary (PDAS). This position and office support the immediate goals and requirements of the Office of the Assistant Secretary (Front Office) and coordinates strategic actions that span the entirety of OIT that include, but are not limited to synchronizing OIT organizations, processes, and plans; orchestrating OIT strategic communications; leading and standardizing OIT staffing and administrative products; and shaping VA cyber workforce management.

The ED ITPI/CoS serves on numerous governance councils to orchestrate OIT actions in alignment with IT strategy, policies, and security to guide the transparent execution of OIT's \$4.3 Billion annual IT appropriation. The ED ITPI leads consolidated recurring updates to the AS/CIO from the staff, and serves as the primary liaison to the VA Chief of Staff (COSVA) and the Executive Secretariat (EXECSEC), the Office of Intergovernmental and Public Affairs (OPIA), and the Office of Congressional and Legislative Affairs (OCLA), and the Office of General Counsel (OGC), the Labor Management Relations office (HRA/LMR), and the Office of Accountability and Whistleblower Protection (OAWP) for those issues involving or affecting the OIT senior staff, all of OIT, or multiple Staff Offices within OIT.

The ED ITPI/CoS represents OIT at Congressional and media engagements, executive councils and governance activities, and Federal and industry forums to further VA and OIT goals supporting more efficient and cost effective technical solutions in support of our Nation's Veterans. In these capacities,

The ED ITPI/COS is authorized to speak for the AS/CIO and commit OIT to courses of action within established policy. The ED ITPI/COS fulfills these responsibilities through two senior advisory positions, the Deputy Chief of Staff (DCOS) and the OIT Senior Advisor and four subordinate organizations.

The Deputy Chief of Staff (DCOS) represents the ED ITPI/COS in their absence and advocates for OIT positions in senior VA forums. The DCOS analyzes requirements from the VA senior staff and executive councils and guides the fulfillment of these requirements through taskings to the OIT subordinate organizations.

The OIT Senior Advisor serves as the OIT Front Office lead for all legal, labor management, planning, investigations, and sensitive, urgent issues that encompass multiple organizations in OIT or all of OIT at a national level and/or affect OIT senior leadership. In this capacity, the Senior Advisor coordinates with the Office of General Counsel, the Labor Management Relations Office, and other external VA and non-VA organizations to derive sound advice and solutions for OIT senior leadership. Further, this position establishes multi-disciplined, ad hoc working groups to create and implement solutions in support and at the direction of the AS/CIO.

ED ITPI/CoS has four subordinate organizations: Business Operations, IT Strategic Communications, IT Program Integration, and Cyber Workforce Management.

### **Activities**

- Is a trusted senior advisor to the AS/CIO and PDAS on executive-level decisions that improve business outcomes and make OIT a more effective service delivery organization across the enterprise.
- Develops and implements policy in response to legislative or executive changes to conform with new laws, regulations, and policies.
- Leads OIT strategic communications to include, but not limited to external communications, Congressional engagement, national media engagement, and OIT-wide communications.
- Serves as the Executive Cyber leader, ensuring VA's cyber workforce management initiatives are aligned to National Initiative for Cybersecurity Education (NICE) Workforce Framework for Cybersecurity (NICE Framework).
- 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.
- Collaborates with Federal agencies to develop standard frameworks for Cybersecurity Workforce career pathways to educate, train, reskill and certify the workforce.
- Oversees OIT's executive leadership participation in external speaking and media engagements.
- Serves as the AS/CIO's key integrator to include, but not limited to technical processes, procedures, policy development, program plans, services to Veterans, and strategic planning and implementation.
- Drives the cross-organizational integration of people, programs, and initiatives, conducts reviews of organizational redesign, and mitigates the impact associated with legislative and regulatory changes have on operations.

- Guides OIT emergency preparedness to ensure operational IT continuity during times of crisis and emergencies.
- Collaborates with internal and external stakeholders to help advance and advocate technological developments and foster innovation to support VA's Digital Transformation strategy.
- Directs business operations to include, but not limited to standardization and management of administrative and staffing workflows, performance metrics, strategic planning, budget management, administrative and executive support of the AS/CIO, PDAS, and other senior OIT leadership.
- Drives standardized workflows across OIT business functions to promote productivity, eliminate inefficiency, and ensure compliance.
- 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.
- Collaborates with OIT's executive team to prioritize business strategies and maximum effectiveness and efficiency of administrative operations in 34 locations nationwide.

### *OIT-005B2 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 ensure 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.

### *OIT-005B3 Information Technology Strategic Communications*

#### **Overview**

IT Strategic Communication (ITSC) is the Office of Information and Technology's (OIT) primary office for the management and coordination of all communication efforts. ITSC enables and promotes the understanding of OIT's world class products and services and their relationship to the Veteran experience. 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 its 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.

- 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.
- Leads OIT analysis and preparation of OIT executive leaders for Congressional and oversight body engagements, including hearing testimony and briefing presentations.
- Is responsible for OIT intranet and internet design, development, maintenance, content management, and accessibility.
- 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.

VA Directive 6102. Internet and Intranet Services.

VA Directive 6221. Accessible Electronic and Information Technology (EIT).

VA Directive 6301. Electronic Mail Records.

VA Directive 6502.3. Web Page Privacy Policy.

VA Directive 6515. Use of Web-Based Collaboration Technologies.

### *OIT-005B4 Information Technology Program Integration*

#### **Overview**

The IT Program Integration (ITPI) Office creates efficiency and cohesion across Office of Information and Technology (OIT) programs, synthesizes cross-functional and organizational activities, decreases collaborative friction, and provides executive oversight for cross-organizational activities for decision making. Included within the ITPI Office is the Office of Business Continuity, 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.

- Fosters collaboration across OIT's business lines to "connect the dots" between OIT pillars for smoother and more secure business operations.
- Facilitates organizational transparency, data sharing, and continuous improvement, to enhance decision making efforts, reduce redundancies, and increase collaboration.
- Develops and recommends repeatable integration processes and clear communications channels, a to deconstruct silos and inefficient workflows.
- Provides OIT leaders visibility into critical initiatives and emerging needs for OIT leadership.
- Serves as a trusted partner and "honest broker" to identify gaps and recommend operational solutions using industry best practices.

### *OIT-005B5 Cyber Workforce Management Office*

#### **Overview**

The Office of Cyber Workforce Management (CWM) 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. CWM 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.
- Together with the Department of Defense and the Cybersecurity and Infrastructure Security Agency (CISA), chairs the Federal Cyber Workforce Management and Coordinating Working Group, which develops baseline requirements, resources, and capabilities that promote the strength and maturity of the Federal cyber workforce.
- Engages with Federal Leadership Councils, Congressional Staffers, the Office of the National Cyber Director, the National Security Council, and the 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.
- Influences and informs VA's 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.



## OIT-005E Chief Technology Officer

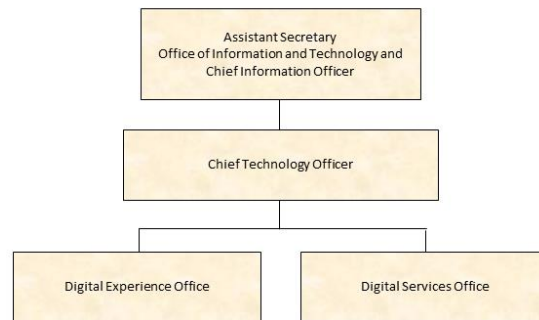


Figure 23 - OIT Chief Technology Officer

[Alternate representation of the organization chart](#)

### Overview

The Chief Technology Officer (CTO) serves as Principal Advisor to the Assistant Secretary (AS) and Chief Information Officer (CIO) of OIT and is the information technology expert. The CTO leverages expertise and knowledge of new and emerging technologies to establish a vision for how OIT can leverage those new technologies to chart a path to achieve OIT's strategic objectives through the effective use of technology architecture and engineering. The CTO provides leadership for key architects including enterprise architecture, security architecture, and data architecture processes. The CTO ensures compliance with Federal Enterprise Architecture (EA) principles and guidance and provide oversight and leadership in the transition from the "as is" to the "to be" architecture.

The Office of the Chief Technology Officer (OCTO) 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's efforts are organized into five portfolios that are aligned to the Office of Information and Technology's (OIT) main product portfolios:

1. Veteran Digital Experience
2. Health Care Delivery
3. Benefits Delivery
4. Technology Innovations
5. Data and Analytics

### Activities

- Veteran Digital Experience: Help 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.

- Health Care Delivery: Help 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.
- Benefits Delivery: Help VA deliver Veteran benefits in minutes, not months.
- Technology Innovations: Help 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.
- Data and Analytics: Ensure 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.
- Designs the technical vision to meet VA's strategic goals and recommends the appropriate technology solutions for these goals.
- Provides leadership for key architects including enterprise architecture, security architecture, and data architecture.
- 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 technology research and development projects or applications in support of OIT's goals and objectives.
- Leverages advances in science and emerging technologies to drive innovation and provide best in class practices, processes and solutions.
- 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 Digital Experience Office*

#### **Overview**

The Digital Experience Office (DE) in the Office of the CTO (OCTO) works to deliver self-service tools to enable Veterans, caregivers and families to discover, apply for, and manage the benefits they have earned more easily.

The Digital Experience team serves as the owner for systems within the Veteran Digital Experience portfolio and is responsible for developing high-level strategies to support development efforts to achieve VA-wide business objectives. The team develops and implements operating policies and procedures, standards, and related reporting systems to guide personnel to ensure proper controls and

quality in digital experience work products. The team works with business owners across VA to complete successful product builds and collaborates with product teams to drive the creation of Veteran facing digital products and services. It is also the approval authority for VA's Digital Modernization strategy.

The DE team helps execute VA's digital modernization vision to ensure that every Veteran has access to the best self-service digital tools in the Federal Government, on par with the digital experiences Veterans receive from the private sector businesses they interact with in their daily lives. DE's mission is to continuously deliver high quality digital experiences for the benefit of all Veterans and their families. DE works toward this vision and achieving this mission by:

1. Building, maintaining, and improving the public facing experience on VA.gov, the flagship VA mobile app, and other Veteran facing digital tools, services and properties.
2. Being primarily responsible for the ongoing delivery of VA's Digital Modernization strategy.

### Activities

- Helps VA deliver self-service tools on par with top private sector companies, ensuring VA delivers the best online experience in the Federal Government.
- Customizes each digital service to the individual using the service.
- Conducts extensive research with Veterans and other users, using human centered design techniques and practices, and translates that research into executable technical requirements.
- Uses expertise to champion the use of modern digital service delivery and management approaches to strengthen the agency's internal technical capacity, drawing heavily upon best practices from industry, including human centered design, open source, and agile development.
- Facilitates the Digital Modernization Council and assists VEO in coordinating with each VA business line to prioritize enhancements in VA's digital experiences.
- Identifies opportunities to unify requirements into enterprise-wide platforms that can provide a better user experience more efficiently than if the requirement was experience was delivered for a single business line.
- Works with business lines across VA to develop and track metrics to ensure that software products are leading to intended Veteran outcomes.
- Acquires and manages the necessary resources, including leadership support, financial resources, and key personnel, to support IT security goals and objectives.
- Analyzes the implementation of modernization strategies, standards, and practices across the enterprise working collaboratively to identify and implement methods to ensure an integrated systematic approach in the planning, selection and integration, interface, and execution of Governmentwide digital products.
- Manages systems life cycle development for Veteran facing digital products.

- 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.
- 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.
- Writes, advises on and issues agile contracts for software development and build and manage the teams on those contracts.

### *OIT-005E2 Digital Services Office*

#### **Overview**

The Digital Service (DS) team works out of the Office of the CTO (OCTO) utilizing design and technology best practices to provide Veterans with the best digital tools to empower them to discover, apply for, track, and manage their benefits online. This group provides VA access to a unique talent pipeline, sourced from the United States Digital Service (USDS). Digital Service personnel are staffed across OCTO's efforts, which are organized into five portfolios, which are themselves aligned to the Office of Information and Technology's (OIT) main portfolios.

1. Veteran Digital Experience
2. Health Care Delivery
3. Benefits Delivery
4. Technology Innovations
5. Data and Analytics

#### **Activities**

- **Veteran Digital Experience:** Helps VA deliver self-service tools on par with top private sector companies and will have the best online experience in the Federal Government. Customizes each digital service to the individual using it. Makes interacting with VA digital services feel like navigating TurboTax, not filling out a form.
- **Health Care Delivery:** 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.
- **Benefits Delivery:** Helps VA deliver Veteran benefits in minutes, not months.
- **Technology Innovations:** 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.

- Data and Analytics: 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.
- Works with a diverse group of stakeholders across the Federal Government to improve the digital services government delivers to citizens and businesses.
- Coordinates with the U.S. Digital Service office within the Executive Office of the President on various whole of government digital service initiatives.
- Interfaces with other digital service teams across the government to ensure VA is following best practices in the state of the art of government digital service delivery.
- Champions the use of modern technology development and management approaches, drawing heavily upon best practices from industry, including open source and agile.
- 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.
- Writes, advises on and issues agile contracts for software development and build and manage the teams on those contracts.
- Applies the resources and skill sets of Digital Service Experts to rapidly respond, assess, and resolve problems with digital applications across VA.
- Identifies strategies to bring skills to deliver needed digital services into VA and work with USDS and agency hiring officials to identify and assess candidates for appropriate skill sets to support digital service initiatives.
- Serves as a nationally recognized and respected authority on a diverse range of issues related to technology and digital service delivery, and/or technology policy, as well as more widespread issues affecting the mission of OIT or VA.
- Executes decision making authorities and establishes vision and direction for VA's cyber and cyber-related resources and/or operations.
- Directs and executes technology research and development projects or applications in support of the goals and objectives of VA business lines.

## OM-004 Office of Management

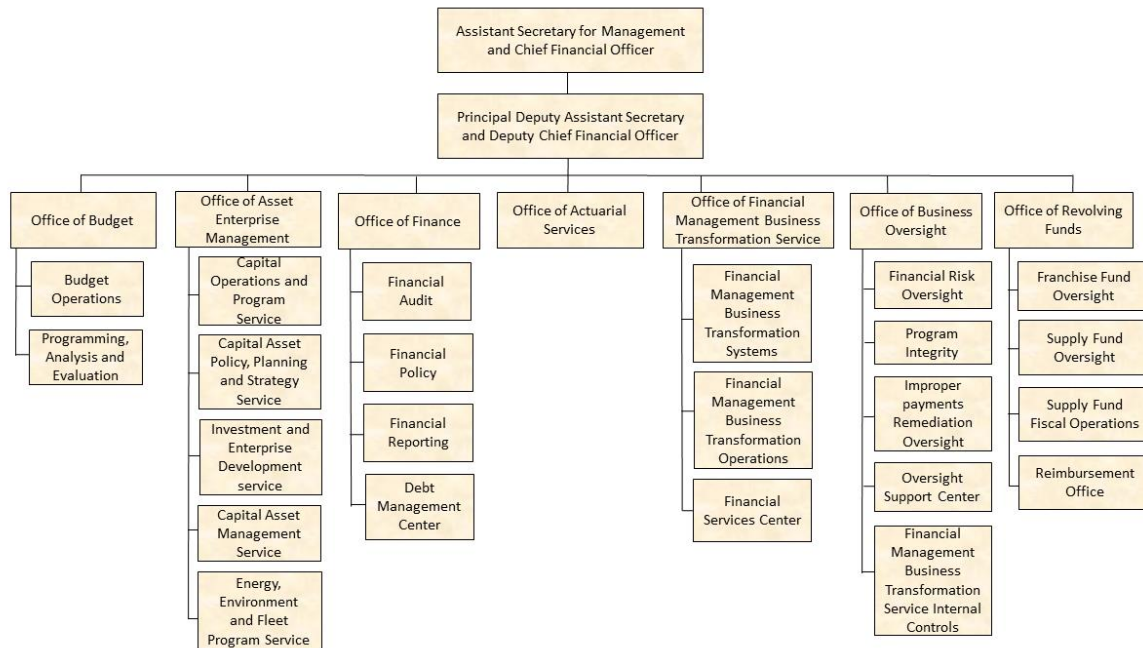


Figure 24 - Office of Management Organization Chart

[Alternate representation of the organization chart](#)

### Mission

The Office of Management (OM) enables VA to provide a full range of benefits and services to our Nation's Veterans by providing strategic and operational leadership in budget, 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 the financial stewardship of the Department's resources and oversees Departmental budgetary and financial management function.

OM supports the Administrations and Staff Offices through seven major service lines and has several activities and initiatives underway to help improve the Department's fiscal 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's appropriations and revolving funds.
- Manages the Department's new and legacy accounting and financial management systems; Department-wide financial services, such as payroll and other payment processing; and debt management and overpayment collections from Veterans.

- Oversees the Department-wide capital asset management and independent business oversight activities (e.g., Strategic Capital Investment Planning, Agency Financial Statement Audit and Reporting ), including development of long-range construction plans and implementation of financial and capital investment policies and regulations.

**Authorities**

31 U.S.C. § 902. Authority and Functions of Agency Chief Financial Officers.

38 U.S.C. § 309. Chief Financial Officer.

Pub. L. 101-576. Chief Financial Officers Act of 1990.

## OM-041 Office of Budget

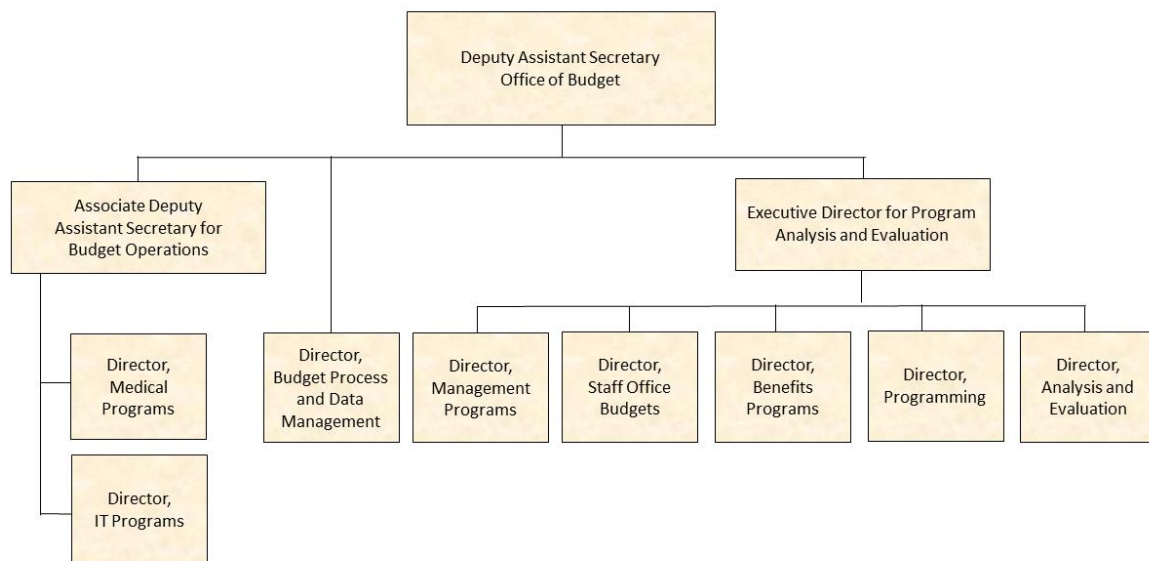


Figure 25 - OM Office of Budget

[Alternate representation of the organization chart](#)

### Overview

The Office of Budget oversees the formulation, analysis, justification and execution 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, requirements-based, and dedicated towards achieving VA's mission.

### Activities

- Manages and directs budget formulation and execution activities for the Department and ensures funds are obligated in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.
- Issues guidance to VA Administrations and Staff Offices to prepare, review, and analyze their internal budgets and operating plans, as well as develops options and recommendations for resource 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 leads appeals for OMB Passback decisions.
- Develops Congressional Justification volumes and the data for the President's Budget in coordination with Administrations and Staff Offices.
- Leads budget execution review processes and keeps VA leadership informed of key issues and trends through monthly budget execution reviews.



- Represents VA in budget deliberations with OMB, Congress, Veteran Service Organizations (VSO), and the media, which includes developing testimony and other materials for VA's budget briefings and hearings.
- Manages Questions for the Record, Congressional Tracking Reports, and other inquiries from the House and Senate Appropriations Committees.

### *OM-041A Office of Programming, Analysis and Evaluation*

#### **Overview**

The Programming Service's mission is to support VA in making evidence-based resource and program decisions to promote programming excellence.

#### **Activities**

- Provides an enterprise view that is necessary for VA leadership to make well informed multi-year resource decisions.
- Leads the Department's cost estimating efforts including lifecycle cost estimates and independent cost estimates as well as conducts program analyses, evaluations, and other reviews.
- Coordinates Congressional Justification volumes and the data for the President's Budget in coordination with Administrations and Staff Offices.
- Serves as the central repository for budgetary data and coordinates regular reporting to OMB through Budget Data Requests.
- Performs core budget duties for the Department's Staff Offices within the General Administration (Gen Ad) account, including budget formulation, justification, and execution.
- Provides budgetary analysis and recommendations to the Staff Offices to ensure effective management of the Gen Ad budget.

### *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-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**

- Oversees 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

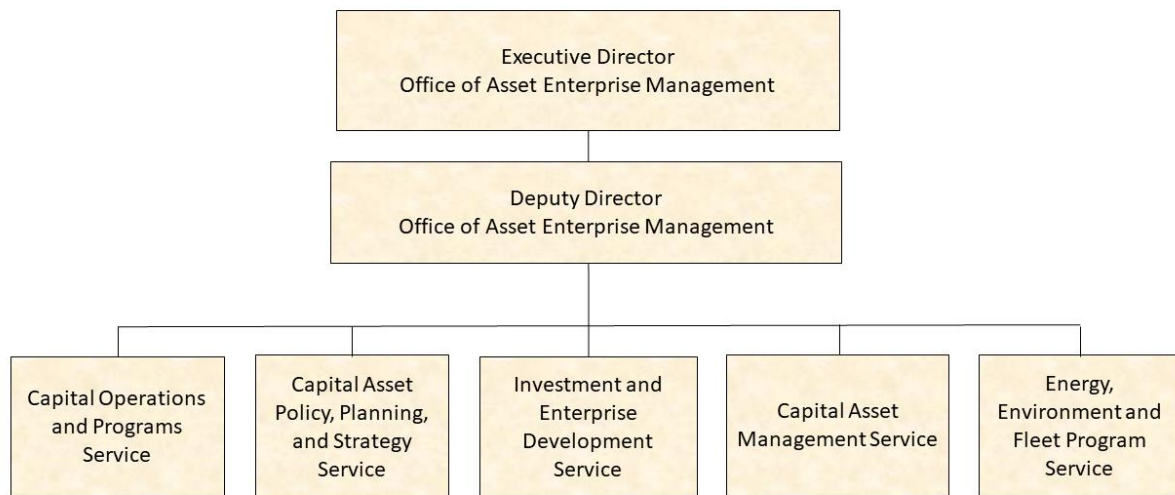


Figure 26 - OM Office of Asset Enterprise Management

[Alternate representation of the organization chart](#)

### Overview

The Office of Asset Enterprise Management (OAEM) provides objective oversight and advice regarding the acquisition, management and disposal of VA's capital assets. The OAEM Executive Director serves as the VA Senior Real Property Officer and as the Chief Sustainability Officer, which is the senior Department official for the Department's Energy, Environment and Fleet Program Service (EEFS) (e.g., energy conservation and management, environmental compliance, vehicle fleet management, sustainable building conformance, climate change adaptation, and related programs).

