

NATIONAL CEMETERY ADMINISTRATION

ORGANIZATIONAL ASSESSMENT & IMPROVEMENT PROGRAM



**VERSION 4.0
NATIONAL CEMETERIES
OCTOBER 2009**

SUMMARY OF CHANGES, OAI GUIDE VERSION 4.0:

MAJOR CHANGES BY SECTION:

INTERMENT OPERATIONS: Deleted two measures and changed four measures to Yes/No requirements from a percentage. Added two measures to the committal service section to better determine the satisfaction with the committal service. Updated the checklists in appendix A.

GROUNDS MAINTENANCE OPERATIONS: Added one measure and changed seven measures to Yes/No requirements. Changed two Survey of Satisfaction Measures to reflect the maintenance of the cemetery's grounds rather than the appearance of a loved one's gravesite which is a measure in the Interment Section. Clarified several measures and added some notes to better explain the measures and assist in determining cemetery performance. Updated the checklists in appendix A.

HEADSTONE, MARKER AND NICHE COVER OPERATIONS: Increased the target on two measures and changed one measure to Yes/No requirements. Clarified several measures and added some notes to better explain the measures and assist in determining cemetery performance. Updated the checklists in appendix A.

GRAVESITE INVENTORY: Eliminated the section comparing MADSS and BOSS gravesite inventory totals for total, available, and occupied gravesites.

MILITARY HONORS: Added one survey question to improve clarity in this section.

OUTSOURCING/CONTRACTING: Removed the requirement to list the contract cost, start and end dates for each annual contract.

EQUIPMENT MAINTENANCE: Clarified one measure and changed one measures to Yes/No requirements. Updated the checklists in appendix A.

FACILITY MAINTENANCE: Moved one measure from the Leadership Chapter concerning cemetery hour signage. Added some notes to better explain the measures to assist in determining cemetery performance, and provided several examples. Updated the checklists in appendix A.

FISCAL AND PURCHASING OPERATIONS: Changed three measures to reflect migration to CAATS.

SAFETY: Changed one measure to a Yes/No requirement.

CUSTOMER / CLIENT FOCUS: Changed many of the questions to reflect changes in the Baldrige Criteria and clarify questions pertaining to customer/client focus.

WORKFORCE FOCUS: Changed the title of this chapter and many of the questions to reflect changes in the Baldrige Criteria. Added a reference to the 2009 Employee Survey.

STRATEGIC PLANNING: Changed many of the questions and moved the section on setting organizational direction from Leadership to reflect changes in the Baldrige Criteria and clarify questions pertaining to action plan development.

LEADERSHIP: Moved the section on setting organizational direction to the Strategy Chapter to reflect changes in the Baldrige Criteria.

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**National Cemetery Administration
Organizational Assessment and Improvement Program**

**INTRODUCTION
Version 4.0 – National Cemeteries**

The National Cemetery Administration (NCA) has established a formal program and a standardized process to assess performance and the overall organizational health of National Cemeteries, Memorial Service Networks (MSNs), and Central Office components. The Organizational Assessment and Improvement (OAI) Program provides a means for regular and consistent assessment of operational performance, of progress in achieving strategic goals, of results of Customer / Client and stakeholder feedback, and of an organizational climate that encourages standardization and consistency across NCA. Assessments provide information that identifies and prioritizes continuing improvement opportunities within NCA. This program enhances accountability throughout NCA by providing managers and staff at all levels with one NCA "Scorecard." A program of ongoing review and assessment is a valuable educational tool for managers, as it focuses the entire organization on results and accountability, identifies best practices, and provides a systematic approach towards organizational excellence. It is a foundation for long-range and short-range planning at all levels.

The OAI Program supports NCA's continuing commitment to the use of the Department of Veterans Affairs' (VA) Robert W. Carey Award for Performance Excellence and Malcolm Baldrige National Quality Award criteria as a management framework. It enables NCA to document, track, monitor, and report progress toward successful achievement of *NCA Operational Standards and Measures* in the key cemetery operational areas of interments, grounds maintenance, headstone/marker operations, equipment maintenance, facility, maintenance, and safety.

This Guide (V4.0NC) reflects major updates based on the FY2009 Lessons Learned Conference, changing program requirements, Memorial Service Network and Cemetery Director recommendations, and site visit out briefs. State veterans cemeteries that receive assistance under NCA's State Cemetery Grants Program must provide assurance that they will maintain and operate their cemeteries in accordance with *NCA Operational Standards and Measures*. The OAI Guide may also serve as a model for State veterans cemeteries.

This OAI Guide is a tool designed to offer a framework for achieving overall organizational excellence for VA national cemeteries to include:

- Progression toward national shrine status,
- Accountability for improvement, and maintenance of national standards, and
- Consistency for operations and performance measurement.

The chapters in the Guide parallel the criteria found in VA's Robert W. Carey Award for Performance Excellence and the Malcolm Baldrige National Quality Award. Each chapter in the OAI Guide establishes performance criteria based on characteristics found among the most excellent performing organizations in the world today. Each national cemetery should complete this assessment guide as thoroughly and accurately as possible. Assessment results should provide the basis for identifying strengths and prioritizing opportunities for improvement. NCA is sending assessment teams on a rotating basis to conduct site evaluations to all national cemeteries. The teams use the completed OAI Guide as their fundamental tool. Through use of the OAI Guide by national cemeteries on an annual basis and through ongoing site evaluations, NCA will further enhance and foster a climate of continuing improvement and enhanced service delivery to veterans and their families. If you have any suggestions for improvement to this guide, please send them to the OAI Program Managers in the Business Process Improvement Service (41B3).

HOW TO CONDUCT A SELF-ASSESSMENT USING THE OAI GUIDE

To perform a cemetery self-assessment using the OAI Guide, the cemetery director and select staff should:

- Review the list of documents found on pages 10 through 12 required to complete the assessment.
- Read through the OAI Guide before performing any assessment.
- Involve as many staff as appropriate to achieve awareness of the OAI Guide and self-assessment process.
- Have a meeting to establish how the assessment will be accomplished and who will be tasked for specific parts of the self-assessment.
- Review the list of checklists, forms and reports provided to determine if they are helpful to your organization to track performance and collect data.
- Determine what areas you can respond to readily and areas that need additional data collection and information.
- Determine what areas or specific standards, measures, requirements and/or questions apply to your facility and which do not.