### Activities

- Oversees VA capital asset activities (i.e., buildings, land, structures, and real property leases) to ensure effective and prudent portfolio and asset performance management throughout the entire asset life cycle. Develops and disseminates policies, processes, and performance measurement systems for the Department's capital asset management programs.
- Manages the Department's Strategic Capital Investment Planning (SCIP) process and co-chairs the SCIP Panel and Board. Provides guidance, standards, and technical expertise with respect to individual investments and infrastructure-related programs and initiatives.
- Serves as the principal policy office and business advisor regarding capital investment selection and execution, sustainability planning, real property lease oversight, and real property asset disposal planning.
- Executes VA's Enhanced-Use Lease (EUL) program which supports repurposing of vacant and underutilized assets allowing the Secretary to lease land or buildings to public, private, and/or nonprofit partners for up to 75 years to provide housing for homeless Veterans and their families.

- Manages VA's Real Property Performance and Real Property Portfolio and Lease Oversight Activities, as well as and implements and oversees VA's Energy Management Program (EMP).

### Authorities

- 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.
- 10 C.F.R. pt. 436. Federal Energy Management and Planning Programs.
- 15 U.S.C. § 2601 et seq. Toxic Substances Control Act of 1976.
- 38 U.S.C. § 2405. Disposition of Inactive Cemeteries.
- 38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.
- 38 U.S.C. § 8104. Congressional Approval of Certain Medical Facility Acquisitions.
- 38 U.S.C. § 8118. Authority for Transfer of Real Property; Department of Veterans Affairs Capital Asset Fund.
- 38 U.S.C. § 8122. Authority to Procure and Dispose of Property and to Negotiate for Common Services.
- 38 U.S.C. § 8163. Hearing and Notice Requirements Regarding Proposed Leases.
- 38 U.S.C. §§ 8161-8169. Enhanced Use Lease of Real Property.
- 40 C.F.R. ch.1. Protection of the Environment.
- 41 C.F.R. § 101-18. Acquisition of Real Property.
- 42 U.S.C. § 6901 et seq. Resource Conservation and Recovery Act of 1976 (RCRA).
- 42 U.S.C. § 7401 et seq. Clean Air Act of 1970, As Amended (CAA).
- 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. §§ 9601-9675. Comprehensive Environmental Response, Compensation and Liability.
- 42 U.S.C. 9601 et seq. Superfund Amendments and Reauthorization Act of 1986.
- 42 U.S.C. ch. 116. Emergency Planning and Community Right-To-Know Act of 1986 (EPCRA).
- 48 C.F.R. ch. 1. Federal Acquisition Regulation.
- Exec. Order No. 13327. Federal Real Property Asset Management.
- Exec. Order No. 13783. Promoting Energy Independence and Economic Growth.
- Exec. Order No. 13807. Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure Projects.
- Exec. Order No. 13834. Efficient Federal Operations.
- Exec. Order No. 13990. Protecting Public Health and the Environment and Restoring Science To Tackle the Climate Crisis.
- Exec. Order No. 14008. Tackling the Climate Crisis at Home and Abroad.
- OMB M-20-03. Implementation of Agency-Wide Real Property Capitol Planning.
- Pub. L. 102-486. Energy Policy Act of 1992.
- Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.
- Pub. L. 108-422. Veterans Health Programs Improvement Act of 2004.
- Pub. L. 109-58. Energy Policy Act of 2005.
- Pub. L. 109-58. Title 1 Sub A; Title 2 Sub A; Title VII Subs A & F; Title XV Sub B Pub. L. 109-58
- Pub. L. 110-140. Energy Independence and Security Act of 2007.
- Pub. L. 110-246. Food Conservation and Energy Act of 2008 (FCEA) § 9002.
- Pub. L. 114-223 § 258. Continuing Appropriations and Military Construction, Veterans Affairs, and Related Agencies Appropriations Act, 2017.
- Pub. L. 114-226. West Los Angeles Leasing Act of 2016.

Pub. L. 114-318. Federal Property Management Reform Act.  
Pub. L. 116-260, Division Z. Energy Act of 2020.  
Pub. L. 117-18 West Los Angeles Campus Improvement Act of 2021.  
S. Rept. 111-226. Military Construction and Veterans Affairs and Related Agencies Appropriations Bill, 2011.  
VA Directive 0011. Strategic Capital Investment Planning Process.  
VA Directive 0012. VA Investments in Energy and Water Efficiency and Renewable Energy.  
VA Directive 0055. VA Energy and Water Management Program.  
VA Directive 0056. VA Sustainable Buildings Program.  
VA Directive 0057. VA Environmental Management Program.  
VA Directive 0058. VA Green Purchasing Program.  
VA Directive 0059. VA Chemicals Management and Pollution Prevention.  
VA Directive 0062. Environmental Compliance Management.  
VA Directive 0063. Waste Prevention and Recycling Program.  
VA Directive 0064. VA Environmental Management Systems.  
VA Directive 0065. Climate Change Adaptation Planning.  
VA Directive 0066. VA Sustainable Locations Program.  
VA Directive 0067. VA National Environmental Policy Act Implementation.  
VA Directive 0637. VA Vehicle Fleet Management Program.  
VA Directive 4085. Capital Asset Management.  
VA Handbook 0056. VA Sustainable Buildings Program.  
VA Handbook 0059. VA Chemicals Management and Pollution.  
VA Handbook 4085. Capital Asset Management.

### *OM-044A Capital Operation and Program Service*

#### **Overview**

The Capital Operations and Program Service (COPS) provides day to day administrative operations and functions needed to support OAEM's mission.

#### **Activities**

- Responsible for monitoring and tracking all human resource, correspondence, and other administrative operations for OAEM.
- Provides logistical support for training, travel, and conference type activity planning and execution.

### *OM-044B Capital Asset Policy, Planning and Strategy Service*

#### **Overview**

The Capital Asset Policy, Planning and Strategy Service (CAPPSS) enables OAEM to serve as the principal policy office and business advisor for capital investment selection and execution via the SCIP process.

#### **Activities**

- Coordinates the Department's capital asset policies and SCIP process which integrates and prioritizes VA's comprehensive planning for capital programs (e.g., major construction, minor construction, non-recurring maintenance, and leases).

- Produces the VA Long-Range Capital Investment Plan, annual Capital Program budget submission, and develops legislative analysis pertaining to capital programs and investments.
- Oversees the Capital Program Requirements Management Process which ensures changes in scope (e.g., cost, space, and programs) receive appropriate approval from VA leadership.
- Manages planning, programming, and budgeting of Transformational Fund real property requirements.

### *OM-044C Investment and Enterprise Development Service*

#### **Overview**

The Investment and Enterprise Development Service (IEDS) is responsible for the management and execution of VA's EUL Program, which establishes long-term agreements between VA and non-Federal entities to repurpose underutilized land and/or buildings to offer enhanced services to Veterans.

#### **Activities**

- Establishes agency policies and procedures for the EUL Program focused on providing supportive housing for Veterans and their families who are homeless or at risk of homelessness.
- Addresses issues associated with project planning, development, lease negotiations, and pre-construction activities.

### *OM-044D Capital Asset Management Service*

#### **Overview**

The Capital Asset Management Service (CAMS) within OAEM manages VA's portfolio of capital assets, including performance monitoring of the portfolio, disposal and reuse planning, real property data management, and ongoing analysis of the portfolio. CAMS is also responsible office for delegation and tracking of VA's real property leases.

#### **Activities**

- Oversees VA's real property portfolio to include the implementation, maintenance, and enhancements for systems used to manage the full asset life cycle and support the production of multi-year disposal and reuse plans.
- Implements Federal Real Property Council reporting requirements and performance tracking associated with VA's real property portfolio, including required annual reporting for the Federal Real Property Profile system.
- 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 (GAO).
- Manages the GSA delegation process for lease procurements and lease status tracking at the portfolio level.

## *OM-044E Energy, Environment and Fleet Program Service*

### **Overview**

The Energy, Environment and Fleet Program Service (EEFS) within OAEM 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, completes required agency reporting, and 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 policy, training, direction, and guidance for VA's sustainability efforts including energy, water, environmental, fleet, sustainable buildings, and climate change adaptation programs.
- Oversees the energy and water, vehicle fleet, and sustainable buildings programs to include management of VA's Energy Performance Contracting Program, facilitation of fleet electrification planning, and compliance with sustainable buildings requirements.
- Supports the administration of VA's Climate Change Task Force including coordinating development of VA's Climate Action Plan and other VA climate change adaptation activities.
- Compiles data and generates agency-level reporting including VA's annual energy report, VA's annual Sustainability Plan, VA's Office of Management and Budget Scorecard for Efficient Federal Operations and Management, the General Service Administration's Federal Automotive Statistical Tool reporting for fleet, VA's annual Environmental Collaboration and Conflict Resolution report, and Environmental Justice reports.

## OM-045 Office of Business Oversight

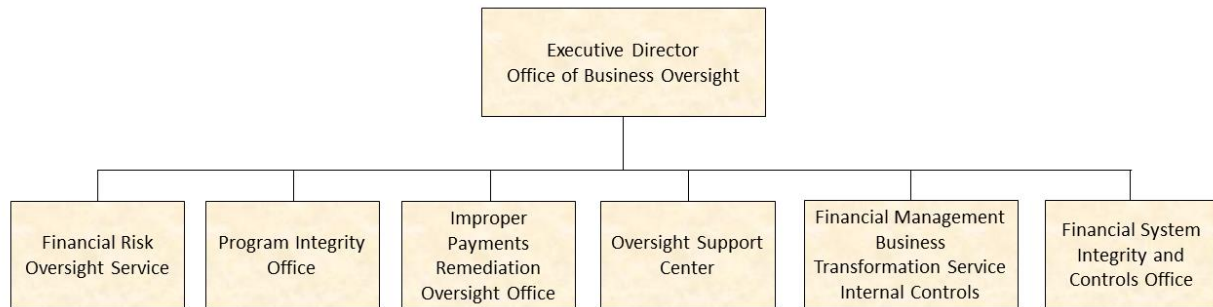


Figure 27 - Office of Business Oversight

[Alternate representation of the organization chart](#)

### Overview

The Office of Business Oversight (OBO) is the Department's internal controls oversight organization which provides objective reviews and advice on improving internal controls across the Department. OBO is also responsible for reporting and compliance associated with improper payments legislation and provides oversight, direction, and coordination for assessing fraud risks to meet legislative requirements. OBO also provides oversight of external organizations serving Veterans and their families to ensure services are performed in accordance with agreements.

### Activities

- Serves as principal advisor to OM on all matters related to internal controls; fraud, waste, and abuse; and improper payments.
- 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.
- Oversees the Department's compliance with the Payment Integrity Information Act, as well as provides coordination and conducts oversight of internal controls assessments and reporting at the Enterprise-level.
- Provides VA oversight of external organizations to ensure services to Veterans and their families are performed in accordance with their agreements.

### Authorities

2 C.F.R. pt. 200. Uniform Administration Requirements, Cost Principles and Audit Requirements for Federal Awards.

38 C.F.R. pt. 39. Aid for the Establishment, Expansion, and Improvement or Operation and Maintenance of Veteran Cemeteries.

38 C.F.R. pt. 61. VA Homeless Providers Grants and Per Diem Program.

38 C.F.R. pt. 62. Supportive Services for Veterans Families Program.

15 U.S.C. § 3710. Utilization of Federal Technology.



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.  
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. 116-117. Payment Integrity Information Act of 2019.  
Pub. L. 97-255. Federal Managers Financial Integrity Act (FMFIA) of 1982.  
Pub. L. 99-502. Federal Technology Transfer Act of 1986.

### *OM-045A Financial Risk Oversight Service*

#### **Overview**

The Financial Risk Oversight Service (FROS) within OBO coordinates the 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 coordinates VA's Annual Statement of Assurance and prepares the overall VA internal controls assessment based on input from all Administrations and Staff Offices.

#### **Activities**

- Performs assessments and testing of VA's internal controls over reporting and assists with remediation of deficiencies.
- Coordinates internal controls assessment activities across VA, including preparing the Secretary's Annual Statement of Assurance.
- Sets and communicates internal controls guidance for requirements contained in Federal Manager's Financial Integrity Act of 1982 (FMFIA), GAO Standards for Internal Control in the Federal Government and OMB Circular A-123, Appendix A, Management's Responsibility for Enterprise Risk Management and Internal Control.
- Performs test of design and test of effectiveness of Department-wide programs in accordance with OMB Circular A-123, Appendix A.

#### **Authorities**

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

### *OM-045B 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.

**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, serving as the central liaison for Department level reporting.
- Conducts reviews, largely using data analytics, to detect and ultimately prevent waste.

**Authorities**

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 101-576. Chief Financial Officers Act of 1990.

Pub. L. 116-117. Payment Integrity Information Act of 2019.

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

*OM-045C Improper Payments Remediation Oversight Office***Overview**

The Improper Payments Remediation and Oversight (IPRO) Office within OBO is responsible for overseeing the Department's compliance with improper payments legislation and guidance via the Payment Oversight Program. IPRO is charged with improving leadership, oversight, and guidance for the Department on improper payment estimation and reporting as well as strategically evaluating current Governance processes and procedures to identify opportunities for improvements.

**Activities**

- Provides guidance and support to VA Administrations and Staff Offices regarding remediation, effective measurement and reporting of improper payments.
- Reviews and provides recommendations on completed risk assessment questionnaires; to include identifying programs that require a full risk assessment.
- Provides oversight and support to ensure root causes are accurately identified in the development and implementation of effective Corrective Action Plans to drive remediation of improper payments.
- Coordinates all data collection and reporting requirements in compliance with OMB timelines for reporting on improper payment identification and remediation activity.
- Manages coordination of the annual Office of the Inspector General (OIG) audit of compliance with improper payments legislation and guidance, as well as coordinates with high priority programs to ensure quality, timely quarterly reporting to OMB.

**Authorities**

OMB Circular A-132. 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.

## *OM-045D Oversight Support Center*

### **Overview**

The Oversight Support Center (OSC) within OBO provides oversight of external organizations serving Veterans and their families to ensure services are performed in accordance with agreements.

### **Activities**

- Ensures Grant Per Diem and Supportive Services for Veteran Families Grantees adhere to expense thresholds, comply with standards, and meet corrective action plan requirements.
- Ensures Grant Per Diem and Supportive Services for Veteran Families Grantees adhere to expense thresholds, comply with standards, and meet corrective action plan requirements.
- Provides training to Grantees to improve adherence to regulations and agreements and provides oversight services to VA customers and programs as part of a Franchise Fund Enterprise Center.
- 

### **Authorities**

2 C.F.R. pt. 200. Uniform Administration Requirements, Cost Principles and Audit Requirements for Federal Awards.

38 C.F.R. pt. 39. Aid for the Establishment, Expansion, and Improvement or Operation and Maintenance of Veteran Cemeteries.

38 C.F.R. pt. 61. VA Homeless Providers Grants and Per Diem Program.

38 C.F.R. pt. 62. Supportive Services for Veterans Families Program.

15 U.S.C. § 3710. Utilization of Federal Technology.

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.

## *OM-045E Financial Management Business Transformation Service - Internal Controls*

### **Overview**

The Financial Management Business Transformation Service (FMBTS) - Internal Controls (Financial Management Business Transformation Service (FMBTS)- IC) within OBO ensures that VA's implementation of the new integrated financial and acquisition system incorporates internal control best practices through participation in business process requirements and configuration analysis.

### **Activities**

- Provides stakeholders with internal control documentation aligning controls to reporting risks, and documents enterprise and administration specific target state internal controls to mitigate financial reporting risks.
- Supports Financial Management Business Transformation Service (FMBTS) with external auditor provided by client requests related to internal controls.

**Authorities**

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

OMB Circular A-136. Financial Reporting Requirements.

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

*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 processes. FSICO 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 Financial Services Center financial systems to ensure they are secure and effective, including documenting system internal controls.
- Conducts internal control reviews of data used in VA's financial information systems 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)

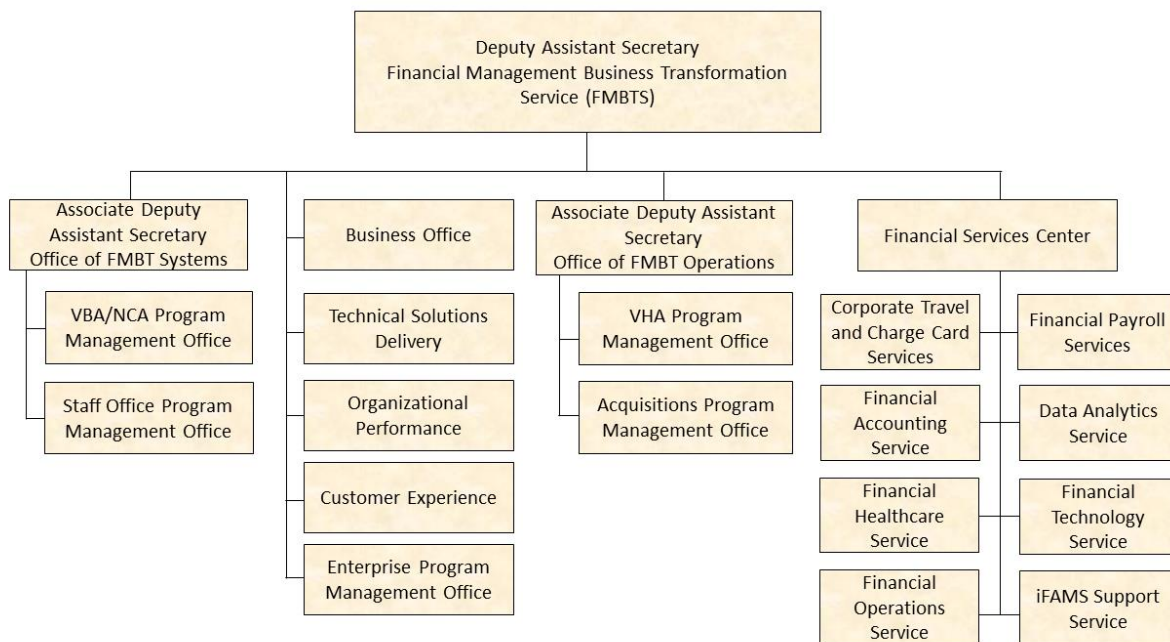


Figure 28 - Office of Financial Management Business Transformation

[Alternate representation of the organization chart](#)

### Overview

The Office of FMBTS leads 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 oversees the VA Financial Services Center (FSC).

### 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 reengineering.
- 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 FSC.

### 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.

Pub. L. 109-282. Federal Funding Accountability and Transparency Act of 2006.

Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

### *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.

OMB M-16-17. 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.

Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

### *OM-046B Financial Management Business Transformation Operations*

#### **Overview**

The ADAS for FMBTS Systems leads the Technology Solutions Delivery and Customer Experience functions of the integrated financial and acquisition management system (iFAMS) solution within VA.

#### **Activities**

- Provides oversight of all information technology (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, FSC 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.  
OMB M-16-17. 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.  
Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

*OM-104-FSC Financial Services Center***Overview**

The VA 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 Treasury and OMB.
- Manages financial health care services for the payment of select medical claims in support of VHA by providing a wide range of services associated with the receipt and intake of the claim, conversion of paper claims, calculation of a reimbursement amount on the claim, and the payment and generation of an explanation of benefits to the provider.
- Provides a full range of financial operations, including electronic vendor payment services, customer relationship management, vendor file maintenance and payment resolution services.
- Operates VA's Financial Payroll Service providing training, customer service and resolution management for VA payroll support and system services.
- Provides data analytics services for developing, delivering and managing a full range of enterprise-level data analysis outputs to customers in support of VA's mission.
- Provides iFAMS system configuration and implementation support, technical operations and maintenance, accounting training and financial customer support.

**Authorities**

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

Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

### *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.

#### **Authorities**

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.

OMB M-16-17. Management's Responsibility for Enterprise Risk Management and Internal Control.

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

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.

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.

Pub. L. 113-101. Digital Accountability and Transparency Act of 2014.

### *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.



*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.

## OM-047 Office of Finance

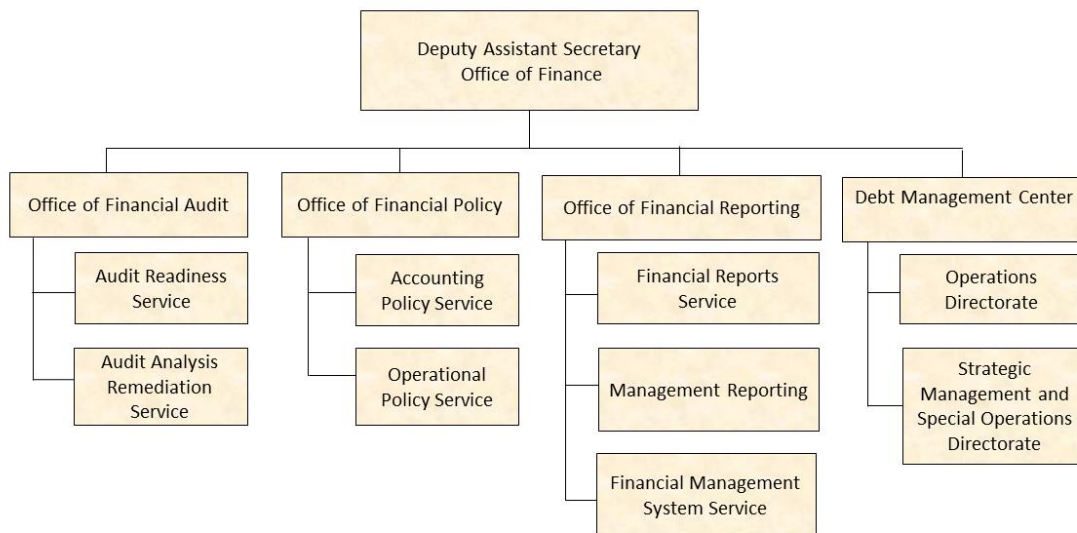


Figure 29 - OM Deputy Assistant Secretary for Finance

[Alternate representation of the organization chart](#)

### 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 and VA Chief Financial Officer on all matters related to financial policy, financial reporting, legacy financial systems, financial audit and debt management.
- 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.