As your organization goes through the self-assessment process, remember to:

- Support responses with data where a numerical performance target is identified. If you do not have data, state in your self-assessment that the measure is not being tracked. Consider this an opportunity to start collecting data and consider ways that you may do so (such as start a log, use one of the checklists provided, elicit cooperation with servicing station, etc.).
- In cases where performance target is "YES", make sure that you have a documentation system in place for monitoring results to ensure your response is supportable. This can be a log or a checklist or some other method that you can rely on to determine that the standard is being met - even if you don't have to "count". You may also have an SOP that describes how a task is to be performed. SOPs should be supported by documentation of how the SOP is communicated to and understood by your employees.
- Review data for what it means. For example, you will report on Timeliness of Marking Graves (HMNC-3.1a). The target is 95%. If your data gives your organization a 60%, what does this mean? What are the exceptions that created the difference? What were the reasons for these exceptions? Can these reasons be overcome so your organization can achieve 95%? What is your Action Plan to address such exceptions? These are the type of questions you should be able to answer to best use this guide as a tool.
- Look for trends in performance to identify strengths and opportunities for improvement.
- Enter information into the document and provide organization data to backup information entered.
- For some measures, you could count the number of times a standard is not met rather than all of the times you do meet the standard to establish and document cemetery performance. Examples of this could be to count the number of **visually prominent areas** that are not free of trash (GM-2.3b) or the number of planting beds that are not generally weed free (GM-4.1b). Another example could be counting the number of times cemetery equipment and vehicles do not present a clean and neat appearance based upon use (EM-3.2a), or the number of times interest is paid as a result of a late payment.

Upon completion of self-assessment:

- Meet with those who worked on self-assessment. Go through each response, data collected, and validate responses and data.

- Most importantly, an OAI Self Assessment is a management tool – use what you and your staff have learned about yourselves and your cemetery to improve, to move forward, and to make plans for the future.
- Share results with MSN Office and cemetery staff.

Follow-up and continual improvement process:

- Using the self-assessment, determine if there are strengths to be shared as Successful Practices or with appropriate Communities of Practice. If so, make arrangements to do so through your MSN.
- Establish action plan(s) or revise SOPs to improve processes that are not performing to target. Use baseline data and establish a mechanism to gather data to validate improvement. If you do not have an SOP for a particular area, check with your MSN Office.
- Establish or continue on-going data collection processes to identify changes in process performance.
- Review data periodically and share results widely throughout the cemetery, both field and office staffs.

Some examples of how to use the results of the self-assessment to your organization's advantage:

- Use results and data to track performance trends over several assessments.
- Use results and data to support budget and resource requests.
- Use results and data to support human resources programs, such as incentive awards.
- Use results and data to manage more effectively and efficiently.
- Use results and data to prepare Carey Award applications.

KEY TO USING THE OAI GUIDE

Action Plans: Where opportunities for improvement are identified through self-assessment, Action Plans may be used to assist in the improvement process. A sample Action Plan is available in Appendix A.

Glossary: There is a glossary at the end of the main text of the OAI Guide, located before the Appendices. The glossary contains definitions of select words and phrases used in the OAI Guide. Any word or phrase that appears in the OAI Guide in boldface and italicized, such as ***Glossary***, will have a definition. The use of boldface and italic type alerts the reader to read the definition in the glossary.

Links to Forms and Reports: Throughout the OAI Guide there will be reference to checklists, forms and reports. Checklists, forms, samples of reports, and links to various websites on the VA Intranet available in the Appendices are noted in the text of the OAI Guide with a "Note" or comment (See Appendix ____). By using the electronic version of the OAI Guide, the reader may double click on the icon to open a form or report for use or viewing, whichever is appropriate. If you are creating a paper copy and want to have a printed copy of a checklist, form or report within the OAI Guide identified by an icon, double click on the icon to open the report and then hit "Print." The checklists in the appendixes are starting points (ideas) for your cemetery. You can change / improve any checklist (except the cemetery restroom checklist) to better meet your requirements.

SITE VISIT GUIDE

Purpose of Site Visit:

During the site visit, team members will validate results reported in the self-assessment. The Team will:

- ❖ Examine data, reports and documents,
- ❖ Interview individuals and teams,
- ❖ Validate that data reported is accurate, reliable and has integrity,
- ❖ Clarify information that is missing or vague,
- ❖ Provide observations of cemetery operations to include strengths, successful practices, and opportunities for improvement, and
- ❖ Verify that practices described in the self-assessment are being followed.

Discussions with the Organization Prior to the Site Visit

The OAI Program Staff is responsible for all coordination and discussion with the organization prior to the site visit. All communications between the cemetery or organization and site visit Assessment Team members must be routed through the OAI Program Staff. This will ensure consistency of message and communications for both parties and will prevent confusion and misunderstandings.

The OAI Program Staff will schedule a meeting or conference call to provide the cemetery or organization with basic information about the process. This includes schedules, arrival times, and logistical requirements (equipment, meeting room needs, etc.). If any cemetery has questions concerning the site visit, please contact your MSN staff or the OAI Program Managers at the Business Process Improvement Service (41B3).

Documentation Provided by OAI Program Staff for Site Visit

- ❖ Latest Survey of Satisfaction with National Cemeteries
- ❖ Current Timeliness of Marking Graves Reports
- ❖ Monument Order Timeliness Report (MOTR) for a 12 month period
- ❖ An extract containing 12 months of energy usage data
- ❖ List of Disinterments/Reinterments for a 12 month period
- ❖ List of Initial Burials accomplished over the last 90 days
- ❖ List of Subsequent Burials accomplished over the last 90 days
- ❖ List of Completed Reservations/Set Asides for the last 90 days
- ❖ List of Cancelled Reservations/Set Asides for the last 90 days
- ❖ MADSS Monthly Activity and Status Summary (5CF1)
- ❖ Number of Reservations Entered into BOSS
- ❖ Quarterly Accuracy of Inscription Orders in National Cemeteries Report (FYTD)
- ❖ List of all Headstone/Marker Replacement Orders for the last 12 months
- ❖ Latest Gravesite Assessment Report
- ❖ Gravesite Assessment Sample (100 Graves)
- ❖ NCA Minor Construction Projects – Proposed Operating Plan, and the MSN Five-Year Construction Plan
- ❖ NCA Cemetery Data Book

Conduct of Assessment Team Members

Assessment Team members will adhere to a Code of Conduct, which defines and describes the professionalism with which the site visit will be conducted. Each team member will sign the Code of Conduct which will be given to the Cemetery or Office Director prior to the start of the site visit. See Appendix F for a copy of the Code of Conduct.

Opening Meeting

The first order of business on the initial day of the site visit is the opening meeting to introduce all parties and to set the structure for the OAI Assessment Team's site visit. The cemetery or organization's leadership, its self-assessment team, as many staff as possible, MSN observers, and the OAI Site Visit Team will attend the opening meeting. The team leader will start the meeting, introduce the team, review the site visit plan, and open the site visit.