### Authorities

41 U.S.C. § 253. Competition Requirements. the Competition in Contracting Act (CICA) of 1984.  
48 C.F.R. § 32.9. Prompt Payment.

5 C.F.R. § 1315. Prompt Payment, Final Rule.

5 U.S.C. ch. 5 §§ 551-559. Pay Administration.

H.R. 4319. Federal Financial Management Improvement Act of 1996 (FFMIA).

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

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.

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

Pub. L. 97-258. Anti-Deficiency Act.

### *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 Service System 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 year-end financial information to Treasury and OMB for Government-wide consolidation, including financial analytics to support financial statement balances and accompanying footnote disclosures.
- Reviews financial systems for compliance with Government-wide accounting principles and standards, financial policy and automated financial exchange requirements.
- Maintains and authorizes system change requests to the Financial Management System and the Management and Information Exchange; and ensures that systems passing financial information comply with Government-wide accounting principles and standards as well as financial systems policy and automated financial data exchange requirements.

### *OM-047G Office of Financial Policy*

#### **Overview**

The Office of Financial Policy (OFP) is responsible for the 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.

#### **Activities**

- Reviews laws and regulations from OMB, Department of the Treasury, Federal Accounting Standards Advisory Board (FASAB), and other financial standards to ensure that VA financial policy accurately reflects the requirements contained in the aforementioned documents.
- Creates, updates, socializes, and promulgates financial and operational policies to align with the requirements statutory, regulatory, and standard setting organizations.
- 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.

### *OM-047GA Accounting Policy Service*

#### **Overview**

The Accounting Policy Service (APS) provides VA-wide financial policy and guidance. Policies include finance and accounting, payroll, financial reporting, cash management, and other Government-wide financial programs and initiatives.

#### **Activities**

- Is responsible for VA's accounting policies such as Obligations, Accounts Payable, Accounts Receivable, etc. and development of financial system reference data (Cost Centers, Fund elements, etc.).
- Responds to audit related policy issues; collaborates with Financial Management Business Transformation for policy impacts of new financial system.

### *OM-047J 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.
- Reengineers business processes to improve financial management practices Department-wide.
- Conducts Financial Management Training Initiative events to Administrations and Staff Offices with a focus on improving financial management efficiencies related to the financial statement audit, financial management systems and controls.

*OM-389 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.

**Activities**

- Provides oversight, direction, and coordination for VA debt collection and operations.
- 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-389 Debt Management Center Congressional Unit***Overview**

Responds to Congressional, Inspector General 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.

## OM-049 Office of Revolving Funds

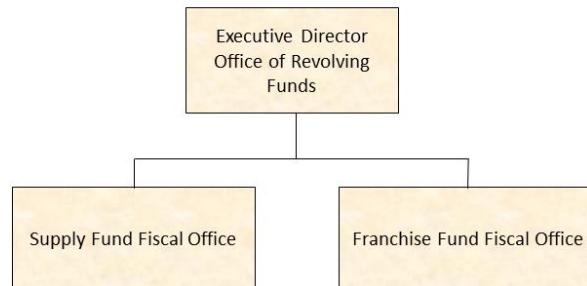


Figure 30 - OM Office of Revolving Funds

[Alternate representation of the organization chart](#)

### Overview

The Office of Revolving Funds (ORF) enables VA to provide a full range of benefits and services to our nation's Veterans by providing strategic and financial oversight of both 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 Revolving Funds and General Administration agreements, ORF promotes public confidence while meeting fiduciary requirements consistent with national policy, law and regulation.

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. These four ORF services collaborate with five Acquisition Centers, eight Enterprise Centers, and VA Staff Offices.

### Activities

- Supports the Department by providing guidance in budget formulation and execution of each Acquisition and Enterprise Center through sound business plans.
- 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.
- Promotes 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 and buyers to rapidly fund critical services, while equitably allocating expenses.

**Authorities**

31 U.S.C. § 501. Office of Management and Budget.

31 U.S.C. § 1534. Adjustments Between Appropriations.

31 U.S.C. §§ 1535-1536. Economy Act.

38 U.S.C. § 301. Department of Veterans Affairs.

38 U.S.C. § 8121. Revolving Supply Fund.

Pub. L. 103-356. Government Management Reform Act of 1994.

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.

*OM-049F Franchise Fund Oversight***Overview**

The VA Franchise Fund Oversight Office supports eight self-supporting lines of business known as VA Enterprise Centers. The VA Franchise Fund Oversight Office is accountable for enterprise best practices, standard business plan development, fiduciary audits, and financial stability of the VA Enterprise Centers in accordance with statutes, regulations and policies.

**Activities**

- Provides policy, process, guidance and direction to the eight VA Enterprise Centers for delivering exceptional customer service, high quality, reliable and consistent mission support services.
- Provides administrative support to the VA Enterprise Centers by directing and analyzing budget formulation and execution processes. Administers financial resources and oversees business planning activities.
- Implements new policies for the VA Franchise Fund aligned with the OMB policy memoranda and Unified Shared Service Management 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.
- Ensures clean audit results for the VA Franchise Fund. Takes appropriate actions related to all Office of Inspector General and General Accountability Office 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. The Reimbursement Office develops budget submissions to Congress along with maintaining an agency-wide notification process, and establishes the requirements to develop, issue, execute and receive reimbursable agreements.

**Activities**

- Oversees and manages the life cycle of agreements for General Administration fund requirements as the seller, which includes analyzing agreements for the 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.
- Coordinates with program officials to ensure reimbursable budget requests are technically accurate, performance-based, and focused on improving the Veteran experience.

*OM-049S1 Supply Fund Oversight Office***Overview**

The Supply Fund Oversight Office supports VA's mission by overseeing the formulation and execution of the Supply Fund's nine lines of business. The Supply Fund is authorized to provide services on a reimbursable basis to VA and to Other Government Agencies (OGA).

**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 FSC.
- Manages the annual Supply Fund financial audit process conducted by a private sector accounting firm.

*OM-049S2 Supply Fund Fiscal Operations Office***Overview**

The Supply Fund Fiscal Operations (SFFO) focuses on the daily accounting operational activities in support of the Supply Fund's Acquisition Centers. SFFO's primary goal is to maintain excellence in delivering financial management support to its stakeholders.

**Activities**

- Performs a full range of accounting functions, including recording obligations and processing payments, maintaining financial records of the Supply Fund, and performing financial analyses.



- Supports operation of the Department's Supply System to include policy, operations, legal support, for all Supply Fund entities.
- Provides audit support for the annual fund and Department financial audits, monitors and assists with payroll financial transactions, and works with program offices to develop and monitor budget spend plans.

## OPIA-002 Office of Public and Intergovernmental Affairs

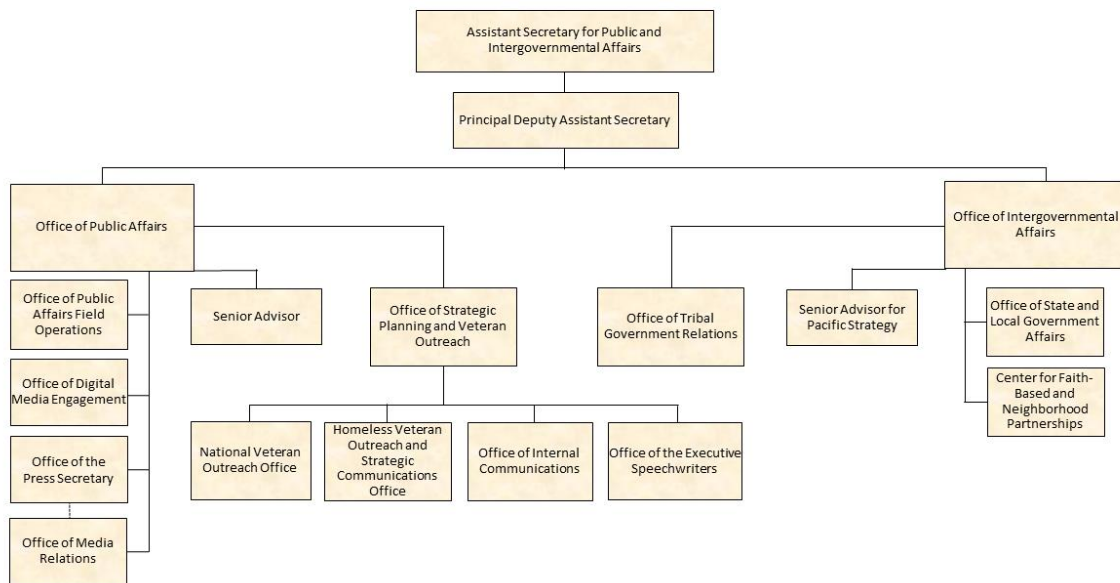


Figure 31 - Office of Public and Intergovernmental Affairs Organization Chart

[Alternate representation of the organization chart](#)

### 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, public affairs, media relations, internal communications, media products, social media, including online content, 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, public and intergovernmental affairs and community engagement to empower, educate and inform

Veterans, their families, their survivors and other beneficiaries about the benefits and care they have earned and deserve.

- Directs the Department's Intergovernmental, Tribal Government Relations, National Veterans Outreach Office, Homeless Veterans Outreach and Strategic Communications Office, Executive Speechwriters, the Office of Internal Communications and the Center for Faith-Based and Neighborhood Partnerships (CFBNP).
- 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.

### *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**

- Provides executive oversight, management and direction to OPIA.

### *OPIA-075 Office of Intergovernmental Affairs*

#### **Overview**

The Office of Intergovernmental Affairs is responsible for all relations between VA and international, state, county, municipal, tribal governments. It is also responsible for the Pacific Strategy, which aims to expand VA's presence in a region that is home to many Veterans. The primary function of the office is to provide strategic advice, guidance, and information about VA to foster and enhance government partnerships.

The Office of Intergovernmental Affairs acts as the liaison between VA and the White House to further the state and local policy. Manages collaboration with Federal, state, county, municipal, tribal, insular and international governments and faith-based leaders.

The Deputy Assistant Secretary for Intergovernmental Affairs has management oversight of the Office of Tribal Government Relations, the Center for Faith-Based and Neighborhood Partnerships (CFBNP), the Office of State and Local Government Affairs and the Senior Advisor for Pacific Strategy.

#### **Activities**

- Manages and coordinates VA's relationships with state, county, municipal, tribal and International governments and faith-based leaders.
- Manages the department's relationship with Governor's Offices, state agencies and with municipalities and counties.

- Serves as liaison with the White House Office of Intergovernmental Affairs and with all Federal intergovernmental affairs counterparts.
- Manages VA's International Affairs program.
- Coordinates VA relations with tribal governments and facilitates implementation of VA Tribal Consultation Policy.
- Supports U.S. Government strategy in the Pacific region.
- Manages implementation of Veteran specific strategy affecting faith-based and other community programs and initiatives in communities.

### *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 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 issue papers, Federal register notices and tribal consultation communications products in collaboration with VA subject matter experts.
- 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.

### *OPIA-075 Senior Advisor for Pacific Strategy*

#### **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 Senior Advisor 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 government agencies and forums.

### *OPIA-075 State and Local Government Affairs*

#### **Overview**

Office of State and Local Government Affairs (SLGA), 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.

SLGA 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. SLGA 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 SLGA 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, and the National Guard Adjutant Generals 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 and 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 of primary responsibility to ensure that VHA/VBA/NCA program managers involved with administration and oversight over any state program, grant funding and/or training involving state governments is readily accessible to the end user.
- Serves as the Secretary's liaison with the White House Office of Intergovernmental Affairs as well as all Federal agency Intergovernmental Affairs (IGA) counterparts.
- Manages VA's International Affairs Program, including overseeing diplomatic outreach on behalf of SECVA, and VA senior officials and agencies; coordinating visits by foreign dignitaries with SECVA and other senior VA officials; coordinating with other Federal agencies, such as Department of State and Department of Defense, on all foreign delegations' requests for meetings with national and local VA officials; coordinating SECVA and Deputy Secretary visits to foreign countries; and serving as the Department's program office for ministerial summit participation.

## *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**

- Partners 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 by assisting in the delivery of 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 that consist of E-Benefits, homelessness, survivor assistance, and much more.
- 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.

## *OPIA-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 and programs 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, 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 personnel as well as key stakeholder use.
- Acts as the primary liaison between VA and White House Communications Offices to develop and amplify Administration messaging.

### *OPIA-80E Field Operations for Public Affairs*

#### **Overview**

OPIA's Field Operations Service consists of six regional public affairs offices that serve as the public relations conduit between local facilities in each Administration and VA Central Office. The field team coordinates the release of external and internal public affairs information, provides direct support and public relations counsel, manages training for all communications personnel at the regional level, and supports the Secretary and Deputy Secretary during visits to VA facilities.

#### **Activities**

- Facilitates interviews and responses to media queries in coordination with the Deputy Assistant Secretary, the Press Secretary, affected Administrations and facilities in their area of support.
- In conjunction with the Assistant Secretary and Deputy Assistant Secretary, and in support of specific communications efforts, coordinates one-on-one interviews with local media for the Secretary and Deputy Secretary to discuss current issues for the department.
- Distributes OPIA-generated news releases, media advisories, and internal field support packages for designated VA events to ensure synchronization of messages and effectiveness of information distributed to Veterans and key stakeholders.
- Provides on-site support to senior regional and national VA leadership for press interviews and public engagements, including support to SECVA.
- Plans and executes periodic training for facility level public affairs personnel to ensure presence of a cadre of competent VA public affairs personnel nationwide.



- Provides senior advice and counsel to VA facilities and leaders throughout the country to ensure synchronization of VA's message.
- Plans and administers a biennial National Public Affairs Training Academy, which trains more than 350 VA Public Affairs and Outreach Specialists.

### *OPIA-80 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 VAntage Point blog, by creating content, editing guest 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.
- 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.
- Oversees 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.

### *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.

### *OPIA-80F 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.); coordinate public affairs events with the Department's three Administrations and key program offices; draft, distribute, and maintain news releases and fact sheets, communications plans, white papers and similar products.

#### **Activities**

- Drafts, coordinates and implements media relations portions of communications plans.

- Composes, edits submissions, coordinates, and distributes news releases, talking points and related documents, such as statements articulating the Department's position and Questions and Answers (Q&A) for internal use.
- Identifies key news media personnel appropriate for an event, establishes communications and provides targeted written products to the news media.
- 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 (SMEs).
- Supports public affairs training for VA offices and within the three Administrations.
- Establishes protocols and tools to ensure key offices are kept informed of printed articles, broadcast reports and news queries/responses provided by OMR personnel.
- Drafts, distributes and archives written products.
- Establishes protocols and relationships with program offices and provides accurate, timely, and comprehensive information to enable them to create quality written products.
- 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.

### *OPIA-80 Public Affairs Senior Advisor*

#### **Overview**

The Public Affairs Senior Advisor is the senior Federal civil service public affairs officer and coordinator for external information delivery. Public Affairs encompasses the following elements: Media Relations, Field Operations and Digital Media Engagement. Media Relations focuses on engagement, through media interviews, press conferences, news releases and coordinated responses to media queries. Field Operations provides VA Central Office (VACO) liaison and staff assistance on a regional basis for Veterans Integrated Service Networks (VISN), Veterans Affairs Medical Centers (VAMC), VBA Regional Offices (RO) and National Cemeteries. Digital Media Engagement focuses on content material for web operations through blogs and other online publications, engagement on multiple social media platforms and measurements of effectiveness through social media.

#### **Activities**

- Media Relations: Manages engagements with print, television and other electronic media outlet reporters and producers. Coordinates media engagement (i.e. Interviews, press conferences, media roundtables etc.) Coordinates media queries and provides responses on behalf of the department.

- **Field Operations:** Manages media engagements on a national basis using field office personnel. Team members serve as liaison between VACO and other VA offices nationwide. Assists and coordinates media functions in respective areas on behalf of the department. Team members serve as public affairs representatives for the Secretary, Deputy Secretary and other senior leaders in coordination with the Press Secretary, the Deputy Assistant Secretary for Public Affairs and the Assistant Secretary. Team members also provide preparation and training for public affairs officers and leaders.
- **Digital Media Engagement:** Manages various pages of the VA.gov domain, produces and manages VA's flagship blog, creates and distributes video content, still imagery and podcasts from VA Central Office. The team also manages, provides guidance and oversight for VA controlled social media platforms including (but not limited to): Facebook, Twitter, YouTube, Instagram etc.

### *OPIA-80 Office of Strategic Planning and Veteran Outreach*

#### **Overview**

The Office of Strategic Planning and Veteran Outreach is led by an Executive Director who serves as the Assistant Secretary's senior advisor on matters pertaining to development of Department-wide communications policy, advertising, strategic communications and is a key conduit with other OPIA Federal employees 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 Office of National Veterans Outreach, the Office of Internal Communications, the Office of the Executive Speechwriters and the Homeless Veterans Outreach and Strategic Communications Office.

### *OPIA-002 National Veterans Outreach*

#### **Overview**

The mission of National Veterans Outreach Office (NVO) is to assess, integrate and coordinate outreach activities for VA. The office develops outreach plans and web resources to assist VA Administrations and program offices' in carrying out outreach efforts. The office also provides project management of significant VA marketing and advertising contracts, which all include measurable goals. In addition, this office is responsible by law, for preparing the biennial outreach report to Congress on the outcomes of VA outreach programs.

#### **Activities**

- Coordinates outreach activities.
- Produces a bi-annual outreach report for Congress and a separate outreach plan for internal VA use.
- Provides certified contract officer's representatives to plan and execute outreach contracts.
- Conducts or supports outreach training for VA employees who serve in outreach duty assignments.
- Plans and coordinates digital outreach programs with the Digital Media Engagement team.

- Coordinates outreach program communications.
- Develops and maintains the departmental advertising policy.
- Administers/supports the VA Advertising Oversight Board (VAAOB).
- Increases Veterans' awareness of and confidence in VA's health care, benefits and services.
- Supports the development of partnerships with government, non-government and private organizations to enhance the department's outreach activities.
- Produces the Federal Benefits for Veterans, Dependents and Survivors handbook (English and digital editions), which is an annually updated handbook that provides a digest of all VA and other Federal benefits for Veterans. Annually ranked by Government Printing Office (GPO) as one of Top Federal publications.
- Coordinates communication planning activities.
- Hosts bi-weekly VA outreach meetings to plan and coordinate outreach activities.
- Coordinates and supports Veterans outreach programs with other host Federal agencies such as commemoration programs for past wars.
- Develops and distributes themes and messages to VA Administrations and Staff Offices.
- Coordinates communications and outreach efforts to promote common VA goals.
- Manages VA's national observance and special events functions, such as Veterans Day and Memorial Day.
- Composes and publishes event products such as the Veterans Day Teachers Guide, distributed nationwide, and media products such as posters and web-based information presentations.
- Maintains the Veterans Day Regional Site program.
- Oversees the Veterans Day National Committee ensuring Veterans Service Organizations are promptly informed of all Veterans Day and Memorial Day Observances.
- Coordinates and orchestrates the National Veterans Day Observance at Arlington National Cemetery.
- Assists the Military District of Washington with planning for The Memorial Day Observance.
- Drafts Presidential proclamations for Veteran-related special observances.

*OPIA-80 Homeless Veterans Outreach and Strategic Communications Office***Overview**

The Homeless Veterans Outreach and Strategic Communications Office is responsible for increasing awareness of VA resources for Veterans who are homeless or at risk of homelessness. The office develops collaborative relationships with organizations that can assist VA in filling gaps in the areas of employment, move-in essentials and affordable housing for homeless Veterans and coordinates with Federal, state, and local partner organizations to synchronize messaging about homeless Veterans' issues.

**Activities**

- Increases awareness of VA resources for homeless Veterans.
- Leads the planning and execution of outreach and strategic communication activities, which includes the development and distribution outreach materials (brochures, posters, etc.), public service announcements (PSAs) and paid media advertisements (outdoor and online ads).
- Maintains the VA Homeless Programs internet and intranet websites.
- Develops content for internal and external social media platforms about VA homeless programs.
- Participates in local and national outreach events.
- Coordinates participation of senior VA leaders in the annual Point-in-Time (PIT) Count of homeless persons and other high-profile events related to ending Veteran homelessness.
- Develops collaborative relationships with internal and external entities to fill identified gaps.
- Convenes meetings for VA subject matter experts to engage with local and national organizations that can help fill gaps in the areas of employment, affordable housing and move-in essentials for Veterans who are homeless and at risk of homelessness.
- Synchronizes messaging with partner agencies.
- Coordinates with Federal partners, as appropriate, to develop press releases for events and special projects and creates communication products to include strategic communication plans, frequently asked questions (FAQ), talking points and other tools necessary to support communication activities related to homeless issues.
- Coordinates with partner organizations to ensure information posted on their websites about VA homeless programs is timely and accurate.
- Provides Customer Service.
- Responds to requests for information about VA Homeless Programs from the public.
- Directs Veterans who are homeless and at risk of homelessness to the appropriate VA staff person or office for assistance.

*OPIA-80 Internal Communications***Overview**

The Office of Internal Communications is the lead VA office charged with improving and spreading employee communications across the enterprise. The goal of the office is to increase employee awareness of VA and its initiatives, programs and achievements and to increase employee engagement and productivity. By working collaboratively with OSVA, the three Administrations and VACO Staff Offices, this office highlights the work VA personnel and VA facilities are doing for Veterans; shares important news, information and resources with VA employees; and implements communications campaigns and training to increase employee engagement and buy in to VA's mission. Improving internal communications is key to improving the employee experience which, in turn, will improve the Veteran experience.