Conducting the Site Visit

The team will follow the site visit agenda and plan, subject to periodic adjustments according to its findings or operational requirements at the cemetery. The team leader will keep the facility's leadership informed of any changes to the site visit agenda. The team will meet frequently, maintain complete and thorough work papers and notes, develop a draft report for each assigned section, and conduct an exit briefing.

The team will be very careful not to remove any original documents from the cemetery, but will make copies of documents where appropriate to support findings.

Exit Briefing

At the end of the site visit, the OAI Assessment Team will meet the cemetery or organization's leadership, its self-assessment team and others identified by management. The main purpose of this meeting is to review the site visit process including the report schedule, provide relevant highlights (e.g. successful practices observed), review the draft National Cemetery Shrine Scorecard results, and to answer questions. The cemetery leadership will also be asked how the OAI site visit process can be improved.

Site Visit Reports

The team is responsible for preparing a draft report of findings during the site visit. The draft will be used by the OAI Program Staff to prepare the preliminary and final reports. The preliminary report will provide a summary of the OAI Team's efforts to confirm the results reported, an identification of operational strengths and opportunities for improvement, and the results of the draft National Cemetery Shrine Scorecard. The final report will provide detailed feedback to the organization, validate the organization's performance on NCA's ***Operational Standards and Performance Measures*** and identify the teams overall findings, strengths of the organization, successful practices which could be potential best practices throughout NCA and opportunities for improvement. Both reports will also provide a follow-up and oversight process instituted by NCA as a result of the 2009 Lessons Learned Conference.

**NCA ORGANIZATIONAL ASSESSMENT & IMPROVEMENT GUIDE
FACILITY PROFILE**

Name of NCA Facility:		
Name of Point of Contact:		
Facility Address:		
Phone:	Fax:	E-mail:
POC Phone:	POC Fax:	POC E-mail:
Name of Servicing Station:		

Leadership Team (name/title):

Number of Employees:

Full Time:	Part Time:	Contract:	CWT:	Other:(Specify)	Actual FTE:	Authorized FTE:
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Bargaining Unit:
Number of Employees Covered by Bargaining Unit:

Critical Issues Facing Your Facility:

Date Current Self-Assessment Started

Date Current Self-Assessment Completed

Name(s) and Title(s) Self-Assessment Team

Comments:

LIST OF ITEMS TO USE FOR COMPLETING THE SELF ASSESSMENT AND TO HAVE AVAILABLE FOR THE SITE EVALUATION

Chapter 1: Process Management

- ❖ Interment Processing Checklist (last 12 months), if used (IO-2.1 through IO-7.1)
- ❖ Cemetery Grounds Management Plan (GM-1.1a, b, c)
- ❖ Grounds Maintenance Checklist (last 12 months), if used (Most of the grounds maintenance measures and requirements, NOT GM-2.4a)
- ❖ Current Gravesite Assessment (GM-2.4a, HMNC-4.1a, HMNC-4.2, Strategic Planning: 3,4)
- ❖ Resource Conservation and Recovery Act Report (most recent) (GM-5.1, GM-5.1c)
- ❖ MADSS Screen 04, Miscellaneous Management Data – Monthly (last 12 months)
- ❖ Utility and Fuel Bills (last 12 months) (Utility Bill and MADSS usage comparison)
- ❖ Gravesite Layout Plans (IO-2.1)
- ❖ Headstone, Marker and Niche Cover Maintenance Checklist (last 12 months), if used (Most Headstone, Marker, Niche Cover Measures and requirements, NOT HMNC-4.1a, HMNC-4.2)
- ❖ Monument Order Timeliness Report (HMNC-1.1, HMNC-3.1b)
- ❖ Current Timeliness in Marking Graves Report (HMNC-3.1a, Strategic Planning: 1)
- ❖ Current Inscription Accuracy Report (HMNC-1.2, Strategic Planning: 2)
- ❖ Reservation/Set Aside Log (To compare the MADSS 5CF1 and BOSS Reservation Data)
- ❖ Current MADSS Monthly Activity and Status Summary, 5CF1 Report (See above)
- ❖ Contract Files: (To review files for the following items)
 - Copy of Contract
 - COTR Letter of Delegation
 - Inspection Reports (last four months) and/or Contract Activity Log
- ❖ Operators Preventative Maintenance Checklist (last 12 months), if used (EM-2.3, EM-3.2a)
- ❖ Equipment Inventory Listing (EIL) and additional inventory records, electronic or paper (EM-2.1, EM-3.2b)
- ❖ Cemetery Equipment Maintenance Program (EM-1.1, EM-2.1)
- ❖ Reports of Survey (last 12 months) (Survey question under Equipment)
- ❖ Required Restroom Checklist (last 6 months) (OS-1.1a – one checklist for each restroom)
- ❖ Required Facilities Condition Assessment (current Building / Structure Score Sheet for each building and structure and the current Site Score Sheet) for cemetery, including all satellite facilities if applicable. (OS-1.2, OS-1.3a, OS-1.4b, OS-1.5)
- ❖ Construction Project Applications (last 12 months) (Compare projects to Facility Condition Assessment and actual buildings, structures and features)
- ❖ Fiscal and Purchasing Files (Fiscal and Purchasing Operations)
 - Gift Fund and Donation Records; Current FY National Blotter Record; Purchase Orders; Purchase Card Orders; Purchase Card Training documentation; RSD Form F20D; Receiving Reports; Certified Invoices
- ❖ SOPs and/or Action Plans developed for improvement, if applicable:
 - Interment Operations; Grounds Maintenance Operations; Headstone, Marker and Niche Cover Maintenance Operations; Application/Eligibility and Scheduling Process; Equipment Maintenance Operations; Facilities Maintenance Operations; Fiscal, Purchasing and Contracting Operations
- ❖ Survey of Satisfaction with National Cemeteries (current cemetery report) (IO-6.1d, IO-4.1b, IO-4.2, GM-2.1d, GM-2.9i, GM-3.3, HMNC-4.1b, IO-1.1c, Military Honors, and OS-1.4a)

Chapter 2: Safety

- ❖ Monthly Fire Prevention and Safety Inspection Checklist (last 12 months) (Safety question)
- ❖ OSHA Log and Accident Files (last 12 months) (OS-3.1b, OS-3.2b, OS-3.3b)
- ❖ Annual Safety Inspection Report (most recent) (Safety question)
- ❖ Safety Meeting minutes (last 4 meetings) (Safety question)
- ❖ Current Emergency Preparedness Plan (Review Plan)
- ❖ Current Listing of Employees (Compare to recall roster/telephone tree)
- ❖ SOPs and/or Action Plans developed for improvement, if applicable: safety programs and practices, and emergency preparedness plans