**Activities**

- Functions as a liaison to the Office of the Secretary regarding Internal Communications strategy and independently considers a broad spectrum of factors when making recommendations on how to reach and inspire VA employees most effectively.
- Leads multiple enterprise-wide efforts to improve internal communications know-how, align internal communications strategy and increase synergy across VA. This includes:
  - Develops and conducts Internal Communications training for key stakeholders across VA.
  - Leads the Internal Communications Working Group, an internal points of contact advisory board with members from each VA Administration and Staff Office.
  - Develops and disseminates Internal Communications toolkits to help key stakeholders become more efficient and effective in communicating with and inspiring excellence among VA employees.
- Manages and produces VA/OPIA-sponsored all employee communications vehicles, including the VA Insider news and information blog/portal.
- Manages and produces internal communications campaigns and leads internal communications events.
- Develops internal VA communications materials, ensuring they are accurate and meet policy, style and quality standards. Determines which items should be brought to the attention of the Assistant Secretary and senior VA officials.
- Publishes VAnguard, the national employee magazine of VA, which communicates leadership's priorities to employees and shows how employees can individually contribute to mission success.
- Produces VACO daily broadcast messages, which are internal messages used to inform VACO employees of upcoming events, deadlines, retirements, etc.
- Produces "Hey VA," a brief message intended for all VA employees, distributed daily through various VA intranet sites, VISTA and VA email networks. Focuses on employee and facility achievements, important policy changes and Departmental initiatives.

*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, audio visual presentations, Congressional testimony opening statements, messages, talking points, video scripts, media event products, correspondence, and other strategic communications products such as op-eds, reports, messages to employees, and presentations. Executive Speechwriters research and analyze the audiences to whom these products will be delivered so that department leaders understand their audiences. Executive Speechwriters also teach speechwriting and strategic communications to public affairs specialists from across the country on request and at the OPIA National Training Academy.

**Activities**

- Produces high quality, timely written products and strategic communications products for the Secretary, Deputy Secretary, and Chief of Staff of the Department of Veterans Affairs.
- Ensures that leaders across VA are speaking in one voice, delivering the right messages to the right audiences while staying consistent across the board.
- Conducts and coordinates an audience analysis for each appropriate event to best inform the speakers of who they will be addressing, who is in the audience, and provides a recommendation for an approach to best accomplish their goals and educate the audience on VA care, services, benefits, priorities, and accomplishments.
- Shares information among writers, other staff sections and offices within VA to ensure products are coordinated, information is accurate and timely, and resources are efficiently managed.
- Helps establish and communicate the message framework for all of VA. Shares information to help educate other public affairs specialists and writers throughout VA.



## OALC-003 Acquisition, Logistics, and Construction

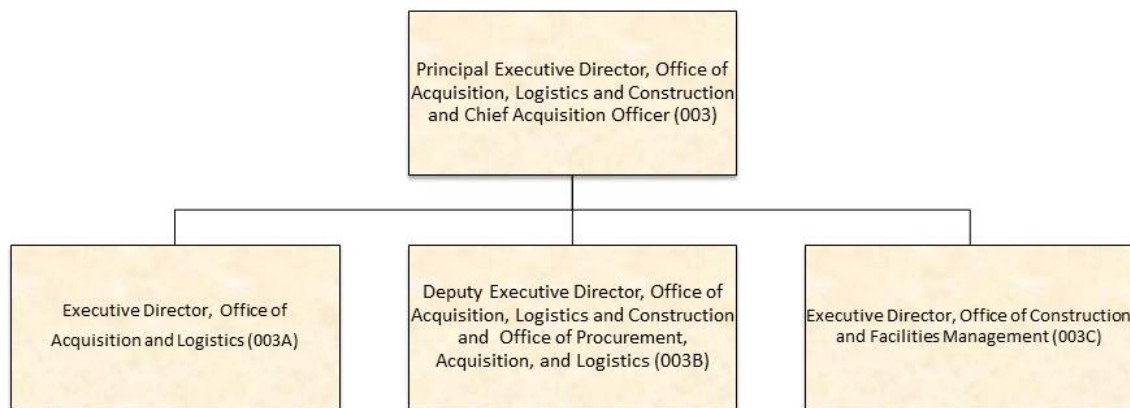


Figure 32 - Office of Acquisition, Logistics and Construction

[Alternate representation of the organization chart](#)

### 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.

### **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 7403. Federal Acquisition Certification for Contracting Officers Training (FAC-COR).

VA Directive 7512. Seismic Safety of VA Buildings.

VA Directive 7531. Acquisition of Artwork, Decorative Furnishings and Decorative Items.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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 0023. Tier 1 Graphic Standards.

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.

## OALC-003A Executive Director Acquisition and Logistics

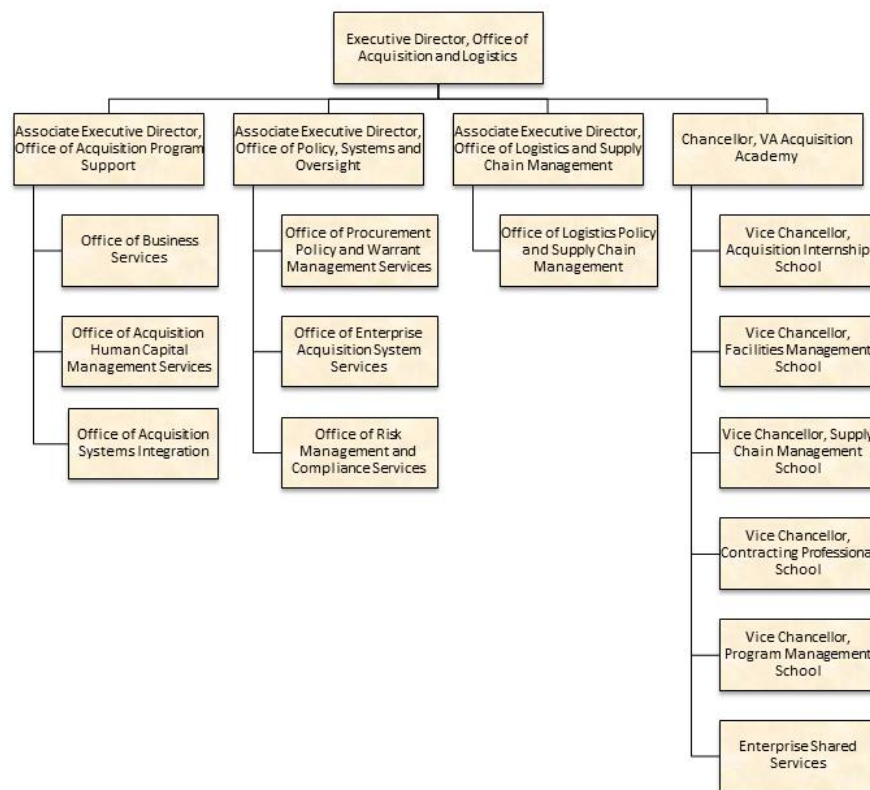


Figure 33 - OALC Executive Director, Acquisition and Logistics

[Alternate representation of the organization chart](#)

### 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 services 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 the VA. Responsible for leading and managing the way the 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 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 that the mission of 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 that ensure that 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.
- Increases appropriate use of performance-based contracting (performance work statements and statements of objectives).
- 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.
- Develops a professional VA Acquisition Workforce that are well equipped through training, certification and professional development.
- Provides oversight to include performing acquisition/logistics management reviews complying with the Office of Management and Budget (OMB) Circular A-123 (Acquisition Framework).
- Assists the VA most senior leadership in the development of enterprise strategic planning and performance driving better outcomes and quality program/project performance.
- Develops strategies and specific plans for hiring, training, professional development, and retention of OAL staff members to address deficiencies and overall function of the office.
- Additionally, the day to day conduct of the activities leading to effective/efficient business practices related to acquisition management as it is carried out by the responsible parties in the Administrations and Staff Offices.
- 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.
- Focuses 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.

- Approves and appoints the VA Heads of Contracting Activity (HCAs) and issue contracting officer warrant(s) to HCAs if required.
- Revokes/terminates HCA acquisition authority.
- Redirects acquisition workforce to support the preparation for, or response to, potential or actual emergencies, e.g., natural disaster, health related epidemics/pandemics, national defense, etc.
- Actively participates and represents the VA in various forums, OMB, Industry, Congress, General Accountability Office, Office of Inspector General, and across VA in matters pertaining to VA acquisition and logistics management.
- Provides operational performance assessments, oversees implementation of acquisition business system enhancements.

### **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. 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-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.

### *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.

### *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 and Office of 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 Federal Acquisition Institute (FAI), other civilian agencies, and professional organizations to ensure AWF preparedness, career/ professional development, recognition, and exchange of best practices.

### Authorities

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended).

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

### *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.

**Authorities**

Pub. L. 108-136. 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), 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 ED, 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 reports in the area of procurement for transmittal to OMB and Congress.

### Authorities

48 C.F.R. ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

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. 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-003A2A Procurement Policy and Warrant Management Service*

#### Overview

The Procurement Policy and Warrant Management (PP&WM) Service 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, and OMB memoranda 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 Federal Acquisition Regulation (FAR), which is published in the VA Acquisition Regulation (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 [acquisition.gov](http://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, GAO, OIG, Federal Agencies, and industry. Provides consultative services for the Executive Director, OAL/SPE; AED, PPSO; Heads of Contracting Activity (HCA); and other mission support areas in VACO (budget/finance and information technology).
- Serves as a VA representative on the Civilian Agency Acquisition Council.
- Develops VA standards for the Warrant Management Program.

**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. Services Acquisition Reform Act of 2003.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

VA Directive 7700. VA Acquisition Policy.

*OALC-003A2B Enterprise Acquisition Systems Service*

The Enterprise Acquisition Systems Service (EASS) directs the development, deployment, and maintenance of enterprise acquisition systems, setting standards utilizing emerging technology and managing the VA eCMS.

**Activities**

- Develops 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).

**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. 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**

The Risk Management and Compliance Service (RMCS) develops and manages various compliance and risk management activities throughout the acquisition lifecycle performing quality assurance and internal controls assessments. Includes the Acquisition Lifecycle Framework (ALF) Program Office, which leads enterprise acquisition management strategic initiatives.

## Activities

### RMCS:

- 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 Government Accountability Office (GAO) and Office of Inspector General (OIG) audit recommendations to timely closure.
- Manages the OMB Circular A-123 program to assess, monitor and improve the effectiveness of internal controls associated with VA acquisition activities throughout the acquisition lifecycle, following OMB Circular A-123 Acquisition Framework as a guide for VA compliance standards.
- Manages various other areas such as risk management and compliance programs, including Suspension and Debarment, Protest, Mistake-in-Bid, Task/Delivery Order Ombudsman, Subcontract Compliance Review, and Labor Liaison.

### ALF:

- 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.

## 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. Services Acquisition Reform Act of 2003.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

VA Directive 7700. VA Acquisition Policy.

## *OALC-003A2D Procurement Guidance and Instruction Service*

### **Overview**

The Procurement Guidance and Instruction Service (PGIS) formulates VA-wide procedures, guidance and instructions (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 VA Acquisition Manual (VAAM).
- Develops standards 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 Acquisition Management Program.
- Establishes governance for the VAAM Program, ensuring collaboration across OAL and proper integration into the broader Acquisition Management Program 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 AKP.
- 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 Senior Procurement Executive's signature and/or approval.
- Provides consultative services for the CAO, 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.

### **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. Services Acquisition Reform Act of 2003.

Pub. L. 109-461. Veterans Benefits, Health Care, and Information Technology Act of 2006.

VA Directive 7700. VA Acquisition Policy.

## *OALC-003A3 Logistics and Supply Chain Management*

### **Overview**

Develops and manages standards to assure quality Logistics Management for the Enterprise as related to Logistics and Supply Chain Management.

**Activities**

- Formulates Department Logistics, Supply Chain Management, and standards guiding principles ensuring that logistics, supply chain, and standardized functionality is integrated effectively and efficiently with other key Enterprise management areas where appropriate and focuses on the end-to-end acquisition lifecycle.
- Collaborates across the Enterprise and internal to OAL to assure integration of other portfolio areas when developing standards for departmental Logistics Management.
- VA representative at various Federal forums related to Logistics and Supply Chain Management.
- Conducts Logistics Management internal control assessment in accordance with OMB A-123 guidance.

**Authorities**

41 C.F.R. ch. 102 subch. B. Personal Property.

41 C.F.R. subch. E pt. 101-27. Inventory Management.

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

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

Pub. L. 81-152. Federal Property and Administrative Services Act 1949 (As Amended).

VA Handbook 7002. Logistics Management Procedures.

VA Handbook 7348. Utilization and Disposal of Personal Property.

*OALC-003A3A Logistics Supply Chain Policy and Analysis Service***Overview**

Develops and manages standards to assure quality Logistics Management for the Enterprise as related to Logistics and Supply Chain Management.

**Activities**

- Formulates Department Logistics, Supply Chain Management, and standards guiding principles ensuring that logistics, supply chain, and standardized functionality is integrated effectively and efficiently with other key Enterprise management areas where appropriate and focuses on the end-to-end acquisition lifecycle.
- Collaborates across the Enterprise and internal to OAL to assure integration of other portfolio areas when developing standards for departmental Logistics Management.
- VA representative at various Federal forums related to Logistics and Supply Chain Management.
- Conducts Logistics Management internal control assessment in accordance with OMB A-123 guidance.

**Authorities.**

41 C.F.R. ch. 102 subch. B. Federal Management Regulation.

41 C.F.R. ch. 101. Federal Property Management Regulation.

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

Pub. L. 81-152. Federal Property and Administrative Services Act of 1949 (as amended).

VA Directive and Handbook 7002. Logistics Management.

VA Directive and Handbook 7348. Utilization and Disposal of Personal Property.

### *OALC-003A5 VA Acquisition Academy*

#### **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**

- 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.
- Coordinates accreditation activities for VAAA enterprise.
- Represents VAAA at Senior Procurement Council, and other key acquisition and workforce development governing bodies.
- Oversees all VAAA public affairs, marketing, website, and communication activities.
- Coordinates correspondence management for VAAA enterprise.

#### **Authorities**

Pub. L. 108-136. 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 25, 2007). The Federal Acquisition Certification for Program and Project Managers.

### *OALC-003A5A 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 a Federal contract specialist.
- Targeted learning interventions.
- Holistic, cohort-based, internship satisfying Federal Acquisition Certification in Contracting (FAC-C) training requirements.
- Applied acquisition management and leadership skills training.
- Conducts standardized assessments of the learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintains collaborative stakeholder partnerships with VHA, NCA, VBA, CFM, OHRA, OPM, educational partners, and VA Acquisition Internship Program / W2W sponsors, and others.

**Authorities**

Pub. L. 108-136. 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-003A5B 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.
- Elective opportunities for continuous learning with approved continuous learning points (CLPs), relevant to acquisition certifications and professions.
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintains collaborative stakeholder partnerships with CFM, GSA, OPM, the Facilities Management Governing Board and others.

### **Authorities**

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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

## *OALC-003A5C 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.
- 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.

- Builds and maintains collaborative stakeholder partnerships with Office of Logistics and Supply Chain Management (OLSCM) and others.

**Authorities**

Pub. L. 108-136. 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.
- Competency-based core curriculum cohorts program training satisfying FAC-C training requirements.
- Applied acquisition management and leadership skills training.
- Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions.
- Conducts standardized assessments of the learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintains collaborative stakeholder partnerships with OFPP, FAI, and others.

**Authorities**

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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

*OALC-003A5E 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 and refreshes learning solutions to efficiently meet established requirements, incorporating VA specific case studies where relevant to objectives.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Represents VAAA at Senior Procurement Council, and other key acquisition and workforce development governing bodies.

Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:

- Competency-based, core curriculum courses satisfying Federal Acquisition Certifications for Program/Project Management (FAC-P/PM) and Contracting Officer's Representative (FAC-COR) training requirements. To include cohort-based training.
- Facilitated applied workshops for acquisition teams to address programmatic-specific needs throughout the program life cycle.
- 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.
- Builds and maintain collaborative stakeholder partnerships with OIT, VHA, CFM, OFPP, FAI, and others.

### Authorities

Pub. L. 108-136. 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-003A5F Enterprise Shared Services*

### **Overview**

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

### **Activities**

- Operates capable and secure facilities and infrastructure.
- Provides logistical support services to students and schools.
- Provides student registration services.
- Provides student travel support and develops the annual course catalog.
- Establishes standardized customer service strategies for VAAA enterprise.
- Builds and maintains collaborative stakeholder partnerships with EAS, OHRA, OIT, and others.
- Provides administrative support services for VAAA operations.

### **Authorities**

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. 108-136. Services Acquisition Reform Act of 2003.

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

## OALC-003B Procurement, Acquisition and Logistics

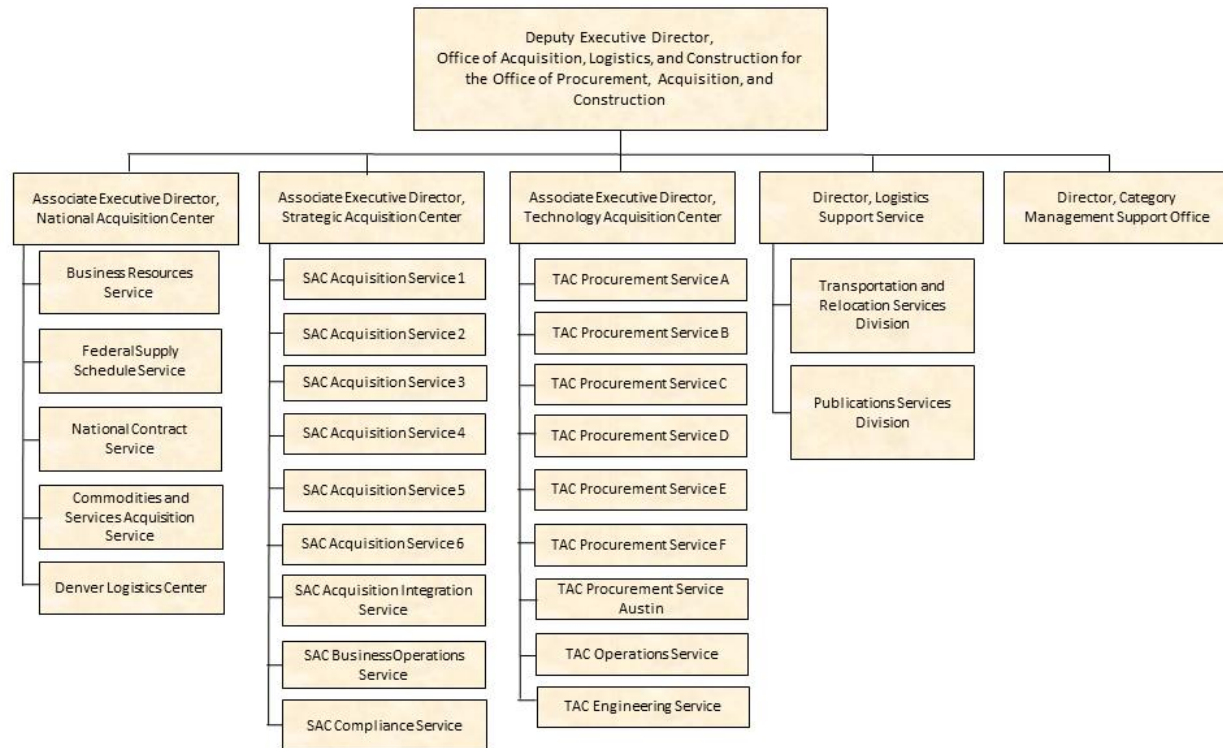


Figure 34 - OALC Procurement and Logistics

[Alternate representation of the organization chart](#)

### Overview

The Office of Procurement, Acquisition and Logistics (OPAL) enables our customers to provide best value solutions to Veterans and their families. OPAL has support offices in the following locations: Washington, D.C.; Hines, Illinois, Golden, Colorado, Eatontown, New Jersey; Austin, Texas; Fredericksburg, Virginia; and Frederick, Maryland. For more information, please visit <http://www.va.gov/opal/>.

### Activities

- 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 OIT. These HCAs exercise direct line authority for acquisition actions performed at the Strategic Acquisition Center (SAC), Technology Acquisition Center (TAC), and National Acquisition Center (NAC).

- Provides execution support of the Department's strategic sourcing programs and initiatives pertaining to information technology (IT) supplies, equipment, and services and non-IT medical supplies, equipment and services, in a manner that increases standardization, reduces cost, and increases transparency in support of the customers' requirements.
- Analyzes procurement data and ensures awarded procurement actions meet and exceed performance measures in accordance with the Department's acquisition program goals and objectives; and directs quality control programs to ensure OPAL procurement programs are carried out in accordance with Federal and Department acquisition regulations, authorities, policies, and practices.
- Formulates and recommends enterprise-wide acquisition operations' guidance, plans, and strategies to leverage VA's buying power in support of the Department's mission, goals, and objectives, and provides advice and guidance to senior leadership in customer organizations.
- Establishes agreements between VA and other Federal and private organizations to promote economy and effectiveness in the supply process; and is responsible for the procurement management and oversight of VA's interagency agreements and national advisory and assistance contracts for customer organizations.
- Guides and directs 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 to 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.

### Authorities

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

41 C.F.R. ch. 101. Federal Property Management Regulations.

41 C.F.R. ch. 102. Federal Management Regulation.

41 C.F.R. pt. 102-117. Transportation Management.

41 C.F.R. pt. 102-118. Transportation Payment and Audit.

41 U.S.C. § 253. Competition Requirements. the Competition in Contracting Act (CICA) of 1984.

44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act.

48 C.F.R. ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting.

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.

49 U.S.C. § 13712. Government Traffic.

Department of Defense Sharing Agreement 2121, 2111.

GSA Acquisition Manual. Federal Property Management Regulations (FPMR).

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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 0023. Tier 1 Graphic Standards.

VA Directive 7002. Logistics Management.

VA Directive 7125. Acquisition and Material Management Policy General Procedures.

VA Directive 7126.2. Procurement Sources and Programs.

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 7240. Transportation and Traffic Management.

VA Directive 7241. Transportation and Motor Vehicles.

VA Directive 7348. Utilization and Disposal of Personal Property.

VA Directive 7408.1. Requesting Waivers from the Requirement to Use VA Federal Supply Schedules.  
VA Handbook 0023. Tier 1 Graphic Standards, Appendix A.  
VA Handbook 7002. Logistics Management Procedures.  
VA Handbook 7125. Acquisition and Material Management Policy General Procedures.  
VA Handbook 7126. Central Office Controlled Items.  
VA Handbook 7240. Transportation and Traffic Management.  
VA Handbook 7241. Transportation and Motor Vehicles.  
VA Handbook 7348. Utilization and Disposal of Personal Property.

### *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.

### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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 Directive 7126.2. Procurement Sources and Programs.

VA Handbook 7126.2. Procurement Sources and Programs.

## *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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

*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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.  
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.  
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.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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 Directive 7126.2. Procurement Sources and Programs.  
VA Handbook 7126.2. Procurement Sources and Programs.

*OALC-003B1C 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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

*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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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 Directive 7126.2. Procurement Sources and Programs.