Chapter 3: Customer Focus

- ❖ Customer Complaint Log (IO-3.2b; IO-4.1a, GM-6.1)
- ❖ Customer Complaint Data aggregated by category and number received (last 12 months) (GM-1.1a, b, c)
- ❖ Customer Compliment Log (GM-1.1a, b, c)
- ❖ Customer Compliment Data aggregated by category and number received (last 12 months) (GM-1.1a, b, c)
- ❖ Local Customer Satisfaction Survey, if used
- ❖ Survey of Satisfaction with National Cemeteries (current cemetery report) – (Customer Satisfaction Determination)

Chapter 4: Workforce Focus

- ❖ Documentation for Employee Rewards and Recognition (last 12 months) (Review how employee rewards and recognition is linked to NCA'S Standards and Measures, organizations goals and objectives)
- ❖ Alternate Workforce Information (last 12 months) (Review how the AWF is utilized)
- ❖ Examples of Individual Development Plans (Review how the IDPs or like system is utilized)
- ❖ Mandatory Training Documentation (LMS Reports)
- ❖ Driver's License Validation Report
- ❖ Employee Satisfaction Survey, if used (Review how the satisfaction survey is deployed to employees)
- ❖ SOPs and/or Action Plans developed for improvement of Cemetery Staff Wearing Appropriate Attire, if applicable

Chapter 5: Strategic Planning

- ❖ Current Cemetery Action Plans w/updates
- ❖ Survey of Satisfaction with National Cemeteries (current cemetery report) - (Strategic Objectives 5 – 8)

Chapter 6: Leadership

- ❖ Examples of Current Performance Standards (linkage to NCA'S Standards and Measures, organizations goals and objectives)
- ❖ Current Organizational Chart (compare to FTE allocation letter)
- ❖ Current Annual FTE Allocation Letter
- ❖ Current Management Control Report Checklist (or A-123 templates as appropriate) with Action Plans (as applicable) (review date and findings)
- ❖ Annual Statement of Written Assurance (review date and findings)
- ❖ Cemetery Variance Report(s) (containing last 12 months) (Review for variances greater than 5% and why)
- ❖ Current Capital Assets Inventory (with appropriate supporting documents for all historic objects and memorials) (Compare all historically significant objects to CAI)
- ❖ Authorization for Cemetery Staff to approve purchase orders, purchase card orders and receipt of expendable and non-expendable supplies (most recent) (review for being current)
- ❖ Time and Attendance Audit (most recent) (review date and findings)
- ❖ MADSS Outreach Report (most recent) (review for types of outreach, frequency, and improvements)
- ❖ Current Facility Security Policy Handbook (review for being current and complete)
- ❖ Information Management (GM-1.1a, b, c)
 - Information Technology (IT) User List
 - Signed Rules of Behavior for all employees, CWTs, contractors, and volunteers, (review for being current and complete)
 - Inventory List (review for accuracy)
 - Disposal of Equipment Request Forms for Excessed IT Equipment (review for timeliness and data/software removal)
 - Key Log (review for being current)

SOPs and/or Action Plans developed for improvement for Handicap Accessibility, Security and Signage, if applicable

CHAPTER 1: PROCESS MANAGEMENT (For National Cemeteries)

The purpose of this chapter is to:

- Demonstrate that processes are monitored, measured and tracked.
- Demonstrate how key processes are managed to promote improvement and success.
- Report process performance levels, trends and comparisons for products, services, business and support processes.
- Demonstrate effective process improvement.

Products, Services and Business Processes

Complete the Cemetery Results column in the following tables to document your progress toward meeting targets provided in **NCA Operational Standards and Measures V4.0**.

Interment Operations (IO)

Burial Process

Standard	Measure/Requirement	Target	Cemetery Results
IO-2.1. Interment sections match gravesite layout plan.	2.1a: gravesites match the current <i>gravesite layout plans</i>	Yes	
	2.1b: Gravesite layout plans are sent by the cemetery to the MSN semi-annually to be updated.	Yes	
IO-3.1. Each day's gravesites present a neat appearance prior to burial.	3.1: Gravesites are excavated properly, at the proper depth, spoils or sod appropriately removed or made presentable, and headstones for reopeners appropriately placed.	Yes	
IO-3.2: Integrity of existing graves around the worksite will be preserved.	3.2a: Corrective action to repair damage through daily operations is initiated by close of business the same day.	Yes	
	3.2b: Number of complaints from visitors and family members about the condition of a grave damaged due to interment activities.	0 Complaints	
IO-3.3. Open graves are identified and protected.	3.3 Open graves are protected by appropriate devices while unattended.	Yes	
IO-3.4: Outer burial receptacles awaiting installation are sufficient for the needs of the cemetery and placed in an orderly manner in an appropriate location.	3.4a: Are outer burial receptacles placed in a manner so they do not obstruct occupied graves or hinder the flow of traffic through the cemetery?	Yes	
	3.4b: Does the cemetery maintain an adequate inventory of outer burial receptacles?	Yes	
	3.4c: Outer burial receptacles required for future installation are stored in appropriate location away from public view.	Yes	

Standard	Measure/Requirement	Target	Cemetery Results
IO-5.1: All caskets and urns are checked and verified to assure accurate placement, and are undamaged by cemetery personnel.	5.1a The percent of caskets and urns that are properly tagged and placed in the correct gravesite.	100%	
	5.1b: The percent of caskets or urns that are undamaged by cemetery staff from receipt through interment operations.	100%	
IO-6.1: Each day's burial/niche sites are covered, initially groomed, marked and presentable for visitors before close of business each day.	6.1a: Daily interment or inurnment sites are marked with a correct and aligned temporary marker.	Yes	
	6.1b: Daily burials are level with the surrounding terrain, tamped, raked smooth, and made ready for the application of seed or sod.	Yes	
	6.1c: Daily burials have floral arrangements neatly placed on the grave.	Yes	
	6.1d: The percent of respondents to the annual Survey of Satisfaction with National Cemeteries who agree or strongly agree that the appearance of their family's gravesite is excellent	93%	
IO-7.1: The active burial section presents a disciplined evolution , not a construction site.	7.1: Subsections show evidence of progress toward completion; grass is being established, headstones and markers delivered are being set, excess dirt, debris, tools and equipment are removed.	Yes	

NOTE: See Appendix A for a sample of an Interment Processing Checklist, which can be used to track performance and collect data.

NOTE: The cemetery staff may use an exception report to document when national targets are not met, (especially IO-5.1a and IO-5.1b).

Committal Service

Standard	Measure/Requirement	Target	Cemetery Results
IO-4.1: Committal services are conducted with dignity and respect for the decedent, and compassion for their loved ones.	4.1a: The number of complaints from visitors and family members about the committal service when the national cemetery is responsible	0 Complaints	
	4.1b: The percent of respondents to the annual <i>Survey of Satisfaction with National Cemeteries</i> who were somewhat or very satisfied with the committal service	94%	
IO-4.2: Committal services are conducted in clean and orderly shelters that provide for the safety, privacy, and special needs of the family.	4.2: The percent of respondents to the annual <i>Survey of Satisfaction with National Cemeteries</i> who agree or strongly agree that the committal shelter was clean, free of safety hazards and private.	98%	
IO-4.3: Veterans receive a committal and/or memorial service.	4.3: The cemetery provides a committal service or has a program to memorialize <i>unaccompanied veterans</i> .	Yes	

1. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve interment operations (burial process and committal service) process performance? If so, please have them available for the site evaluation team.
- b. Are these plans included and resourced in your Action Plan?

Grounds Maintenance (GM)

Grounds Management Plan

Standard	Measure/Requirement	Target	Cemetery Results
GM-1.1: All maintenance activities are included in a current <i>Cemetery Grounds Management Plan</i> .	1.1a: The cemetery has a written, current <i>Cemetery Grounds Management Plan</i> that includes <u>all</u> grounds maintenance activities and schedules for those activities.	Yes	
	1.1b: The <i>Cemetery Grounds Management Plan</i> has been reviewed and updated within the last 12 months.	Yes	
	1.1c: The cemetery is accomplishing all activities in their <i>Cemetery Grounds Management Plan</i> .	Yes	

Turf

Standard	Measure/Requirement	Target	Cemetery Results
GM-2.1: <i>Visually prominent areas</i> have a well-established, healthy stand of turf.	2.1a: <i>Visually prominent areas</i> are generally weed free .	Yes	
	2.1b: <i>Visually prominent areas</i> with established turf are generally free of bare areas .	Yes	
	2.1c: <i>Visually prominent areas</i> are maintained within one inch above the range of that which is professionally recommended for that type and region according to the Cemetery Grounds Management Plan .	Yes	
	2.1d: The percent of respondents to the annual Survey of Satisfaction with National Cemeteries who agree or strongly agree the maintenance of the cemetery grounds is excellent.	98%	
GM-2.2: The turf used is compatible with the geographic region.	2.2: Cemetery turf is compatible with the geographic region.	Yes	
GM-2.3: All turf is free of debris, i.e., leaves, fallen branches, and trash.	2.3a: Turf areas are cleared of leaves and other natural debris as needed or at least weekly.	Yes	
	2.3b: The percent of turf in visually prominent areas that is free of trash.	100%	
GM-2.4: The grading of every gravesite blends in with adjacent grade levels.	2.4a: The percent of gravesites that have grades, which are level and blend with adjacent grave levels.	95%	
	2.4b: The percent of <i>sunken graves</i> that have been identified and a plan of action developed to re-establish the ground level and cover within 30 calendar days of the date identified.	100%	

2. **For cemeteries with gravesites in turf areas:** Complete the chart below to report how many ***sunken gravesites*** you have identified for repair during the last 12 months, how many have you planned to repair and the actual number repaired. Be prepared to discuss how you document these numbers.

Data Collection Period		Sunken Gravesites Identified	Number Planned For Repair	Number Repaired
From	To			

Standard	Measure/Requirement	Target	Cemetery Results
GM-2.5: Turf areas have adequate drainage.	2.5: Visually prominent areas do not show evidence of standing water.	Yes	
GM-2.6: Visually prominent areas in the cemetery are properly trimmed and edged.	2.6a: Headstones show turf is trimmed to the recommended mowing height.	Yes	
	2.6b: Markers show turf edged vertically even with the marker and are free of trimming debris.	Yes	
	2.6c: Other features on cemetery grounds are trimmed or edged within appropriate limits.	Yes	
GM-2.7: Gravesite re-openers avoid damage and ensure continuation of a well-established, healthy stand of turf.	2.7a: The percent of grave re-openers during the growing season that show healthy turf re-established within 60 days of the interment.	100%	
	2.7b: The percent of winter grave re-openers that show healthy turf re-established within 60 days of the start of the growing season.	100%	
GM-2.8: Avoid damage and ensure continuation of a well-established, healthy stand of turf during grounds maintenance operations	2.8: Turf damage due to grounds maintenance tasks is identified and corrective action initiated by close of business the same day.	Yes	

Water wise and Other Low Maintenance

Standard	Measure/Requirement	Target	Cemetery Results
GM-2.9: This standard applies ONLY TO NATIONAL CEMETERIES Using Sand or Mineral Based Ground Cover. Visually prominent areas in which turf is not part of the cemetery design are maintained in a manner that is appropriate for the medium in place.	2.9a: Gravesite areas are cleared of leaves and other natural debris as needed or at least weekly.	Yes	
	2.9b: The percent of visually prominent areas that is free of trash.	100%	
	2.9c: The percent of gravesites that have grades that are level and blend with adjacent grade levels.	95%	
	2.9d: The percent of sunken graves that have been identified and a plan of action developed to re-establish the ground level within 30 calendar days of the date identified.	100%	
	2.9e: Visually prominent areas do not show evidence of standing water.	Yes	
	2.9f: Headstones and markers with sand or mineral based ground cover surrounding them are generally weed free .	Yes	
	2.9g: Headstones and markers appear raked and groomed.	Yes	
	2.9h: The percent of grave reopeners that are raked and groomed to return the grave to its original state within the same workday	100%	
	2.9i: The percent of respondents to the annual Survey of Satisfaction with National Cemeteries who agree or strongly agree the overall appearance of the national cemetery is excellent.	98%	

NOTE: See Appendix A for a sample of a Grounds Maintenance Checklist, which can be used to track performance and collect data.

3. **For water wise cemeteries with gravesites using Sand or Mineral Based Ground Cover areas:** Complete the chart below to report how many **sunken gravesites** you have identified for repair during the last 12 months, how many have you planned to repair and the actual number repaired. Be prepared to discuss how you document these numbers.

Data Collection Period		Sunken Gravesites Identified	Number Planned For Repair	Number Repaired
From	To			

Note: To determine the number of visually prominent areas on the cemetery grounds, use the definition in the glossary and identify how many of the following areas you have: a cemetery's entrance way, assembly area, interment areas, public information building, committal service shelter(s), visitor entrance to the administration building, lodges and other buildings in prominent locations, and/or memorial path) or topography which makes the area visually prominent. These areas would then be where you would apply the standards and measures that call for cemetery performance based on the number or percent of visually prominent areas.

The current Gravesite Assessment Report should be used to document cemetery performance for GM-2.4a and GM-2.9c.