VA Handbook 7126.2. Procurement Sources and Programs.

### *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.

### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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.

### *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 Governmentwide, 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.

### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

VA Handbook 7408.1. Requesting Waivers from Requirement to Use VA Federal Supply Schedules.

## *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.

### Authorities

31 U.S.C. § 1535. Economy Act, Agency Agreements.  
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.  
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.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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 Directive 7126.2. Procurement Sources and Programs.  
VA Directive 7408.1. Requesting Waivers from the Requirement to Use VA Federal Supply Schedules.  
VA Handbook 7126.2. Procurement Sources and Programs.

### *OALC-003B1 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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

VA Handbook 7408.1. Requesting Waivers from Requirement to Use VA Federal Supply Schedules.

*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.

### Authorities

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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 Directive 7126.2. Procurement Sources and Programs.

VA Handbook 7126.2. Procurement Sources and Programs.

## *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.

### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

### *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.

### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

### *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.

### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

### *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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

*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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

*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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.

### *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.

#### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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.

### *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**

31 U.S.C. § 1535. Economy Act, Agency Agreements.  
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.  
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.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

Pub. L. 93-400 as amended by Pub. L. 96-83. Office of Federal Procurement Policy Act.

### *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.

### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.

### *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.

### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

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.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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.

### *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 health care related acquisition and logistics programs, which serve and benefit VA, our Veterans, and other Government agencies.

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

NAC works collaboratively with its customers and stakeholders to design quality, cost effective acquisition programs and contract vehicles, which meet or exceed the customers' needs. NAC is comprised of five Service elements: Business Resource Service, Federal Supply Schedule Service, and National Contract Service located in Hines, Illinois, and the Commodities and Services Acquisition Service and Denver Logistics Center located in Golden, Colorado. For more information, please visit [www.va.gov/opal/nac](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, Health and Human Services

(HHS's) Committee for Bioterrorism, Federation of American Hospitals, National Equipment Manufacturers Association (NEMA), etc.

- Markets existing acquisition programs to other Federal and non-Federal agencies.
- Builds partnerships and establishes agreements to provide acquisition services to non-VA partners.
- Works with other Federal agencies to dissolve or consolidate competing programs and leverages combined requirements for the benefit of all.
- Provides transparency and effective communications concerning its programs and processes.

### Authorities

31 U.S.C. § 1535. Economy Act, Agency Agreements.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.

41 C.F.R. ch. 101. Federal Property Management Regulations.

41 C.F.R. ch. 102. Federal Management Regulation.

48 C.F.R. ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting.

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.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.

GSA Acquisition Manual. Federal Property Management Regulations (FPMR).

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

Pub. L. 103-355. Federal Acquisition Streamlining Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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 7002. Logistics Management.

VA Directive 7125. Acquisition and Material Management Policy General Procedures.

VA Directive 7126. Central Office Controlled Items.

VA Directive 7348. Utilization and Disposal of Personal Property.

VA Handbook 7002. Logistics Management Procedures.

VA Handbook 7125. Acquisition and Material Management Policy General Procedures.

VA Handbook 7126. Central Office Controlled Items.

VA Handbook 7348. Utilization and Disposal of Personal Property.

### *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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.  
41 C.F.R. ch. 101. Federal Property Management Regulations.  
41 C.F.R. ch. 102. Federal Management Regulation.  
48 C.F.R. ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting.  
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.  
49 U.S.C. § 13712. Government Traffic.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.  
GSA Acquisition Manual. Federal Property Management Regulations (FPMR).  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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 7002. Logistics Management.  
VA Directive 7125. Acquisition and Material Management Policy General Procedures.  
VA Directive 7126. Central Office Controlled Items.  
VA Directive 7348. Utilization and Disposal of Personal Property.  
VA Handbook 7002. Logistics Management Procedures.  
VA Handbook 7125. Acquisition and Material Management Policy General Procedures.  
VA Handbook 7126. Central Office Controlled Items.  
VA Handbook 7348. Utilization and Disposal of Personal Property.

## *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 Federal Supply Schedule (FSS) programs, requirements, and processes.
- Develops and issues Federal Supply Schedule newsletter.
- Active participants with GSA on policy, procedure and process development and implementation.

### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.

41 C.F.R. ch. 101. Federal Property Management Regulations.

41 C.F.R. ch. 102. Federal Management Regulation.

48 C.F.R. ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting.

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.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.

GSA Acquisition Manual. Federal Property Management Regulations (FPMR).

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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 7002. Logistics Management.

VA Directive 7125. Acquisition and Material Management Policy General Procedures.

VA Directive 7126. Central Office Controlled Items.



VA Directive 7348. Utilization and Disposal of Personal Property.

VA Handbook 7002. Logistics Management Procedures.

VA Handbook 7125. Acquisition and Material Management Policy General Procedures.

VA Handbook 7126. Central Office Controlled Items.

VA Handbook 7348. Utilization and Disposal of Personal Property.

### *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 HHS, Bureau of Prisons, and other Federal customers on joint procurements of medical/surgical supplies, high tech medical systems, and pharmaceuticals.

#### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.

41 C.F.R. ch. 101. Federal Property Management Regulations.

41 C.F.R. ch. 102. Federal Management Regulation.

48 C.F.R. ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting.

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.

49 U.S.C. § 13712. Government Traffic.

Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.

GSA Acquisition Manual. Federal Property Management Regulations (FPMR).

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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 7002. Logistics Management.  
VA Directive 7125. Acquisition and Material Management Policy General Procedures.  
VA Directive 7126. Central Office Controlled Items.  
VA Directive 7348. Utilization and Disposal of Personal Property.  
VA Handbook 7002. Logistics Management Procedures.  
VA Handbook 7125. Acquisition and Material Management Policy General Procedures.  
VA Handbook 7126. Central Office Controlled Items.  
VA Handbook 7348. Utilization and Disposal of Personal Property.

### *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.

#### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.  
41 C.F.R. ch. 101. Federal Property Management Regulations.  
41 C.F.R. ch. 102. Federal Management Regulation.  
48 C.F.R. ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting.  
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.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.  
GSA Acquisition Manual. Federal Property Management Regulations (FPMR).  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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 7002. Logistics Management.  
VA Directive 7125. Acquisition and Material Management Policy General Procedures.  
VA Directive 7126. Central Office Controlled Items.  
VA Directive 7348. Utilization and Disposal of Personal Property.  
VA Handbook 7002. Logistics Management Procedures.  
VA Handbook 7125. Acquisition and Material Management Policy General Procedures.  
VA Handbook 7126. Central Office Controlled Items.  
VA Handbook 7348. Utilization and Disposal of Personal Property.

### *OALC-003B6E Commodities and Services Acquisition Service*

#### **Overview**

The NAC's Commodities and Services Acquisition Service (CSAS) provides acquisition support primarily to VHA and our Veterans through the award, administration and delivery of prosthetic/orthotic products and services. For more information, please visit <http://www.va.gov/opal/about/nac.asp>.

#### **Activities**

- Awards and administers contracts for prosthetic, orthotic, and other medical devices (hearing aids, assistive listening devices, orthotic items, Telehealth devices).
- Awards and administers various health care related service contracts such as non-VA dialysis services, traumatic brain injury study, and VAAA training courses.

#### **Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.  
31 U.S.C. § 1536. Economy Act - Crediting Payments from Purchases Between Executive Agencies.  
41 C.F.R. ch. 101. Federal Property Management Regulations.  
41 C.F.R. ch. 102. Federal Management Regulation.  
48 C.F.R. ch. 1 pt. 38. Federal Acquisition Regulations System - Federal Supply Schedule Contracting.  
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.  
49 U.S.C. § 13712. Government Traffic.  
Department of Defense Sharing Agreement 2121, 2111. DoD Sharing Agreement 2121, 2111.  
GSA Acquisition Manual. Federal Property Management Regulations (FPMR).  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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 7002. Logistics Management.  
VA Directive 7125. Acquisition and Material Management Policy General Procedures.  
VA Directive 7126. Central Office Controlled Items.

VA Directive 7348. Utilization and Disposal of Personal Property.

VA Handbook 7002. Logistics Management Procedures.

VA Handbook 7125. Acquisition and Material Management Policy General Procedures.

VA Handbook 7126. Central Office Controlled Items.

VA Handbook 7348. Utilization and Disposal of Personal Property.

### *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.

#### **Authorities**

41 C.F.R. ch. 101 pt. 101-42. Disposition of Personal Property with Special Handling Requirements.

41 C.F.R. ch. 102 pt. 102-36. Disposition of Excess Personal Property

41 C.F.R. ch. 102. Federal Management Regulation.

41 C.F.R. pt. 102-117. Transportation Management.

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. subch. E pt. 101-27. Inventory Management.

44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act.

48 C.F.R. ch. 1. Federal Acquisition Regulation.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

49 U.S.C. § 10721. Transportation; Government Traffic.

49 U.S.C. § 13712. Government Traffic.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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 Directive 0023. Tier 1 Graphic Standards.  
VA Directive 7002. Logistics 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 7240. Transportation and Traffic Management.  
VA Directive 7241. Transportation and Motor Vehicles.  
VA Directive 7348. Utilization and Disposal of Personal Property.  
VA Handbook 0023. Tier 1 Graphic Standards, Appendix A.  
VA Handbook 7002. Logistics Management Procedures.  
VA Handbook 7240. Transportation and Traffic Management.  
VA Handbook 7241. Transportation and Motor Vehicles.  
VA Handbook 7348. Utilization and Disposal of 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.

#### **Authorities**

41 C.F.R. ch. 101 pt. 101-42. Disposition of Personal Property with Special Handling Requirements.  
41 C.F.R. ch. 102 pt. 102-36. Disposition of Excess Personal Property.  
41 C.F.R. pt. 102-117. Transportation Management.  
41 C.F.R. pt. 102-118. Transportation Payment and Audit.  
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. subch. E pt. 101-27. Inventory Management.  
44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act.  
48 C.F.R. ch. 1. Federal Acquisition Regulation.  
48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
49 U.S.C. § 10721. Transportation; Government Traffic.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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 Directive 0023. Tier 1 Graphic Standards.  
VA Directive 7002. Logistics 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 7240. Transportation and Traffic Management.  
VA Directive 7241. Transportation and Motor Vehicles.  
VA Directive 7348. Utilization and Disposal of Personal Property.  
VA Handbook 0023. Tier 1 Graphic Standards, Appendix A.  
VA Handbook 7002. Logistics Management Procedures.  
VA Handbook 7240. Transportation and Traffic Management.  
VA Handbook 7241. Transportation and Motor Vehicles.  
VA Handbook 7348. Utilization and Disposal of Personal Property.

### *OALC-003B7B Publications Services*

#### **Overview**

Publications Services Division is the official source within VA for a wide range of printing and publications services, including duplication and distribution services, design services, and preparation of detailed specifications for printed material.

#### **Activities**

- Provides layout, design, illustration, and editing services for publications, posters, manuscripts, etc., in VA Central Office.
- Ensures designs and Section 508 compliance of all VA common use forms.
- Executes policies and guidance for printing and publications.
- Procures all forms and publications and printing of reports in VA Central Office.

#### **Authorities**

41 C.F.R. ch. 101 pt. 101-42. Disposition of Personal Property with Special Handling Requirements.  
41 C.F.R. ch. 102 pt. 102-36. Disposition of Excess Personal Property.  
41 C.F.R. pt. 102-117. Transportation Management.  
41 C.F.R. pt. 102-118. Transportation Payment and Audit.  
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.

44 U.S.C. Public Printing and Documents 21st Century Integrated Digital Experience Act.  
48 C.F.R. ch. 1. Federal Acquisition Regulation.  
48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.  
49 U.S.C. § 10721. Transportation; Government Traffic.  
49 U.S.C. § 13712. Government Traffic.  
OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.  
Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 108-136. Services Acquisition Reform Act of 2003.  
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 Directive 0023. Tier 1 Graphic Standards.  
VA Directive 7002. Logistics 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 7240. Transportation and Traffic Management.  
VA Directive 7348. Utilization and Disposal of Personal Property.  
VA Handbook 0023. Tier 1 Graphic Standards, Appendix A.  
VA Handbook 7002. Logistics Management Procedures.  
VA Handbook 7240. Transportation and Traffic Management.  
VA Handbook 7241. Transportation and Motor Vehicles.  
VA Handbook 7348. Utilization and Disposal of Personal Property.

### *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.

**Authorities**

31 U.S.C. § 1535. Economy Act, Agency Agreements.

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.

41 U.S.C. § 253. Competition Requirements. the Competition in Contracting Act (CICA) of 1984.

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.

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

Pub. L. 103-355. Federal Acquisition Streaming Act of 1994.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

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.



## OALC-003C Executive Director of Construction and Facilities Management

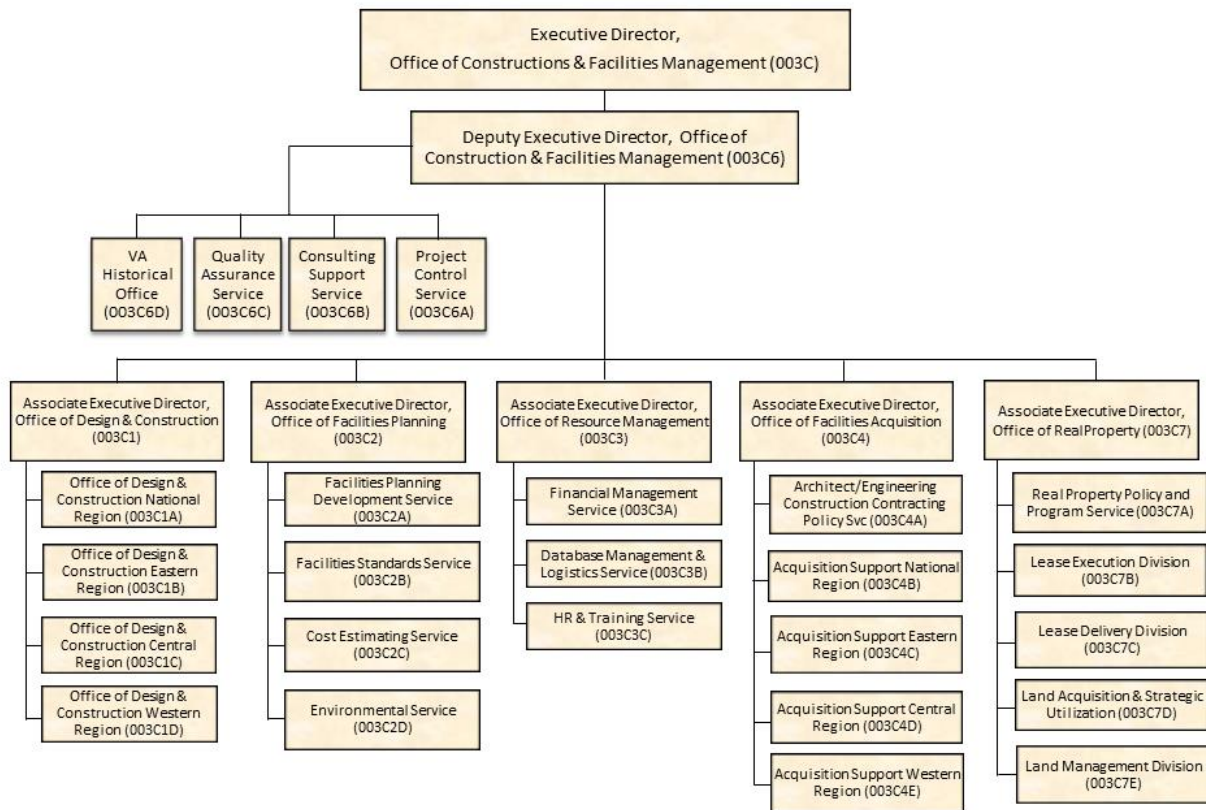


Figure 35 - OALC Executive Director, Construction and Facilities Management

[Alternate representation of the organization chart](#)

### Overview

The Office of Construction and 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.

**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. Services Acquisition Reform Act of 2003.

*OALC-003C1 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.

**Authorities**

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.

*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.

*OALC-003C1B Operations Eastern 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 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.

**Authorities**

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.

*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 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.

**Authorities**

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.

*OALC-003C1D Western 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 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.

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

### *OALC-003C2A Facilities Planning Development Service*

#### **Overview**

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

#### **Activities**

- Provides program management and process improvements for VA's Integrated Planning process.
- Forms relationships with VA Administrations, facilities leadership, Government agencies involved in project planning, the construction, and the A/E industry.

- Promotes the development of innovative and best practices for project design and planning throughout VA.
- Supports CFM's regional offices and other VA organizations by providing policy guidance and support for facility planning.
- Oversees the development of plans and designs for all CFM projects.
- Promotes the initiation and development of Cultural Resource Management Geospatial Information System tools.

### **Authorities**

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. Services Acquisition Reform Act of 2003.

*OALC-003C2B Facilities Standards Service*

### **Overview**

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

### **Activities**

- Establishes best practice, best value design and construction standards for health care, memorial, and benefits facilities.
- Develops and maintains planning, design, and construction standards for all VA projects, and publishes standards in the VA Technical Information Library (TIL).
- Develops and oversees planning, design, and construction standards and master specifications; building information modeling (BIM); sustainability including energy and water conservation; functional design guides; technical discipline manuals; design alerts; signage and interior design; architectural barrier compliance; post occupancy evaluations; and multi-hazard physical security assessments of VA facilities and standards for physical security, seismic, hurricane and other natural and man-made disasters in accordance with established Departmental policy.
- Forms relationships with VA Administrations, program and facilities leadership, Government agencies involved in project planning and design, and the health care, construction and A/E industries.
- Promotes the development of innovative and best practices for project design, planning, and construction throughout VA. Takes a major role in VA's strategic planning and design process to ensure VA's assets are allocated and implemented in the best interests of the Department and Veterans.

- Develops guidelines and provides oversight and technical support training to CFM's regional offices and other VA organizations. Ensures that design and construction standards support the Administrations' concept of operations. Provides policy guidance and support for enterprise-wide planning, design, and construction.
- Provides support to the VHA State Home Program by developing guidelines and reviewing project designs.

**Authorities**

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. Services Acquisition Reform Act of 2003.

*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, and projections.
- Provides guidance and oversight of programs for construction cost estimating, budgeting, benchmarking, and cost escalation.
- Develops budget cost estimates for construction projects.
- Maintains historical cost data and establishes benchmark costs used for estimating.
- Monitors national and local construction market conditions and trends for impacts to construction costs and provides guidance on the impact to project budgets.
- Develops policy and requirements for and provides oversight of CFM's Value Management Program. Coordinates value engineering activities for construction project and design standards development.
- Provides cost estimating support for all customers, programs, and initiatives.

**Authorities**

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. Services Acquisition Reform Act of 2003.



## *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, Information Technology (IT) and database systems, human capital 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 capital management related to real property and construction services.
- Coordinates annual major 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.
- Supports fiscal oversight of VA's minor construction funding.
- Provides equipment, supply, mail, and records management for CFM.

## *OALC-003C3A Financial Management Service*

### **Overview**

Financial Management Service oversees financial resources and capital operating needs for Congressional submission; coordinates annual construction and leasing program estimates for VA's budget; generates multiple operating plans and monitors execution; 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 budget execution through operating plans.
- Maintains and updates CFM's continuity of operations plan.

- Provides financial management support services for CFM's Seismic and Minor Construction programs.

**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. National Defense Authorization Act for Fiscal Year 2004.

*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 records management/storage.
- Plans and coordinates software development and upgrades.

**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. National Defense Authorization Act for Fiscal Year 2004.

*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'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 Human Resources Center regarding miscellaneous HR-related issues; resolves related problems or follows up ongoing or hard to resolve issues; and provides advice to managers and employees concerning major areas of HR policy and process.

- Oversees the 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.
- Fulfills service requests as CFM's FOIA and Privacy Officers.

### **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. National Defense Authorization Act for Fiscal Year 2004.

### *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, design and construction standards, construction management, environmental and historic preservation services.

### **Activities**

- Serves as the Principal Advisor to the Executive Director, CFM on A/E, major construction and leasing support service contracting. Serves as the HCA (Head Contracting Activity), CFM.
- Awards and administers contracts and Interagency Agreements for design, construction, lease support and the furnishing of supplies and equipment for major construction projects.
- Initiates and establishes interagency agreements with other government agencies, e.g., U.S. Army Corp of Engineers (USACE), to fulfill the design and construction project requirements in excess of \$100 million.
- Oversees the development of acquisition policy and guidance for the oversight and administration of CFM's major construction, design and ancillary services contracts.

### **Authorities**

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. 108-136. Services Acquisition Reform Act of 2003.

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 and 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**

## Policy Team:

- Develops acquisition policy and guidelines and provides acquisition support to Construction and 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.

## Acquisition Support Service:

- 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.

**Authorities**

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. 108-136. Services Acquisition Reform Act of 2003.

*OALC-003C4B Acquisition National Region***Overview**

Acquisition Support, National, Eastern, Central and Western Regions

The Office of Facilities Acquisition (OFA) provides acquisition support through Construction and Facilities Management (CFM)'s four Regional Offices which consists of the National Region, Eastern Region, Central Region and Western Region. These four Regional Offices provide cradle to grave acquisition support for the CFM major construction program.

The National Region provides acquisition services primarily for the National Cemetery Administration projects located throughout the U.S. and its' 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/Engine (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.

*OALC-003C4C Acquisition Support Eastern Region***Overview**

The Office of Facilities Acquisition (OFA) provides acquisition support through Construction and Facilities Management (CFM)'s four Regional Offices which consists of the National Region, Eastern Region, Central Region and Western Region. These four Regional Offices provide cradle to grave acquisition support for the CFM major construction program.

The Eastern Region 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.

#### *OALC-003C4D Acquisition Support Central Region*

#### **Overview**

The Office of Facilities Acquisition (OFA) provides acquisition support through Construction and Facilities Management (CFM)'s four Regional Offices which consists of the National Region, Eastern Region, Central Region and Western Region. These four Regional Offices provide cradle to grave acquisition support for the CFM major construction program.

The Central Region primarily provides acquisition services 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.

*OALC-003C4E Acquisition Support Western Region***Overview**

The Office of Facilities Acquisition (OFA) provides acquisition support through Construction and Facilities Management (CFM)'s four Regional Offices which consists of the National Region, Eastern Region, Central Region and Western Region. These four Regional Offices provide cradle to grave acquisition support for the CFM major construction program.

The Western Region primarily provides acquisition services for projects in the Western Region of the U.S.

**Activities**

- Adheres to Federal, VA and CFM acquisition regulations, standard operating procedures and other guidelines to award and administer contracts. Contracting activities involve a wide array of contracts 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.