Trees and Shrubs

Standard	Measure/Requirement	Target	Cemetery Results
GM-3.1: Trees and shrubs (including donated trees) are compatible with the geographic region.	3.1: Trees and shrubs (including donated trees) are compatible with the geographic region.	Yes	
GM-3.2: Trees and shrubs are healthy, vigorous, and free of pests and disease and/or are maintained in accordance with the Cemetery Grounds Maintenance Plan .	3.2: Trees and shrubs are healthy, vigorous, and free of pests and disease and/or are they maintained in accordance with the Cemetery Grounds Management Plan .	Yes	
GM-3.3: Trees and shrubs are maintained so that they enhance and do not detract from the appearance of public areas.	3.3: The percent of respondents to the annual Survey of Satisfaction with National Cemeteries who agree or strongly agree that the maintenance of other cemetery landscaping is excellent.	95%	

Planting Beds

Standard	Measure/Requirement	Target	Cemetery Results
GM-4.1: Cemetery planting beds are well maintained, attractive and compatible with the geographic region.	4.1a: Plant material in the planting beds is compatible with the geographic region.	Yes	
	4.1b: The percent of planting beds that are generally weed free.	100%	
	4.1c: Plants in planting beds are healthy, vigorous, and free of pests and disease and are maintained in accordance with the Cemetery Grounds Management Plan .	Yes	

Waste Management

Standard	Requirement	Target	Cemetery Results
GM-5.1: <i>Green (organic) waste</i> is disposed of and does not detract from cemetery appearance.	5.1: The cemetery participates in an organic recycling program.	Yes	
GM-5.2: Trash is collected, disposed of, and does not detract from cemetery appearance.	5.2a: The cemetery has a central trash collection point established in a location screened from the public view.	Yes	
	5.2b: Public-use trash containers are adequate in number, well-marked, clean, neat, and in good repair.	Yes	
	5.2c: The national cemetery participates in a <i>solid waste-recycling program</i> , where available.	Yes	
GM-5.3: <i>Spoils areas</i> do not detract from cemetery appearance.	5.3: Cemetery <i>spoils areas</i> are located, concealed or maintained to minimize public visibility.	Yes	

Trash, Spoils Areas, Materials Storage Areas and Grounds Maintenance

Standard	Measure/Requirement	Target	Cemetery Results
GM-6.1: Daily grounds maintenance activities do not detract from the dignity and solemnity of the cemetery.	6.1: The number of complaints that are received as a result of operations, noise, equipment, etc. that intruded on the visitor's experience.	0 complaints	
GM-6.2: All areas where cemetery operations have been conducted are neat, clean and free of debris and equipment at the end of the workday.	6.2a: Debris, equipment, tools and supplies are removed at the conclusion of each task or at the end of each workday.	Yes	
	6.2b: Roads, walkways, shelters and burial sections are free of grounds maintenance debris by the end of the workday.	Yes	

Floral Policy

Standard	Measure/Requirement	Target	Cemetery Results
GM-6.3: The National Cemetery Administration's floral policy is posted where the largest number of visitors will see the information.	6.3: Floral regulations are posted in <i>visually prominent areas</i> .	Yes	
GM-6.4: Containers for vases are well marked and the containers and vases are in good condition.	6.4a: Containers for floral vases are well marked, clean, neat and in good repair.	Yes	
	6.4b: Floral vases are clean and in good repair.	Yes	

4. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve grounds maintenance operations process performance? If so, please have them available for the site evaluation team.
- b. Are these plans included and resourced in your Action Plan?
5. Have available during the site evaluation and be prepared to discuss a copy of the most recent Resource Conservation and Recovery Act Report to show the cemetery's involvement in a ***solid waste recycling program*** and to show that the cemetery's purchases of the following designated EPA products are in accordance with requirements of the statutes and Executive Orders:

Construction Products	Landscaping Products
Park and Recreation Products	Miscellaneous Products
Transportation Products	Vehicular Products
Nonpaper Office Products	Paper and Paper Products
6. Review and validate that energy resource usage as reported in MADSS matches usage based on the actual utility bills for the past 12 months. Have available for the site evaluation and be prepared to discuss a copy of your Energy Resource Data reported in MADSS on Screen 04, Miscellaneous Management Data – Monthly, for the last 12 months and the supporting utility statements for the same period.

Headstone, Marker and Niche Cover Process (HMNC)

Standard	Measure/Requirement	Target	Cemetery Results
HMNC-1.1: The request for a headstone, marker or niche cover is completed within prescribed time frames.	1.1: The percent of headstone, marker and niche cover requests that are Inscription Approved (released from the cemetery in BOSS) within seven calendar days of interment.	100%	
HMNC-1.2: Inscription data are accurate and complete.	1.2: The percent of inscriptions ordered that are accurate and complete.	99%	
HMNC-2.1: All headstones, markers and niche covers are inspected and verified for contractor accuracy and quality	2.1a: The percent of inscribed headstones, markers and niche covers received damaged that are reported and reordered within two workdays of delivery.	100%	
	2.1b: The percent of headstones, markers and niche covers received with incorrect inscriptions that are reported and reordered within two workdays of delivery or inscription on site.	100%	
	2.1c: The percent of inscribed headstones, markers and niche covers received with poor quality that are reported and reordered within two workdays of delivery	100%	
HMNC-2.2: Headstones, markers and niche covers are handled and stored to prevent damage prior to setting.	2.2: The percent of headstones, markers and niche covers received annually that are replaced due to cemetery damage prior to setting.	Less than 1%	
HMNC-3.1: Graves in national cemeteries are marked within 60 days of the interment	3.1a: The percent of graves marked with a permanent headstone, marker or niche cover that is set within 60 days of the interment.	95%	
	3.1b: The percent of headstones, markers, and niche covers set within 10 workdays of receipt.	100%	

Standard	Measure/Requirement	Target	Cemetery Results
HMNC-3.2: Headstones, markers, and niche covers are properly installed.	3.2a: The percent of upright headstones in current active burial sections that are installed to be uniform in height (24"-26" above ground) and horizontally and vertically aligned with inscription visible and installed to ensure a pleasing top line while compensating for ground contours.	100%	
	3.2b: The percent of flat markers in active burial sections that are installed to be uniform in height (parallel with the ground and no more than 1" above grade) and horizontally and vertically aligned	100%	
	3.2c: The percent of niche covers that are installed to be horizontally and vertically aligned. The proper rosette and security screws are used.	100%	
	3.2d: The percent of headstones set in existing sections that are installed to be uniform in height with headstones in that section, and/or are set to ensure the inscription is visible.	100%	
	3.2e: Headstones and markers are set consistent with the gravesite layout plan .	Yes	
HMNC-4.1: Headstones, markers and niche covers are clean, free of debris and objectionable accumulations .	4.1a: The percent of headstones, and/or markers that do not show evidence of debris or objectionable accumulations .	95%	
	4.1b: The percent of respondents to the annual Survey of Satisfaction with National Cemeteries who agree or strongly agree that the upkeep of headstones, markers and niche covers is excellent.	96%	
HMNC-4.2: Proper height and alignment of each headstone and marker is maintained.	4.2: The percent of headstones and/or markers in a national cemetery that are at the proper height and alignment.	90%	
HMNC-4.3: Headstones, markers and niche covers/plaques are not damaged by cemetery operations (e.g. interment, grounds maintenance, headstone, marker and niche cover maintenance and facility maintenance operations).	4.3: The number of headstone, marker and niche cover replacements within the last 12 months due to damage during cemetery operations.	Less than 0.1% of the cemetery's inventory of occupied graves.	