*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 VA's facilities and construction acquisition, real property acquisition and disposal, and quality assurance of acquisition projects.

**Activities**

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

#### *OALC-003C6A Project Control Service*

##### **Overview**

The Project Control Service 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.

##### **Activities**

- Provides technical and professional support and develops recommendations for improved design and construction processes and procedures for professional A/E services, construction managers, design-build contractors, and all other construction 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.
- 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.

#### *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 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.
- 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 occupational safety assessments, oversight, and guidance to all CFM facilities, and active construction sites.
- Provides fire protection/life safety and occupational safety training for CFM employees, VHA and contractors.

**Authorities.**

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

38 U.S.C. ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

*OALC-003C6C Quality Assurance Service*

**Overview**

Quality Assurance Service provides independent and objective 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.
- Conducts purchase card reviews to identify and report on 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.
- Manages the CFM component of VA EAAS under the OALC based program lead to ensure connection to CFM personnel who have potential impact associated with an emergency.
- Collaborating with the U.S. Army Corps of Engineers (USACE) to jointly perform evaluations of the partnership between CFM and (USACE) associated with Major Construction Projects where USACE is the design and construction agent for VA.

### *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, D.C., and a National VA History Center (NVAHC), to be established in two historic buildings on the Dayton VA Medical Center campus in Dayton, 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.

### *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 Officer (LCO) Warrant 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.

**Authorities**

20 U.S.C. § 107 et seq. Operation of Vending Machines.

38 C.F.R. pt. 60. Fisher Houses and Other Temporary Lodges.

38 CFR § 38.603. National Cemetery Gifts and Donations.

38 U.S.C. § 1708. Temporary Lodging.

38 U.S.C. § 2406. Acquisition of Lands.

38 U.S.C. § 8301. Authority to Accept Gifts, Devises, and Bequests.

38 U.S.C. ch. 81. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

40 U.S.C. § 3113. Acquisition by Condemnation.

54 U.S.C. § 306121. Historic Preservation, Lease or Exchange.

Pub. L. 100-77 § 11301 et seq. McKinney-Vento Homeless Assistance Act of 1987.

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

Pub. L. 114-294. Chip-In for Veterans Act.

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 LCO warrants, managing the CHIP-IN program, managing the appraisal program, and conducting real estate investment analysis. This division develops and updates policy for CFM and VA real estate activities for the Department. This section also manages VA's Lease program, including providing guidance, conducting internal reviews, and 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
- Conducts real estate investment analyses, such as Hilo, HI's and Norman, OK's initiatives.

#### *OALC-003C7B Lease Execution Division*

##### **Overview**

Lease Execution (LE) oversees administration of the procurement of VHA's Major Leases and procurement of some Minor leases. Leases support medical, office, research, and warehouse requirements. LE also collaborates with GSA who has and is executing seven 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**

- Reviews and updates business processes to reduce execution timelines, such as conducting design ahead of authorization.
- Partners with GSA and other entities to share best practices.
- Provides modern, well designed health care facilities that meet the need of our Veterans.

#### *OALC-003C7C Lease Delivery Division*

##### **Overview**

The Lease Delivery Service oversees administration of the execution of lease construction from award through acceptance for VHA's medical, office, warehouse, and research major and some minor leases. This is accomplished through Lease Resident Engineers who work with developers, Architect/Engineers (A/E), who provides technical assistance, contract management services, and other procurement activities. This team develops and facilitates effective, standard lease construction management and implementation strategies.

##### **Activities**

- Oversees CFM's lease field staff, who manage VHA major and minor lease construction projects. Staff provides construction and design management for all space types of lease construction including medical, office, warehouse, research and office 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.

*OALC-003C7D Land Acquisition and Strategic Utilization***Overview**

Land Acquisition and Strategic Utilization Division (LASU) oversees administration of land acquisition and disposals for the Department, primarily for NCA and VHA. Support includes 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.

*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, including historic reuse for lodges at cemeteries.
- 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.

## OGC-02 Office of General Counsel

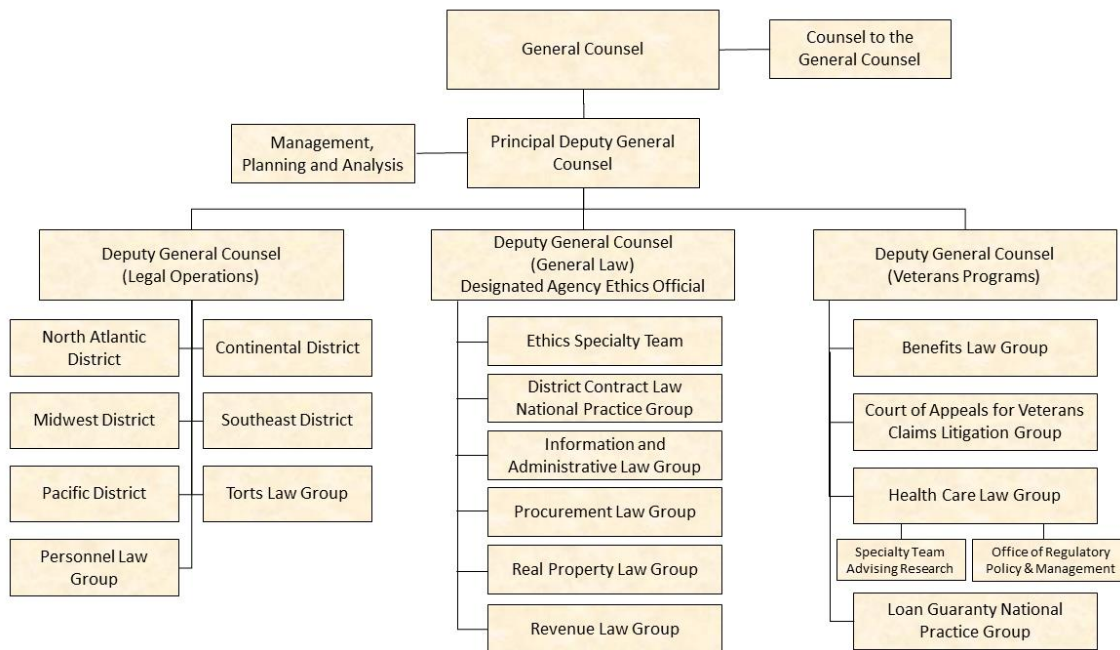


Figure 36 - Office of General Counsel Organization Chart

[Alternate representation of the organization chart](#)

### Mission

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

### Overview

OGC serves as VA's in-house counsel and is committed to ensuring that every member of OGC is focused on how OGC's work impacts Veterans and has an understanding and commitment to the business priorities of our VA clients many of whom directly serve Veterans.

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

### Activities

- OGC strives to provide real time legal advice. Our goal is to be involved with Department decision makers (our clients) during the initial phases of decisions and actions, rather than focusing only on defending actions after decisions have been made. This proactive, preventive-law approach promotes better outcomes and reduces risk.
- The General Counsel, Principal Deputy General Counsel (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 also provides oversight of OGC's provision of legal services and representation. The DGCVP, the DGCGL and the DGCLC report to the PDGC.
- OGC provides a full range of legal and litigation services, as well as support for legislative and regulatory activities through our Chief Counsels who lead eight Law Groups, five Offices of Chief Counsel in the Districts, two National Practice Groups (NPGs), the Court of Appeals for Veterans Claims Litigation Group (CAVCLG), and the Ethics Specialty Team (EST). OGC's internal administrative functions are handled by Management, Planning and Analysis.

#### **Authorities**

38 U.S.C. § 311. General Counsel.

38 C.F.R. § 14.500. Functions and Responsibilities of General Counsel.

### *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.

### *OGC-02GL General Law*

#### **Overview**

The Deputy General Counsel of General Law (DGCGL) supervises a team of Senior Executive Chief Counsels responsible for leading four of OGC's Law Groups (Information and Administrative Law, Procurement Law, Real Property Law and Revenue Law), the Ethics Specialty Team (EST), and the District Contract Law National Practice Group, a virtual nationwide team. In addition, the DGCGL serves as the Designated Agency Ethics Official (DAEO).



**Activities**

- The Information and Administrative Law Group provides advice relating to information disclosure, Information Security and Technology, records management, Federal Advisory Committee, Copyright and Trademarks, appropriations law, law enforcement and public-private partnerships.
- 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 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 EST manages the Department's Ethics Program.
- The District Contract Law National Practice Group provides legal advice, reviews, litigation representation and support on matters pertaining to VA contracts with District contracting activities outside of the Office of Acquisition Operations.

**Authorities**

38 U.S.C. § 8121. Revolving Supply Fund.

38 U.S.C. § 8153. Sharing of Health-Care Resources.

48 C.F.R. pt. 801. Department of Veterans Affairs Acquisition Regulation System.

*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, Federal Advisory Committee, Copyright and Trademarks, communications with Congress, appropriations law, law enforcement and public-private partnerships.

**Activities**

- Provides subject matter experts on Information Law, including privacy, disclosure, records and information management, information security and technology.
- Assists with the disclosure of electronically stored information as ordered by courts or requested by parties as discovery in litigation, ordered by administrative bodies, 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.
- Serves as final arbiters of fact in administrative appeals under the FOIA and Privacy Act.

- Advises agency officials on information security matters, including responding to data breaches involving VA sensitive information.
- Negotiates terms of business associate agreements, data use agreements, and other agreements to safeguard VA data disclosed to other entities pursuant to HIPAA and other release statutes.
- Reviews terms of service and memoranda of understanding with social networking and other service providers to promote and protect VA's online presence.
- 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.

**Authorities**

38 C.F.R. § 1.527. Administrative Review.

38 C.F.R. § 1.559. Appeals.

*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.

### *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); personal property matters (e.g., modular buildings, wheelchairs), environmental law, energy and utility matters, construction matters and architect-engineer matters.

#### **Activities**

- Provides pre-award and post-award legal support for solicitations and contracts including participants on Integrated Product Teams and Contract Review Boards.
- Provides transaction and litigation support and assistance.
- Serves as the lead attorney representing the Department in matters 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 Court of Federal Claims and in Federal District Court.
- Reviews legislative proposals, testimony, VA budget questions and regulations.

#### **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 conducted by District contracting activities outside of the Office of Acquisition Operations, VA Central Office.

#### **Activities**

- As in-house counsel for Veterans Health Administration (VHA) contracting staff in the field, provides legal advice and support to ensure legally defensible acquisitions that deliver the best supplies, services and facilities for Veterans.
- Serves as counsel for the SECVA and VA in contract litigation before the Government Accountability Office, Civilian Board of Contract Appeals, U.S. Court of Federal Claims and other Federal courts.
- Provides acquisition legal support for VA's Consolidated Mail Outpatient Pharmacies.

### *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 Deputy General Counsel of General Law serves as VA's DAEO. Clients contact the EST directly for advice on ethics issues.

#### **Activities**

- Oversees VA's financial disclosure program, 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 as needed 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.

**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.

38 C.F.R. § 0.735-1. Agency Ethics Officials.

38 C.F.R. § 0.735-2. Government-wide standards.

18 U.S.C. ch. 11. Bribery, Graft, and Conflicts of Interest.

VA Directive 8002. Financial Disclosure Reports.

VA Handbook 8002. Financial Disclosure Reports.

*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.

**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.

### Authorities

38 C.F.R. § 14.501. Functions and Responsibilities of Regional Counsels.

VA Directive 0700. Administrative Investigations.

VA Handbook 0700. Administrative Investigations.

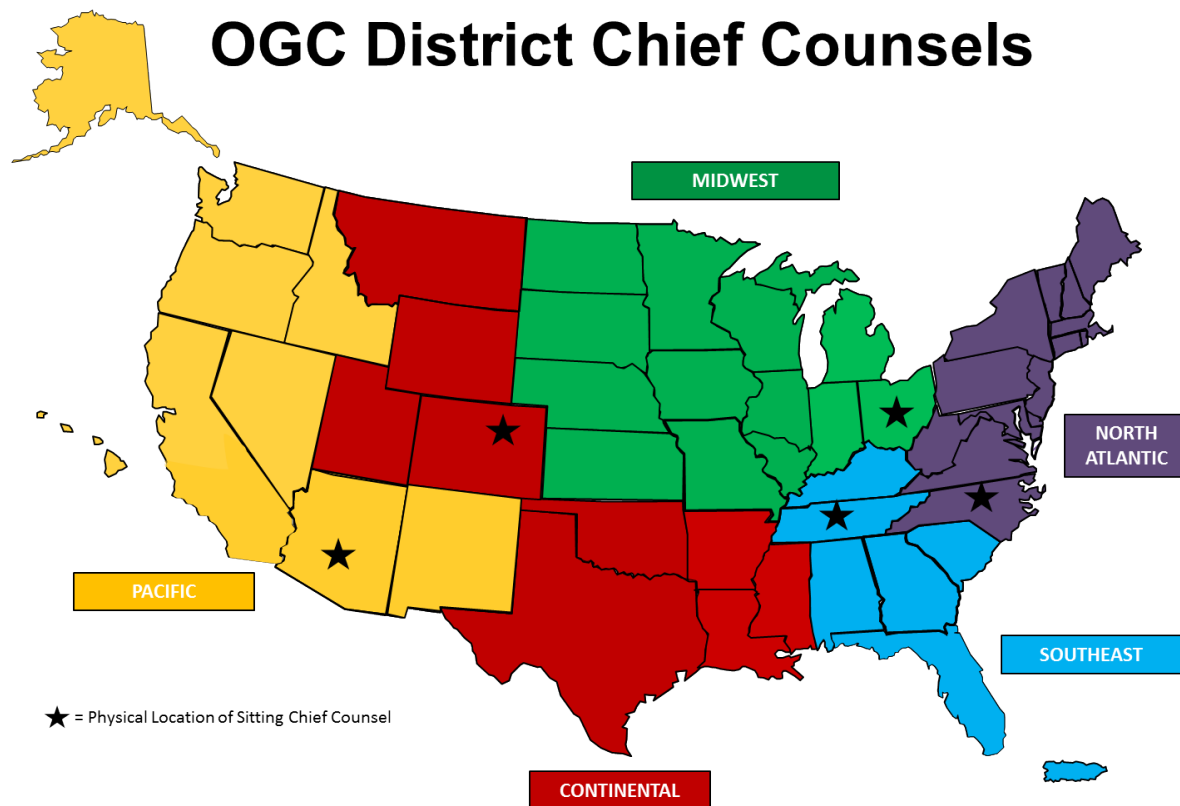


Figure 37 - Map of OGC Districts and Chief Counsels

[Alternate representation of the map](#)

### *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.

**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.

#### **Authorities**

38 U.S.C. § 7422. Collective Bargaining.

VA Directive 0700. Administrative Investigations.

VA Handbook 0700. Administrative Investigations.

### *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.



### *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.

#### **Authorities**

38 C.F.R. § 14.501. Functions and Responsibilities of Regional Counsels.

### *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.

#### **Authorities**

38 C.F.R. § 14.501. Functions and Responsibilities of Regional Counsels.

### *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.

*OGC-02SD 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.

**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.

### *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 carry out the intended purpose of serving Veterans and protecting VA from litigation outcomes that are costly or inhibit efficient provision of service to Veterans.
- Administers the process of accrediting benefits representatives which improves Veterans' access to qualified representatives.
- 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.

#### **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, homeless programs, Veterans Canteen Service, patents, medical research, nonprofit research corporations and VA regulations.

#### **Activities**

- Ensures compliance with laws and that VA programs fulfill the intended purpose of serving Veterans, while protecting VA from costly litigation.

- Interprets and clarifies statutory requirements, facilitating timely and efficient provision of care in VA facilities and in the community, improving the Veterans' experience and access to health care.
- Through their Specialty Team Advising Research (STAR), facilitates research of value to Veterans.
- Through their Office of Regulatory Policy and Management (ORPM), provides centralized management and control for the formulation and publication of all VA regulations.

### *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.

#### **Authorities**

38 U.S.C. § 7364. General Powers.

### *OGC-02REG Office of Regulatory Policy and Management*

#### **Overview**

This provides a broad, high-level synopsis of the Organization's purpose and functions; it is not intended to be a description of the responsibilities of the Organization's manager.

The primary mission of the Office of Regulatory Policy and Management (ORPM) is to provide centralized management and control for the formulation and publication of all VA regulations. ORPM ensures regulations are drafted clearly, comply with applicable legal and technical requirements, comply with the Administrative Procedure Act (APA), and Executive Order 12866. ORPM also advises SECVA and senior officials on all matters related to regulations including coordination within VA, Office of Management and Budget (OMB), 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.
- Assists in developing rulemaking strategies to respond to new legislation and inquiries from Congress or the public concerning regulatory matters.
- Works with VA program offices to ensure they have implementation plans for each new and revised regulation (including adequate resources—financial, staffing, messaging, and Information Technology (IT)).
- Tracks and facilitates the movement of each regulation through concurrence within VA, OMB, OIRA and the FR.
- 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 posting and processing 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.

**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 U.S. Court of Appeals for Veterans Claims Litigation Group represents the SECVA in all litigation brought before the CAVC.

**Activities**

- Provides legal representation for the SECVA regarding appeals from BVA decisions to the CAVC, writs of mandamus seeking extraordinary relief, and applications for attorney fees filed under the Equal Access to Justice Act.
- Conducts legal research, participates in Court-led mediation sessions, drafts and files pleadings and presents oral argument before the CAVC.

- Consults with program stakeholders to ensure the positions taken before the CAVC are consistent with the SECVA's goals and priorities and advises on ways to reduce litigation risks.

### *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

## OIG-50 Office of the Inspector General

### Overview

The Office of Inspector General (OIG) was administratively established on January 1, 1978, to consolidate audits and investigations into a cohesive, independent organization. In October 1978, the Inspector General Act, Pub. L. 95-452, was enacted, establishing a statutory Inspector General in VA. It states that the Inspector General is responsible for (1) conducting and supervising audits and investigations; (2) recommending policies designed to promote economy and efficiency in the administration of, and to prevent and detect criminal activity, waste, abuse, and mismanagement in VA programs and operations; and (3) keeping the Secretary and Congress fully informed about problems and deficiencies in VA programs and operations and the need for corrective action. The Inspector General has authority to inquire into all VA programs and activities as well as the related activities of persons or parties performing under grants, contracts, or other agreements. In addition, Pub. 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 1,100 onboard employees, is headquartered in Washington, D.C., and has more than 50 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
- Healthcare Inspections
- Investigations
- Management and Administration
- Special Reviews

### Activities

- Oversees VA programs and activities as well as the related activities of persons or parties performing under grants, contracts, or other agreements.
- Processes complaints and allegations of wrongdoing from VA employees, Members of Congress, the public, or other stakeholders.
- Performs audits, 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 website.

**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.



## Appendix A: Abbreviations

## Volume 2: Department of Veterans Affairs Staff Offices

### *Table of Abbreviations*

A&A	Assessment and Authorization
A&E	Architecture and Engineering
AC	Access Control
ACM	Acquisition Career Manager
ACMO	Advisory Committee Management Office
ACOE	Agile Center of Excellence
ADAS	Associate Deputy Assistant Secretary
ADR	Alternative Dispute Resolution
AE	Architect/Engineer
AES	All Employees Survey
AFGE	American Federation of Government Employees
AFR	Agency Financial Report
AG	Account Groups
AI	Architecture Integration
AIM	Access and Identity Management
AIPG	Annual Integrated Planning Guide
AIS	Acquisition Integration Service
AKP	Acquisition Knowledge Portal
ALF	Acquisition Lifecycle Framework
AMA	Appeals Modernization Act
AMO	Account Management Office
AMP	Acquisition Management Program
AO	Authorizing Official
AODR	Authorizing Official Designated Representative
AOL	Alternate Operating Locations
AOR	Acquisition Orchestration and Reporting
AOSB	Authorizing Official System Briefing
APA	Administrative Procedure Act
APG	Agency Priority Goals
APMC	Analytics and Performance Management Committee
APMF	Acquisition Program Management Framework
APP	Annual Performance Plan
APP&R	Annual Performance Plan and Report
APR	Annual Performance Review
APS	Accounting Policy Service
ARM	Acquisition review module
AS	Analytics Service
ASI	Acquisition Systems Integration
ATO	Authority to Operate
AU	Audit and Accountability
AWF	Acquisition Workforce
BAM	Benefits and Memorials
BEC	Benefits Executive Committee

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BF	Budget and Finance
BIM	Building information modeling
BLM	Business Line Management
BO	Business Office
BOP	Budget Operating Plan
BOS	Business Operation Service
BPMR	Business Performance Metric Review
BPR	Business Process Reengineering
BRM	Business Reference Model
BRMS	Business Relationship Manager
BSD	Business Services Division
BTD	Business Transformation Division
BTT	Budget Tracking Tool
BVA	Board of Veterans Appeals
CAA	The Clean Air Act of 1970
CAI	Capital Asset Inventory
CAMS	Capital Asset Management Service
CAO	Chief Acquisition Officer
CAPPSS	Capital Asset Policy, Planning and Strategy Service
CARES	Coronavirus Aid, Relief, and Economic Security
CAVC	Court of Appeals for Veterans Claims
CAVCLG	Court of Appeals for Veterans Claims Litigation Group
CBA	Collective bargaining agreements
CBI	Cyber Business Intelligence
CBO	Congressional Budget Office
CBOC	Community Based Outpatient Clinics
CCC	Clinical Contact Centers
CCRA	Community Care Referral and Authorization
CCS	Compensation and Classification Service
CDM	Continuous Diagnostics and Mitigation
CDR	Construction Delivery Review
CEHRIS	Center for Enterprise Human Resources Information Service
CFBNP	Center for Faith-Based and Neighborhood Partnerships
CFM	Construction and Facilities Management
CFO	Chief Financial Officer
CHAMPVA	Civilian Health and Medical Program of the Department of Veterans Affairs
CI	Configuration Items
CICA	Competition in Contracting Act
CIO	Chief Information Officer
CIR	Cyber Incident Response
CISA	Cybersecurity and Infrastructure Security Agency
CLP	Continuous learning points
CMDB	Configuration Management Database
CMO	Contract Management Oversight
CMR	Congressionally Mandated Reports
CMS	Card Management System
CMV	Center for Minority Veterans
COD	Compliance and Oversight Directorate

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COFC	Court of Federal Claims
COMSEC	Communications Security
COOP	Continuity of Operations
COPS	Capital Operations and Program Service
COR	Contracting Officer's Representative
COS	Chief of Staff
COSVA	Chief of Staff of Veterans Affairs
COTS	Commercial off-the-shelf
CPI	Continuous process improvement
CPRS	Computerized Patient Record System
CR	Compliance Readiness
CS	Cybersecurity
CSA	Cyber Security Analytics
CSAS	Commodities and Services Acquisition Service
CSEMO	Corporate Senior Executive Management Office
CSF	Cybersecurity Framework
CSO	Chief Security Officer
CSOC	Cybersecurity Operations Center
CSPI	Cybersecurity Program Integration
CT	Compliance Tracking
CTI	Cyber Threat Intelligence
CTM	Cybersecurity Technology and Metrics
CTO	Chief Technology Officer
CTS	Cyber Technical Services
CUI	Controlled Unclassified Information
CVEB	Community Veteran Engagement Boards
CWM	Cyber Workforce Management
CWV	Center for Women Veterans
CWVV	Children of Women Vietnam Veterans
CX	Customer Experience
CXO	Chief Executive Offices
DAB	Disciplinary Appeals Board
DAEO	Designated Agency Ethics Official
DAPM	Data Analytics and Performance Management
DAS	Deputy Assistant Secretary
DASHO	Designated Agency Safety and Health Official
DATA	Digital Accountability and Transparency Act of 2014
DBRS	Data Breach Response Service
DCI	Defensive Counterintelligence Program
DCIO	Deputy Chief Information Officer
DCOS	Deputy Chief of Staff
DE	Digital Experience
DEU	Delegated Examining Unit
DFAR	Defense Federal Acquisition Regulations
DFWP	Drug Free Workplace Program
DGA	Data Governance and Analytics
DGC	Data Governance Council
DGCGL	Deputy General Counsel for General Law

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DGCLC	Deputy General Counsel for Legal Operations
DGCVP	Deputy General Counsel for Veterans Programs
DGD	Data Governance and Dissemination
DGI	Data Governance and Implementation
DHS	Department of Homeland Security
DCIO	Deputy Chief Information Officer
DIVAC	Diversity and Inclusion in VA Council
DLC	Denver Acquisition and Logistics Center
DMC	Debt Management Center
DMD	Demand Management Division
DME	Digital Media Engagement
DMLSS	- Defense Medical Logistics Standard Solution
DoD	Department of Defense
DoD	Department of Defense
DOJ	Department of Justice
DS	Digital Service
EA	Enterprise Architecture
EAAS	Emergency Alerting and Accountability System
EBP	Evidence-based Policymaking
EBPC	Evidence-Based Policy Council
EBPC	Evidence-Based Policy Council
EC	Executive Correspondence
ECC	Enterprise Command Center
ECO	Enterprise Command Operations
ECP	External Civil Rights Complaints Program
ECRCM	Enterprise Change, Release, and Configuration Management
ECSP	Enterprise Cybersecurity Program
EDI	Executive Director for Investigations
EEFS	Energy, Environment and Fleet Program Service
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EGM	Enterprise Government Management
EHR	Electronic health record
EHRM	Electronic Health Record Modernization
EIM	Enterprise Information Management
EIMS	Enterprise Integrated Master Schedule
EIS	Enterprise Infrastructure Solutions
EIT	Electronic and Information Technology
EMD	Enterprise Measurement and Design
EMF	Executive Management Fellowship
EMM	Enterprise Mail Management
EMP	Energy Management Program
EPIO	Enterprise Program Integration Office
EPMD	Enterprise Portfolio Management Division
EPMO	Enterprise Program Management Office
ER	Employee relations
ERB	Executive Resources Board
ERF	Enterprise Risk Framework

ERM	Enterprise Risk Management
ERMWG	Enterprise Risk Management Working Group
ERPMS	Employee Relations and Performance Management Service
ERR	Enterprise Risk Registry
ERS	Enterprise Records Service
ESA	Essential Supporting Activities
ESCP	Enterprise Cybersecurity Program
ESD	Enterprise Service Desk
ESI	Electronically Stored Information
ESIC	Electronic Stored Information Collection
ESMP	Enterprise Service Management Practices
ESO	Enterprise Security Operations
EST	Ethics Specialty Team
EUL	Enhanced-Use Lease
EUO	End User Operations
EVVM	Enterprise Visibility and Vulnerability Management
EXECSEC	Executive Secretariat
FR	Federal Register
FA	Franchise Agreements
FAC	Federal Acquisition Certification
FACA	Federal Advisory Committee Act
FAI	Federal Acquisition Institute
FAQ	Frequently asked questions
FAR	Federal Acquisition Regulation
FASAB	Federal Accounting Standards Advisory Board
FAST	Federal Automotive Statistical Tool
FBCO	Faith-based and community organizations
FCA	Facility Condition Assessment
FEAR	Notification and Federal Anti-Discrimination and Retaliation Act of 2002
FEDRAMP	Federal Risk and Authorization Management Program
FEHRM	Federal Electronic Health Record Modernization
FFMIA	Federal Financial Management Improvement Act
FICAM	Federal Identity Credential and Access Management
FISMA	Federal Information Security Modernization Act
FITARA	Federal Information Technology Acquisition Reform Act
FMBT	Financial Management Business Transformation
FMBTS	Financial Management Business Transformation Service
FMFIA	Federal Managers Financial Integrity Act
FMS	Federal Medical Stations
FOIA	Freedom of Information Act
FOM	Functional Organization Manual
FPMR	Federal Property Management Regulations
FR	Federal Register
FRAC	Freedom of Information Act Records and Assessment Compliance
FROS	Financial Risk Oversight Service
FRPC	Federal Real Property Council
FSC	Financial Services Center
FSICO	Financial System Integrity and Controls Office

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FSPRM	Foresight, Strategic Planning and Risk Management
FSS	Federal Supply Schedule
FSSS	Federal Supply Schedule Service
GAO	Government Accountability Office
GDR	Ground Defense and Recovery
GDX	Geographic Distribution of VA Expenditures
GES	Governance Executive Secretariat
GETA	Government Employees Training Act
GETS	Government Emergency Telecommunications Service
GFE	Government-furnished equipment
GINA	Genetic Information Nondiscrimination Act
GIS	Geographic Information System
GMP	General Management Practices
GOTS	Government Off-the-Shelf
GPC	Government Purchase Card
GPO	Government Printing Office
GPRA	Government Performance and Results Act
GRC	Governance, Risk, Compliance
GS	General Schedule
GSA	General Services Administration
GSS	General Support System
H.R.	House Resolution
HCA	Heads of Contracting Activity
HCD	Human Centered Design
HCIS	Human Capital Information Service
HCM	Human Capital Management
HCS	Human Capital Systems
HCSC	Human Capital Services Center
HEC	Health Executive Committee
HHS	Health and Human Services
HIE	Health information exchange
HIPAA	Health Insurance Portability and Accountability Act
HITECH	Health Information Technology for Economic and Clinical Health
HPP	Harassment Prevention Program
HR	Human Resources
HRA	Human Resources and Administration
HRIS	HR Information Services
HRL	Human Resources Liaison
HRP	Historic Reuse Program
HSRM	HealthShare Referral Manager
HTMO	Human Talent Management Office
HVA	High Value Asset
HVAC	House Veterans Affairs Committee
IA	Information assurance
IAA	Interagency Agreements
IAM	Identity and Access Management
IAS	Intake and Analysis Services
IC	Intelligence Community

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ICAM	Identity, credential and access management
ICS	Interagency Collaboration Service
ICSC	Internal Controls Support Center
ICT	Information and Communications Technology
IEDS	Investment and Enterprise Development Service
IFCAP	Integrated Funds Distribution, Control Point Activity, Accounting and Procurement
IG	Inspector General
IGA	Intergovernmental Affairs
IM	Information Management
IO	Infrastructure Operations
IOC	Integrated Operations Center
IP&EM	Incident, Problem, and Emergency Management
IPC	Interagency Policy Committee
IPRO	Improper Payments Remediation and Oversight
IPT	Integrated Project Team
IQA	Information Quality Act
IRC	Investment Review Council
IRM	Information Resource Management
IRS	Internal Revenue Service
ISA	Information Sharing Agreement
ISCAP	Interagency Security Classification Appeals Panel
ISCM	Information Security Continuous Monitoring
ISM	Information Systems Management
ISO	Information System Owner
ISPC	Information Security Policy and Compliance
ISPS	Information Security and Policy Strategy
ISRM	Information Security Risk Management
ISSE	Information System Security Engineering
ISSO	Information System Security Officers
IT	Information Technology
ITAM	Information Technology Account Managers
ITBF	IT Budget and Finance
ITIBSC	IT Investment Board Steering Committee
ITIL	IT Infrastructure Library
ITIN	IT Infrastructure & Networks
ITIO	IT Infrastructure Operations
ITOP	Information Technology Operations
ITOPS	IT Operation and Services
ITP	Insider Threat Program
ITPI	IT Program Integration
ITRM	Information Technology Resource Management
ITSC	IT Strategic Communication
ITSM	IT Service Management
ITWD	IT Workforce Development
IV&V	Independent Verification and Validation
JEC	Joint Executive Committee
JSP	Joint Strategic Plan
LA	Lifetime Analytics



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LASU	Land Acquisition and Strategic Utilization
LCP	Lease Certification Program
LE	Lease Execution
LEAF	Light Electronic Action Framework
LETC	Law Enforcement Training Center
LITA	Lightweight Independent Technical Assessments
LMD	Land Management Division
LMR	Labor Management Relations
LSS	Logistics Support Service
MDPP	Medical Device Protection Program
MEF	Mission Essential Functions
MGT	Modernizing Government Technology
MinX	Management and Information Exchange
MISSION	Maintaining Internal Systems and Strengthening Integrated Outside Networks
MMS	Manpower Management Service
MOA	Memorandum of Agreement
MP&A	Management, Planning and Analysis
MPA	Management, Planning and Analysis
MS	Media Services
MSN	Memorial Service Networks
MSO	Managed Service Offering
MVPC	Minority Veterans Program Coordinators
NAC	National Acquisition Center
NADL	Native American Direct Loan
NARA	National Archives and Records Administration
NASDVA	National Association of State Directors of Veterans Affairs
NASEM	National Academies of Sciences, Engineering, and Medicine
NCA	National Cemetery Administration
NCR	National Capital Region
NCS	National Contract Service
NCVAS	National Center for Veterans Analysis and Statistics
NDAA	National Defense Authorization Act
NDFE	Non-Departmental Federal Entities
NDIP	National Diversity Internship Program
NEMA	National Equipment Manufacturers Association
NEPA	National Environmental Policy Act
NGDS	Next Generation Delivery Service
NGO	Non-governmental organizations
NICE	National Initiative for Cybersecurity Education
NIST	National Institute of Standards and Technology
NNU	National Nurses United
NPG	National Practice Groups
NRM	Non-recurring maintenance
NVAHC	National VA History Center
NVO	National Veterans Outreach Office
OA	Office of Administration
OAEM	Office of Asset Enterprise Management
OAL	Office of Acquisition and Logistics

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OALC	Office of Acquisition Logistics and Construction
OAS	Office of Actuarial Services
OAWP	Office of Accountability and Whistleblower Protection
OBO	Office of Business Oversight
OCHCO	Office of the Chief Human Capital Officer
OCLA	Office of Congressional and Legislative Affairs
OCSO	Office of the Chief Security Officer
OCTO	Office of Chief Technology Officer
ODC	Office of Design and Construction
ODE	Organization Development and Engagement
ODNI	Office of the Director of National Intelligence
OEI	Office of Enterprise Integration
OEM	Office of Emergency Management
OEMR	Office of Emergency Management and Resilience
OES	Oversight and Effectiveness Service
OF	Office of Finance
OFA	Office of Financial Audit
OFFP	Office of Financial Policy
OFPP	Office of Federal Procurement Policy
OFR	Office of Financial Reporting
OGA	Other governmental agencies
OGC	Office of General Counsel
OGE	Office of Government Ethics
OICAM	Office of Identity, Credential and Access Management
OIG	Office of Inspector General
OIRA	Office of Information and Regulatory Affairs
OIS	Office of Information Security
OIT	Office of Information and Technology
OLA	Office of Legislative Affairs
OLSCM	Office of Logistics and Supply Chain Management
OM	Office of Financial Management
OMB	Office of Management and Budget
OMHSP	Office of Mental Health and Suicide Prevention
OMR	Office of Media Relations
ONC	Office of National Coordinator for Health Information Technology
ONSS	Operations and National Security Services
OPAL	Office of Procurement, Acquisition, and Logistics
OPIA	Office of Intergovernmental and Public Affairs
OPIC	Office of Policy and Interagency Collaboration
OPM	Office of Personnel Management
ORF	Office of Revolving Funds
ORM	Office of Resource Management
ORMDI	Office of Resolution Management, Diversity and Inclusion
ORP	Office of Real Property
ORPM	Office of Regulatory Policy and Management
OS	Operations Support
OS&LE	Office of Security and Law Enforcement
OSC	Office of Special Counsel

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OSDBU	Office of Small and Disadvantaged Business Utilization
OSH	Occupational Safety and Health
OSI	Open Systems Interconnection
OSLE	Office of Security and Law Enforcement
OSP	HRA/OSP Office of Operations, Security and Preparedness
OSS	Office of Strategic Sourcing
OSVA	Office of the Secretary of the Department of Veterans Affairs
OTG	Operations Triage Group
OTGR	Office of Tribal Government Relations
OTI	Office of Technical Integration
PA	Predictive Analytics
PAE	Programming, Analysis and Evaluation
PAL	Process Asset Library
PCIF	Personal Identity Verification Credential Issuance Facilities
PCS	Permanent Change of Station
PDAS	Principal Deputy Assistant Secretary
PDGC	Principal Deputy General Counsel
PDMP	Prescription Drug Monitoring Program
PETE	Planning, Exercises, Training and Evaluation
PGI	Procedures/guidance/instructions
PHI	Protected Health Information
PII	Personally identifiable information
PIM	Portfolio Integration and Management
PIO	Program Integrity Office
PIT	Point-in-Time
PIV	Personal Identity Verification
PMAS	Policy Management and Analysis Service
PMD	Portfolio Management Directorate
PMEF	Primary Mission Essential Functions
PMF	Presidential Management Fellows
PMIAA	Program Management Improvement Accountability Act
PMO	Program Management Office
POA	Powers of Attorney
POA&M	Plans of action and milestones
POC	Point of contact
POE	Post occupancy evaluations
POPM	Program Oversight and Performance Management
PPI	Projects, Programs, and Investments
PPM	Planning and Performance Management
PPSO	Procurement Policy, Systems and Oversight
PRA	Paperwork Reduction Act
PRB	Performance Review Board
PSA	Public service announcements
PSAC	Personnel Security Adjudication Center
PSETS	Privacy & Security Events Tracking System
PSF	Project Special Forces
PX	Patient Experience
PXU	Patient Experience University

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Q&A	Questions and Answers
QCA	Quality and Compliance Assurance
QCIO	Quality Continuous Improvement Organization
QFR	Questions for the record
QMP	Quality Management Program
QPR	Quality, Performance, and Risk
QR	Quality and Risk
QRB	Qualifications Review Board
QRC	Quality and Risk Committee
RCA	Root cause analyses
RFI	Requests for information
RI	Reports and Information
RM	Records Management MetaKnowledge
RMCS	Risk Management and Compliance Service
RMF	Risk Management Framework
RO	Regional Offices
ROI	Return on investment
RONA	Release of Names and Addresses
RPPS	Recruitment and Placement Policy Service
RPPTS	Real Property Project Tracking System
SA	Statistics and Analytics
SaaS	Software As-A-Service
SAC	Standards and Architecture Council
SAG	Staff Action Group
SAOP	Senior Agency Official for Privacy
SAORM	Senior Agency Official for Records Management
SAP	Special access programs
SARA	Services Acquisition Reform Act
SAVD	Security Assessment and Validation Division
SB	Spina Bifida
SBA	Small Business Administration
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SCIP	Strategic Capital Investment Planning
SCM	Supply Chain Management
SD	Solution Delivery
SDK	Software development kits
SDLC	Software Development Life Cycle
SDVOSB	Service-Disabled Veteran-Owned Small Business
SECVA	Secretary of Veterans Affairs
SES	Senior Executive Service
SFFO	Supply Fund Fiscal Operations
SG	Strategy and Governance
SID	Systems Integration Division
SL	Senior Level
SLA	Service Level Agreement
SLGA	State and Local Government Affairs
SME	Subject matter expert

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SMO	Service Management Office
SMP	Service Management and Planning
SoS	Systems Engineering
SP	Special Projects
SPE	Senior Procurement Executive
SPG	Strategic Planning and Governance
SPM	Space and Project Management
SPPI	Strategic Planning and Program Integration
SQAS	Systems Quality Assurance Service
SQM	Service Quality Management
SQS	Service Quality and Support
SRE	Site Reliability Engineers
SSD	Special Services Division
SSN	Social Security Number
SSP	System Security Plans
SSS	Systems Security Support
STAR	Specialty Team Advising Research
SVAC	Senate Veterans Affairs Committee
SwA	Software Assurance
TAC	Technology Acquisition Center
TBM	Technology Business Management
TDY	Temporary Duty
TIC	Trusted Internet Connections
TIL	Technical Information Library
TMO	Talent Management Office
TMS	Talent Management System
TOD	Test of design
TOE	Test of effectiveness
TRM	Technical Reference Model
TRS	Transition, Release, and Support
TSAS	Technology Strategies and Alignment Services
USACE	United States Army Corps of Engineers
USCG	United States Coast Guard
USDS	United States Digital Service
USERRA	Uniformed Services Employment and Reemployment Rights Act
USPTO	U.S. Patent and Trademark Office
USSM	Unified Shared Service Management
USVETS	U.S. Veterans Eligibility Trends and Statistics
VA	Veterans Affairs
VAAA	VA Acquisition Academy
VAAC	VA Acquisition Corps
VAAM	VA Acquisition Manual
VAAOB	VA Advertising Oversight Board
VAAR	VA Acquisition Regulation
VACO	VA comprises a Central Office
VACOLS	Veterans Appeals Control and Locator System
VAEB	VA Executive Board
VAEC	VA Enterprise Cloud

VAIL	VA Interoperability Leadership
VAIOC	VA Integrated Operations Center
VAMC	VA Medical Centers
VAOB	Veterans Affairs Operations Board
VASI	VA Systems Inventory
VBA	Veterans Benefits Administration
VBMS	Veterans Benefits Management System
VEO	Veterans Experience Office
VEP	Veteran Employment Program
VES	Veterans Experience Service
VFCE	Veterans, Family and Community Engagement
VHA	Veterans Health Administration
VIEWWS	Veterans Affairs Integrated Enterprise Workflow Solution
VISN	Veterans Integrated Service Networks
VLJ	Veterans Law Judges
VOSB	Veteran-Owned Small Business
VPN	Virtual Private Network
VSO	Veterans Service Organizations
VSSC	VHA Support Service Center
WC	Workers' Compensation
WGB	VA Web Governance
WHOLA	White House Office of Legislative Affairs
WLB	Work Life and Benefits
WPS	Wireless Priority Service
WRP	Workforce Recruitment Program
WVOSBI	Women Veteran-Owned Small Business Initiative
YourIT	VA Information Technology Service Portal

## Appendix B: Alternate Representations of Organization Charts

## Volume 2: Department of Veterans Affairs Staff Offices

*Figure 1: Office of the Secretary*

1. Office of the Secretary
  - a. Deputy Chief of Staff/White House Liaison (Political)
  - b. Office of the Deputy Secretary
    - (1) Office of Administrative Operations 1
  - c. Executive Secretariat
  - d. Chief of Staff for the Secretary
    - (1) Deputy Chief of Staff (Career)
      - (a) Advisory Committee Management Office
    - (2) Federal Electronic Health Record Modernization
      - (a) Veterans Service Organizations Liaison
    - (3) Office of Employment Discrimination Complaint Adjudication
  - e. Electronic Health Record Modernization Program Executive Office
  - f. Center for Faith-Based and Neighborhood Partnerships
    - (1) Center for Minority Veterans
    - (2) Office of Mission Operations
  - g. Small and Disadvantaged Business Utilization
    - (1) Center for Strategic Partnerships
  - h. Office of Client Relations
    - (1) Center for Women Veterans
    - (2) Office of Protocol
  - i. White House Liaison

*Figure 2: Office of the Secretary of Veterans Affairs*

1. Secretary of Veterans Affairs
  - a. Deputy Secretary
    - (1) Office of Employment Discrimination Complaint Adjudication
    - (2) Office of Small and Disadvantaged Business Utilization
    - (3) Office of Electronic Health Record Modernization
    - (4) Federal Electronic Health Record Modernization
  - b. Chief of Staff
    - (1) Executive Secretariat
  - c. Deputy Chief of Staff/White House Liaison
    - (1) Veterans Service Organization Liaison
    - (2) Office of Mission Operations
    - (3) Office of Protocol
    - (4) Office of Administrative Operations
  - d. Deputy Chief of Staff
    - (1) Center for Women Veterans
    - (2) Center for Minority Veterans
    - (3) Advisory Committee Management Office
    - (4) Center for Strategic Partnerships



### Figure 3: Board of Veterans' Appeals

1. Office of the Chairman
  - a. Office of the Vice Chairman
    - (1) Budget and Internal Controls
    - (2) Chief of Staff
    - (3) Office of Appellate Operations Deputy Vice Chairman 1
    - (4) Office of Appellate Operations Deputy Vice Chairman 2
    - (5) Office of Appellate Operations Deputy Vice Chairman 3
      - (a) Case Review, Inventory and Veterans Law Judge Support
      - (b) Clerk of the Board
    - (6) Office of Appellate Operations Deputy Vice Chairman 4
      - (a) Hearing Management
        - i Team West and Mountain
        - ii Team Northeast and Southeast
        - iii Team Central and Atlantic
    - (7) Office of Appellate Operations Deputy Vice Chairman 5
    - (8) Office of Chief Counsel
      - (a) Privacy Act and Freedom of Information Act
      - (b) Litigation and Customer Support
      - (c) Quality Review
    - (9) Office of Appellate Support
      - (a) Decision Management
      - (b) Case Review-Intake and Mail Management
      - (c) Program Management and Logistics
      - (d) Technical Infrastructure
      - (e) Human Resources Liaison
      - (f) Talent Development Branch

### Figure 4: Veterans Experience Office

- b. Chief of Staff for Veteran Experience Officer
  - (1) Veterans, Family and Community Engagement Directorate
  - (2) Director of Operations for Veteran Experience
  - (3) Insight and Analytics
  - (4) Multi-Channel Technology
  - (5) Project Management
- c. Deputy Veteran Experience Officer
  - (1) Tools and Implementation
  - (2) VBA/NCA/Staff Offices Portfolio Tools and Implementation
    - (a) Human Resources Center of Expertise