Standard	Measure/Requirement	Target	Cemetery Results
HMNC-4.4: Headstone, marker and niche cover inscriptions are visible and legible as appropriate for the age and <i>historic significance</i> of the marker.	4.4: The percent of <i>historical headstones, markers or niche covers</i> replaced during the last 12 months that are replaced with a headstone, marker or niche cover of the same dimensions, material, inscription and features.	100%	
HMNC-4.5: Headstones, markers or niche covers stolen, vandalized or damaged beyond reasonable repair by actions <u>outside the cemetery's control</u> (e.g., storms, automobile accidents) that are repaired or replaced.	4.5: The percent of headstones, markers and niche covers damaged beyond reasonable repair, stolen or <i>defaced</i> that are repaired or reordered within two calendar days of the date damage is identified.	100%	
HMNC-4.6: Headstones, markers and niche covers that are no longer useable are disposed of in a manner to prevent reuse.	4.6a: Headstones, markers, and niche covers that are no longer useable are destroyed in a manner that obliterates the inscription and disposed of to prevent reuse.	Yes	
	4.6b: Bronze markers or niche covers are recycled within one year of removal from the grave or niche.	Yes	

NOTE: See Appendix A for a sample of Headstone, Marker and Niche Cover Maintenance Checklist, which can be used to track performance and collect data.

Notes:

- Many of the measures in this section concern the **timeliness** of ordering replacement headstones, markers, and niche covers (HMNC-2.1a, b, c and HMNC-4.5). The target is to reorder the replacement within two workdays of either delivery (HMNC-2.1) or identification (HMNC-4.5).
- Standard HMNC-3.2 concern the **initial installation** of headstones (HMNC-3.2a), markers (HMNC-3.2b), niche covers (HMNC-3.2c), or replacement headstones (HMNC-3.2d).
- Measures HMNC-4.1a (cleanliness) and HMNC-4.2 (proper height **and** alignment) concern the maintenance of headstones and/or markers throughout the cemetery. Cemetery performance is determined through the semi-annual gravesite assessment and can be found in that report.
- The cemetery's Monument Order Timeliness Report (MOTR) can be used to document cemetery performance for HMNC-1.1 and HMNC-3.1b.

7. Complete the chart below to report how many headstone and markers you have identified to raise and realign during the last 12 months, how many have you planned to raise and realign and the actual number raised and realigned. Be prepared to discuss how you document these numbers.

Data Collection Period		Headstone/Markers Identified for Raise and Realignment	Number Planned For Raise and Realignment	Number Raised and Realigned
From	To			

8. Complete the chart below to report how many headstone, markers and niche cover/plaques you have identified for cleaning during the last 12 months, how many have you planned to clean and the actual number cleaned. Be prepared to discuss how you document these numbers.

Data Collection Period		Headstone/Markers Identified for Cleaning	Number Planned For Cleaning	Number Cleaned
From	To			

9. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve headstone, marker, niche cover operations process performance? If so, please have them available for the site evaluation team.
- b. Are these plans included and resourced in your Action Plan?

**Application/Eligibility and Scheduling Process
(Interment Operations - IO)**

Standard	Measure/Requirement	Target	Cemetery Results
IO-1.1: Committal services are scheduled to assure minimal delays for families.	1.1a: The percent of committal services scheduled within two hours of application receipt when eligibility documentation is provided	98%	
	1.1b: The percent of committal services scheduled within 48 hours of application receipt when eligibility documentation is not provided	98%	
	1.1c: The percent of funeral directors who respond to the annual <i>Survey of Satisfaction with National Cemeteries</i> and indicate it takes less than two hours to confirm the scheduling of an interment.	75%	

NOTE: If your cemetery is currently served by the NCA Scheduling Center, report only those services scheduled by your facility for measures IO-1.1a and IO-1.1b.

10. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve application/eligibility and scheduling operations process performance? If so, please have them available for the site evaluation team.
- b. Are these plans included and resourced in your Action Plan?

Reservation/Set Aside Program

11. Have available during the site evaluation and be prepared to discuss your reservation/set aside log or be able to document your reservation/set aside record keeping system to show that reservations and set asides are tracked and recorded accurately.

Military Honors

12. Complete the following table and be prepared to discuss your cemetery's results from the most recent **Survey of Satisfaction with National Cemeteries** that show the last three years of results for the following customer satisfaction indicators

Survey Question	Current Survey Cemetery Result (20__)	Past Year Cemetery Result (20__)	Past Year Cemetery Result (20__)
The percent of NOK who indicated that their loved one was a veteran and the family did request military honors and honors were provided			
The percent of NOK who indicated that their loved one was a veteran and the family did request military honors and honors were not provided			
The percent of NOK who were very or somewhat satisfied with the quality of military funeral honors their loved one received			
The percent of Funeral Directors who indicated it was very easy to somewhat easy to schedule military honors at the national cemetery			
The percent of Funeral Directors who indicated the quality of military honors was very acceptable to acceptable			

13. Have you used the trend data and results above to improve satisfaction with military funeral honors? If yes, how?

Outsourcing/Contracting

14. a. Complete the table below for all annual contracts you currently have in place at your facility. Have available for the site evaluation and be prepared to discuss each contract file to show performance requirements are in alignment with **NCA's Operational Standards and Measures**. Contract file should include a copy of the contract, the COTR Letter of Delegation (if applicable), inspection reports and/or a log of contract activity.
- b. Have available for the site evaluation and be prepared to discuss documentation of any unacceptable work or results by the contractor and any corrective actions taken by NCA towards the contractor.

Contractor	Product or Service	COTR/ Designated Staff Member*	Concerns / Issues

*Provide name of COTR if Office of Acquisitions and Materiel Management has issued a COTR delegation letter. If there is no COTR, list the name of the staff member who has been designated to oversee contract.