### Figure 5: Office of Accountability and Whistleblower Protection

1. Assistant Secretary for Accountability and Whistleblower Protection

- a. Compliance and Oversight Directorate
  - (1) Information Systems Management Division
  - (2) Compliance Division
- b. Investigations Directorate
  - (1) Intake and Referral Division
  - (2) Investigations Division
  - (3) Quality Division
  - (4) Operations and Training Division
- c. Management and Operations Directorate
  - (1) Stakeholder Engagement Division
  - (2) Resource Management and Operations

### *Figure 6: Office of Congressional and Legislative Affairs*

- 1. Assistant Secretary for Congressional and Legislative Affairs
  - a. Principal Deputy Assistant Secretary for Congressional and Legislative Affairs
    - (1) Director of Operations and Administration for Congressional and Legislative Affairs
    - (2) Deputy Assistant Secretary for Congressional and Legislative Affairs
      - (a) Veterans Benefits Legislative Affairs Service
      - (b) Veterans Health Legislative Affairs Service
      - (c) Corporate Enterprise Legislative Affairs Service
      - (d) Legislative Affairs Service
      - (e) Congressional Outreach and Congressional Liaison Service
      - i. Congressional Liaison Service

### *Figure 7: Office of Enterprise Integration*

- 1. Assistant Secretary for Enterprise Integration
  - a. OEI Operations
  - b. Planning and Performance Management
    - (1) Foresight, Strategic Planning and Risk Management
    - (2) Performance Management Service
    - (3) Enterprise Governance Management
  - c. Data Governance and Analytics
    - (1) Analytics Service
    - (2) Architecture Integration Service
    - (3) Data Governance and Dissemination Service
  - d. Enterprise Program Integration Office
    - (1) Modernization Program Management Service
    - (2) Modernization Execution Planning Service
    - (3) Modernization Initiatives Synchronization and Oversight Service
  - e. Policy and Interagency Collaboration
    - (1) Interagency Collaboration Service
    - (2) Policy Management and Analysis Service
  - f. OEI Operations

## Figure 8: Office of Human Resources and Administration/Operations, Security and Preparedness

1. Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness (AS HRA/OSP)
  - a. Principal Deputy Assistant Secretary for Human Resources and Administration
    - (1) Office of Administration
    - (2) VBA Office of Resolution Management, Diversity and Inclusion
    - (3) Office of Resolution Management, Diversity and Inclusion
    - (4) Management, Planning and Analysis
      - (a) HR Liaison and Support
      - (b) Human Resources Payroll and Customer Service
      - (c) Program Management Office
      - (d) Strategic Planning and Organizational Performance
      - (e) Veteran Employment Program
    - (5) Manpower Management Service
  - b. Office of the Chief Human Capital Officer
    - (1) Recruitment and Placement Policy Service
    - (2) Office of Labor Management Relations
    - (3) Center for Enterprise Human Resources Information Service
    - (4) Human Capital Services Center
      - (a) Talent Development Services
      - (b) Human Capital Systems
      - (c) Learning and Development Services
      - (d) Enterprise Operations
      - (e) Knowledge Management and Analytics
    - (5) Compensation and Classification Service
      - (a) Human Capital Information Service
      - (b) Strategy and Operations
    - (6) Employee Relations and Performance Management Service
      - (a) Strategic Human Capital Planning Service
    - (7) Oversight and Effectiveness Service
    - (8) Worklife and Benefits Service
  - c. Corporate Senior Executive Management Office
    - (1) Executive Development
    - (2) Policy and Programs
    - (3) Recruitment and Operations
  - d. Office of the Chief Security Officer
    - (a) Advanced Programs Division
    - (b) Academics Programs Division
    - (c) Logistics Division
    - (2) Resource Management

## Figure 9: HRA/OSP Corporate Senior Executive Management Office

1. Assistant Secretary for HRA/OSP

- a. Corporate Senior Executive Management Office
  - (1) Executive Development
  - (2) Policy and Programs
  - (3) Recruitment and Operations

*Figure 10: HRA/OSP Principal Deputy Assistant Secretary for Human Resources and Administration*

1. Assistant Secretary for HRA/OSP
  - a. Principal Deputy Assistant Secretary (PDAS)
    - (1) Office of Administration
    - (2) Office of Resolution Management, Diversity and Inclusion (ORMDI)
    - (3) Management, Planning and Analysis (MPA)
    - (4) Manpower Management

*Figure 11: HRA/OSP Office of Administration*

1. Principal Deputy Assistant Secretary for HRA/OSP
  - a. Office of Administration
    - (1) Occupational Safety and Health Service
    - (2) Transportation Services
      - (a) Executive Transportation Services
    - (3) Space and Renovations
      - (a) Minor Construction
    - (4) Facilities Services
      - (a) Building Operations
      - (b) Media Services
      - (c) Design Services
    - (5) Support Services
      - (a) Material Management
      - (b) Warehouse
      - (c) Records Management
      - (d) Executive Correspondence Office
      - (e) Mailroom
      - (f) Federal Occupational Health
    - (6) Strategy and Integration

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

1. Principal Deputy Assistant Secretary (PDAS)
  - a. Office of Resolution Management, Diversity and Inclusion
    - (a) Resolution Management
      - i Business Operations
      - ii Management Services



- a. Chief Technology Officer
  - (1) Digital Experience Office
  - (2) Digital Services Office
- b. Principal Deputy Assistant Secretary and Deputy Chief Information Officer
  - (1) Account Management Office
  - (2) Development, Security and Operations
  - (3) Information and Technology Resource Management
  - (4) Office of Information Security
  - (5) Office of Strategic Sourcing
  - (6) Quality, Performance and Risk
- c. Executive Director Information Technology Program Integration and Chief of Staff
  - (1) Business Operations
  - (2) Cyber Workforce Management
  - (3) Information Technology Program Integration
  - (4) Information Technology Strategic Communications

*Figure 16: OIT Principal Deputy Assistant Secretary and Deputy Chief Information Officer*

- 1. Principal Deputy Assistant Secretary and Deputy Chief Information Officer
  - a. Account Management Office
  - b. Development, Security and Operations
  - c. Information and Technology Resource Management
  - d. Office of Information Security
  - e. Office of Strategic Sourcing
  - f. Quality, Performance and Risk

*Figure 17: OIT Account Management Office*

- 1. Principal Deputy Assistant Secretary and Deputy Chief Information Officer
  - a. Account Management Office
    - (1) Chief of Staff – Account Management Office
    - (2) Benefits, Appeals and Memorials
    - (3) Corporate
    - (4) Health
    - (5) Information Technology Infrastructure and Networks
    - (6) Veteran Experience Services
    - (7) Portfolio Integration and Management

*Figure 18: OIT Development, Security and Operations*

- 1. Principal Deputy Assistant Secretary and Deputy Chief Information Officer
  - a. Development Security and Operations

- (1) Chief of Staff
- (2) Operations Triage Group
- (3) Office of Technical Integration
  - (a) Functional Operations
  - (b) Health Interoperability
- (4) Information Assurance
  - (a) IT DevOps Assurance Assessment Team 1
  - (b) IT DevOps Assurance Assessment Team 2
  - (c) IT DevOps Information Assurance and Operations
  - (d) IT DevOps Information Assurance Compliance
  - (e) IT DevOps Information Assurance
- (5) Service Management Office
  - (a) Business Management Operations
  - (b) Enterprise Service Management Practices
  - (c) Service Management Platform Tools
  - (d) Service Quality Management
  - (e) Enterprise Change Release and Configuration Management
  - (f) IT Asset Management Office
- (6) Information Technology Operations and Services
  - (a) Enterprise Command Operations
    - i Director, Enterprise Service Desk
  - (b) End User Operations
  - (c) Infrastructure Operations
  - (d) Service Management Planning
    - i Enterprise Solutions Office
  - (e) Solution Delivery
- (7) Enterprise Program Management Office
  - (a) Demand Management Division
  - (b) Staff Action Group
  - (c) Transition, Release and Support

*Figure 19: OIT Information and Technology Resource Management*

1. Principal Deputy Assistant Secretary and Deputy Chief Information Officer
  - a. Information and Technology Resource Management
    - (1) Information Technology Budget and Finance
      - (a) Information Technology Budget and Finance
    - (2) Information Technology Corporate Business Office
      - (a) Information Technology Safety and Physical Security – Business Relations
      - (b) Information Technology Enterprise Mail Management
      - (c) Information Technology Space and Project Management
    - (3) Talent Management Office
      - (a) Information Technology Human Capital Management
      - (b) Information Technology Organization Development and Engagement
      - (c) Information Technology Workforce Development

### *Figure 20: OIT Office of Strategic Sourcing*

1. Principal Deputy Assistant Secretary and Deputy Chief Information Officer
  - a. Office of Strategic Sourcing
    - (1) Chief of Staff and Operations
    - (2) Acquisition and Category Management
    - (3) Contract Management and Oversight
    - (4) Acquisition and Compliance

### *Figure 21: OIT Office of Information Security*

1. Principal Deputy Assistant Secretary and Deputy Chief Information Officer
  - a. Office of Information Security
    - (1) Chief of Staff
    - (2) Information Security Policy and Strategy
      - (a) Enterprise Cybersecurity Planning
      - (b) System Security Support
      - (c) Information Security Policy and Compliance
      - (d) Cybersecurity Technology and Metrics
      - (e) Enterprise Security Architecture
    - (3) Cybersecurity Program Integration
      - (a) Cybersecurity Budget and Contracts
      - (b) Business Administration
      - (c) Strategic Planning and Integration
    - (4) Information Security Operations
      - (a) Cybersecurity Operations Center
      - (b) Information Security Risk Management
      - (c) Data Breach Response Service
    - (5) Privacy Service

### *Figure 22: OIT Quality, Performance and Risk*

1. Principal Deputy Assistant Secretary and Deputy Chief Information Officer
  - a. Quality, Performance and Risk
    - (1) Business Office
    - (2) Compliance Readiness
    - (3) Quality and Risk
      - (a) Strategy and Governance
      - (b) Data Analytics and Performance Management
      - (c) Risk Management
      - (d) System Quality Assurance Services
      - (e) Strategic Planning and Governance
      - (f) Special Projects



- (4) Quality and Compliance Assurance
  - (a) Quality Continuous Improvement Organization
  - (b) Executive Correspondence
  - (c) Compliance Tracking
- (5) Freedom of Information Act, Records and Assessment Compliance
  - (a) Privacy and Records Assessment
  - (b) Enterprise Records Service
  - (c) Freedom of Information Act Services

*Figure 23: OIT Executive Director, Technology Program Integration and Chief of Staff*

- 1. Assistant Secretary for Information and Technology and Chief Information Officer
  - a. Executive Director Information Technology Program Integration and Chief of Staff
    - (1) Business Operations
    - (2) Cyber Workforce Management
    - (3) Information Technology Program Integration
    - (4) Information Technology Strategic Communication

*Figure 24: OIT Chief Technology Officer*

- 2. Assistant Secretary for Information and Technology and Chief Information Officer
  - a. Chief Technology Officer
    - (1) Digital Experience Office
    - (2) Digital Services Office

*Figure 25: Office of Management*

- 1. Office of Management
  - a. The Deputy Assistant Secretary for Budget
    - (1) Office of Programming, Analysis and Evaluation
    - (2) Budget Process and Data Management
    - (3) Management Programs and Staff Offices Budgets
    - (4) Office of Budget, VBA Budget
    - (5) Office of Budget, VHA Budget
    - (6) Office of Budget, OIT Budget
  - b. Office of Actuarial Services
  - c. Office of Asset Enterprise Management
    - (1) Capital Operation and Program Service
    - (2) Capital Asset Policy, Planning and Strategy Service
    - (3) Investment and Enterprise Development Service
    - (4) Capital Asset Management Service
    - (5) Energy, Environment and Fleet Program Service

- d. Office of Business Oversight
  - (1) Financial Risk Oversight Service
  - (2) Program Integrity Office
  - (3) Improper Payments Remediation Oversight Office
  - (4) Oversight Support Center
  - (5) Financial Management Business Transformation Service - Internal Controls
  - (6) Financial System Integrity and Controls Office
- e. Office of Financial Management Business Transformation (FMBT)
  - (1) Financial Management Business Transformation Systems
  - (2) Financial Management Business Transformation Operations
  - (3) Financial Services Center
- f. The Deputy Assistant Secretary for Finance
  - (1) Office of Financial Reporting
  - (2) Office of Financial Policy
  - (3) Financial Process Improvement and Audit Readiness
  - (4) Debt Management Center
- g. Office of Revolving Funds
  - (1) Franchise Fund Oversight
  - (2) Reimbursement Office
  - (3) Supply Fund Oversight Office
  - (4) Supply Fund Fiscal Operations Office

*Figure 26: OM Office of Budget*

- 1. Deputy Assistant Secretary – Office of Budget
  - a. Associate Deputy Assistant Secretary for Budget Operations
    - (1) Director, Medical Programs
    - (2) Director, IT Programs
  - b. Director, Budget Process and Data Management
  - c. Executive Director for Program Analysis and Evaluation
    - (1) Director, Management Programs
    - (2) Director, Staff Office Budgets
    - (3) Director, Benefits Programs
    - (4) Director, Programming
    - (5) Director, Analysis and Evaluation

*Figure 27: OM Office of Asset Enterprise Management*

- 1. Executive Director – Office of Asset Enterprise Management
  - a. Deputy Director, Office of Asset Enterprise Management
    - (1) Capital Operations and Programs Service
    - (2) Capital Asset Policy, Planning and Strategy Service
    - (3) Investment and Enterprise Development Service
    - (4) Capital Asset Management Service
    - (5) Energy, Environment and Fleet Program Service

*Figure 28: OM Office of Business Oversight*

1. Executive Director, Office of Business Oversight
  - a. Financial Risk Oversight Service
  - b. Program Integrity Office
  - c. Improper Payments Remediation Oversight Office
  - d. Oversight Support Center
  - e. Financial Management Business Transformation Service Internal Controls

*Figure 29: OM Office of Financial Management Business Transformation*

1. Deputy Assistant Secretary Financial Management Business Transformation Service (FMBTS)
  - a. Associate Deputy Assistant Secretary Office of FMBT Systems
    - (1) VBA/NCA Program Management Office
    - (2) Staff Office Program Management Office
  - b. Business Office
  - c. Technical Solutions Delivery
  - d. Organizational Performance
  - e. Customer Experience
  - f. Enterprise Program Management Office
  - g. Associate Deputy Assistant Secretary Office of FMBT Operations
    - (1) VHA Program Management Office
    - (2) Acquisitions Program Management Office
  - h. Financial Services Center
    - (1) Corporate Travel and Charge Card Services
    - (2) Financial Payroll Services
    - (3) Financial Accounting Service
    - (4) Data Analytics Service
    - (5) Financial Healthcare Service
    - (6) Financial Technology Service
    - (7) Financial Operations Service
    - (8) IFAMS Support Service

*Figure 30: OM Deputy Assistant Secretary for Finance*

1. Deputy Assistant Secretary – Office of Finance
  - a. Office of Financial Audit
    - (1) Audit Readiness Service
    - (2) Audit Analysis Remediation Service
  - b. Office of Financial Policy
    - (1) Accounting Policy Service
    - (2) Operational Policy Service
  - c. Office of Financial Reporting
    - (1) Financial Reports Service
    - (2) Management Reporting
    - (3) Financial Management System Service

- d. Debt Management Center
  - (1) Operations Directorate
  - (2) Strategic Management and Special Operations Directorate

### *Figure 31: OM Office of Revolving Funds*

1. Executive Director – Office of Revolving Funds
  - a. Supply Fund Fiscal Office
  - b. Franchise Fund Fiscal Office

### *Figure 32: Office of Public and Intergovernmental Affairs*

1. Assistant Secretary for Public Affairs
  - a. Principal Deputy Assistant Secretary for Public and Intergovernmental Affairs
    - (1) Office of Intergovernmental Affairs
      - (a) Office of State and Local Government Affairs
      - (b) Office of Tribal Government Relations
      - (c) Center for Faith and Opportunity Initiative
    - (2) Deputy Assistant Secretary for Public Affairs
      - (a) Office of Public Affairs Field Operations
      - (b) Office of Digital Media Engagement
      - (c) Office of the Press Secretary
      - (d) Media Relations
      - (e) Public Affairs Senior Advisor
      - (f) Office of Strategic Planning and Veteran Outreach
        - i National Veterans Outreach
        - ii Homeless Veterans Outreach and Strategic Communications Office
        - iii Office of Internal Communications
        - iv Office of the Executive Speechwriters

### *Figure 33: Acquisition, Logistics, and Construction*

1. Principal Executive Director, Office of Acquisition, Logistics and Construction and Chief Acquisition Officer
  - a. Executive Director, Office of Acquisition and Logistics (003A)
  - b. Deputy Executive Director, Office of Procurement, Acquisition and Logistics (003B)
  - c. Executive Director, Office of Construction and Facilities Management (003C)

### *Figure 34: OALC Executive Director, Acquisition and Logistics*

1. Executive Director Acquisition and Logistics
  - a. Acquisition Program Support
    - (1) Business Services
    - (2) Acquisition Human Capital
    - (3) Acquisition Systems Integration

- b. Procurement, Policy, Systems, and Oversight
  - (1) Procurement Policy and Warrant Management Service
  - (2) Enterprise Acquisition Systems Service
  - (3) Risk Management and Compliance Service
  - (4) Procurement Guidance and Instruction Service
- c. Logistics and Supply Chain Management
  - (1) Logistics Supply Chain Policy and Analysis Service
- d. VA Acquisition Academy
  - (1) Acquisition Internship School
  - (2) Facilities Management School
  - (3) Supply Chain Management School
  - (4) Contracting Professional School
  - (5) Program Management School
  - (6) Enterprise Shared Services

*Figure 35: OALC Deputy Executive Director, Procurement, Acquisition and Logistics*

- 1. Deputy Executive Director, Office of Procurement, Acquisition and Logistics
  - a. National Acquisition Center
    - (1) Business Resource Service
    - (2) Federal Supply Schedule Service
    - (3) National Contract Service
    - (4) Denver Logistics Center
    - (5) Commodities and Services Acquisition Service
  - b. Strategic Acquisition Center
    - (1) Strategic Acquisition Center - Acquisition Service 1
    - (2) Strategic Acquisition Center - Acquisition Service 2
    - (3) Strategic Acquisition Center - Acquisition Service 3
    - (4) Strategic Acquisition Center - Acquisition Service 4
    - (5) Strategic Acquisition Center - Acquisition Service 5
    - (6) Strategic Acquisition Center - Acquisition Service 6
    - (7) Strategic Acquisition Center Acquisition Integration Service
    - (8) Strategic Acquisition Center Business Operations Service
    - (9) Strategic Acquisition Center Compliance Service
  - c. Technology Acquisition Center
    - (1) Technology Acquisition Center - Procurement Service A
    - (2) Technology Acquisition Center - Procurement Service B
    - (3) Technology Acquisition Center - Procurement Service C
    - (4) Acquisition Center - Procurement Service D
    - (5) Technology Acquisition Center - Procurement Service E
    - (6) Technology Acquisition Center - Procurement Service F
    - (7) Technology Acquisition Center Procurement Service Austin
    - (8) Technology Acquisition Center - Operations Service
    - (9) Technology Acquisition Center - Engineering Service
  - d. Logistics Support Services
    - (1) Transportation and Relocation Services

- (2) Publications Service
- e. Category Management Support Office

### *Figure 36: OALC Executive Director, Construction and Facilities Management*

1. Executive Director of Construction and Facilities Management
  - a. Deputy Executive Director, Construction and Facilities Management
    - (1) VA History Office
    - (2) Quality Assurance Service
    - (3) Consulting Support Service
    - (4) Project Control Service
  - b. Design and Construction
    - (1) Design and Construction National Region
    - (2) Design and Construction Eastern Region
    - (3) Design and Construction Central Region
    - (4) Design and Construction Western Region
  - c. Facilities Planning
    - (1) Facilities Planning Development Service
    - (2) Facilities Standards Service
    - (3) Cost Estimating Service
    - (4) Environmental Service
  - d. Resource Management for Construction and Facilities
    - (1) Financial Management Service
    - (2) Database Management and Logistics Services
    - (3) Human Resources and Training Services
  - e. Facilities Acquisition
    - (1) Architect/Engineer Construction Contracting Policy Service
    - (2) Acquisition Support National Region
    - (3) Acquisition Support Eastern Region
    - (4) Acquisition Support Central Region
    - (5) Acquisition Support Western Region
  - f. Real Property
    - (1) Real Property Policy and Program Service
    - (2) Lease Execution Division
    - (3) Lease Delivery Division
    - (4) Land Acquisition and Strategic Utilization
    - (5) Land Management Division

### *Figure 37: Office of General Counsel*

1. General Counsel
  - a. Counsel to the General Counsel
  - b. Principal Deputy General Counsel
    - (1) Management, Planning and Analysis
  - c. Deputy General Counsel (Legal Operations)

- (1) North Atlantic District
  - (2) Continental District
  - (3) Midwest District
  - (4) Southeast District
  - (5) Pacific District
  - (6) Torts Law Group
  - (7) Personnel Law Group
- d. Deputy General Counsel (General Law) and Designated Agency Ethics Official
- (1) Ethics Specialty Team
  - (2) District Contract Law National Practice Group
  - (3) Information and Administrative Law Group
  - (4) Procurement Law Group
  - (5) Real Property Law Group
  - (6) Revenue Law Group
- e. Deputy General Counsel (Veterans Programs)
- (1) Benefits Law Group
  - (2) Court of Appeals for Veterans Claims Litigation Group
  - (3) Health Care Law Group
    - (a) Specialty Team Advising Research
    - (b) Office of Regulatory Policy and Management
  - (4) Loan Guaranty National Practice Group

### *Figure 38: Map of OGC Districts and Chief Counsels*

Description: Map of the United States showing states within VA Office of General Counsel Districts. There are five districts: Pacific, Continental, Midwest, Southeast and North Atlantic. The districts and their states are listed in groups below.

Pacific: Alaska, Washington, Oregon, Idaho, California, Nevada, Arizona, New Mexico and Hawaii.

Continental: Montana, Wyoming, Utah, Colorado, Texas, Oklahoma, Arkansas, Louisiana, Mississippi.

Midwest: North Dakota, South Dakota, Nebraska, Kansas, Minnesota, Iowa, Missouri, Wisconsin, Illinois, Michigan, Indiana, Ohio.

Southeast: Kentucky, Tennessee, Alabama, Georgia, South Carolina, Florida, Puerto Rico.

North Atlantic: North Carolina, Virginia, West Virginia, Maryland, Delaware, Pennsylvania, New Jersey, New York, Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire, Maine.