Support Processes

Equipment Maintenance Operations (EM)

Standard	Measure/Requirement	Target	Cemetery Results
EM-1.1: All equipment maintenance activities and schedules are included in a current Cemetery Equipment Maintenance Program .	1.1: The cemetery has a current Cemetery Equipment Maintenance Program that contains all equipment maintenance activities and schedules.	Yes	
EM-2.1: Maintenance and service costs and program records are current and accurate.	2.1: Current and accurate maintenance and service costs, and program records are maintained in the current inventory and maintenance system .	Yes	
EM-2.2: Equipment documentation is current.	2.2: Shipping and receiving documents, Manufacturers' Manuals, Operating Instructions, Titles (if applicable), etc. are current and accessible for each piece of equipment.	Yes	
EM-2.3: Equipment inspections and preparations are conducted according to manufacturers' recommendations prior to and after each use.	2.3: The percent of operator/ preventive maintenance and checklist activities (prior to and end of use) that are completed and recorded daily.	100%	
EM-3.1: Tools are available and properly maintained and secured.	3.1a: Tools are stored in a secure location when not in use.	Yes	
	3.1b: Tools are cleaned and stored in the proper location at the end of each workday.	Yes	

Standard	Measure/Requirement	Target	Cemetery Results
EM-3.2: Equipment is functional, in good condition and visibly marked as national cemetery or Federal Property.	3.2a: The percent of cemetery equipment and vehicles that present a clean and neat appearance based upon use.	100%	
	3.2b: The percent of <i>non expendable cemetery equipment</i> and vehicles that are visibly marked with an <i>inventory control number</i> .	100%	
	3.2c: The percent of cemetery-owned vehicles that are marked with the cemetery name and/or "Federal Property."	100%	
	3.2d: The percent of GSA-leased vehicles that are marked with a magnetic sign showing the cemetery name and/or "Federal Property".	100%	
	3.2e: The percent of non functional equipment that is identified and appropriate paperwork for turn in is submitted within 90 days of identification.	100%	
	3.2f: Personnel performing repairs on cemetery equipment are qualified and classified to do that work.	Yes	

NOTE: See Appendix A for a sample of Operators Preventative Maintenance Checklist, which can be used to track performance and collect data.

15. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve operations process performance? If so, please have them available for the site evaluation team.
- b. Are these plans included and resourced in your Action Plan?
16. Have available for the site evaluation and be prepared to discuss your current inventory report (Equipment Inventory Listing [old CMR] and additional inventory reports from your in-house electronic or manual record keeping system) for all equipment and vehicles. Ensure there is documentation to support appropriate shipping and receiving documents, manufacturers' manuals, operating instructions, titles, etc., and they are current and accessible for each new piece of equipment.
17. Report in the table below damage, loss, and theft of any vehicles, equipment, mechanics' tools and/or power tools and IT Equipment over the past 12 months including action taken and results. Have available for the site evaluation and be prepared to discuss Reports of Survey (See Appendix A) for all incidents over the past 12 months.

ITEM	Incident D, L or T*	ACTION TAKEN	RESULTS

*In the incident column use a "D" for damage, "L" for loss and a "T" for theft.

Facility Maintenance (OS)

Standard	Measure/Requirement	Target	Cemetery Results
OS-1.1: Restrooms are clean, functional, sanitary and supplied (e.g., soap, paper towels/hand-dryer, and toilet paper) and are handicapped accessible.	1.1a: The percent of cemetery restrooms that are inspected daily and determined to be clean and supplied in accordance with a <i>Restroom Checklist</i> .	100%	
OS-1.2: <i>Buildings</i> and <i>structures</i> are well-maintained and are acceptable for their functional use.	1.2: The percent of cemetery buildings and structures that are assessed as <i>acceptable for their function</i> based on the current Building/Structure Score Sheets of the <i>Facilities Condition Assessment</i> .	90%	
OS-1.3: Roads, parking lots, curbs, walks, paths, entry features, and perimeter walls/fences are well-maintained and are acceptable for their functional use.	1.3a: The percentage of access features (roads, parking lots, curbs, walks, paths, entry features, and perimeter walls/fences) that are assessed as <i>acceptable for their function</i> based on the current Site Score Sheet of the <i>Facilities Condition Assessment</i>	80%	
	1.3b: Marked parking spaces (where provided) meet handicapped accessibility requirements in public and employee parking lots or areas.	Yes	
OS-1.4: Signage is convenient and helpful.	1.4a: The percent of respondents to the annual <i>Survey of Satisfaction with National Cemeteries</i> who agree or strongly agree that the signage in the cemetery is sufficient to help visitors	88%	
	1.4b: Signage rated as <i>acceptable for their function</i> (clean, legible, accurate, and in good repair) based on the current Site Score Sheet of the <i>Facilities Condition Assessment</i> .	Yes	
	1.4c: Hours during which the cemetery is open to visitors is posted in a visually prominent location.	Yes	
OS-1.5: Approved <i>water features</i> are functional and maintained according to their intended purpose.	1.5: <i>Water features</i> (ponds, lakes, fountains, natural or man-made) are rated <i>acceptable for their function</i> based on the current Site Score Sheet of the <i>Facilities Condition Assessment</i>	Yes	

NOTES:

See Appendix A for the mandatory Cemetery Restroom Checklist, which must be used to track performance and collect data for all cemetery restrooms.

An example of OS-1.2 would be the following scenario: the cemetery has four buildings and structures to include an administration and maintenance buildings, a public information center, and one committal shelter. The cemetery rated the administration building and public information center as acceptable and the maintenance building and committal shelter as unacceptable on their most recent

facility condition assessment. The cemetery's result would be 50%, two of four buildings and structures acceptable for their function. Measure OS-1.3a uses the same methodology.

18. Have available and be prepared to discuss during the site evaluation your project applications submitted during the past 12 months. Be prepared to discuss status of each application and linkage of projects to Operational Standards and Measures and your OAI Self Assessment.

19. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve facilities maintenance operations process performance? If so, please have them available for the site evaluation team.

b. Are these plans included and resourced in your Action Plan?

Fiscal and Purchasing Operations

Operation	Performance Requirement	Performance Measure	Target	Cemetery Results
Gift Fund	Non-monetary gifts and donations are appropriately recorded in cemetery's official records.	The percent of non-monetary gifts and donations that are acknowledged and recorded in the cemetery's records.	100%	
	Monetary gifts are deposited in the Cemetery's Gift Fund Account, posted in the National Blotter Record Gift Fund Spreadsheet and used for the intended purpose.	The percent of monetary gifts deposited in the Cemetery's Gift Fund Account, posted in the National Blotter Record Gift Fund Spreadsheet and used for the intended purpose	100%	
	Donors are notified in writing when funds are received and expended and are informed for what they were expended.	The percent of donors advised their donation was received and/or used as specified in the current NCA Handbook for Gifts & Donations.	100%	
National Blotter Record	National blotter records are used, current, maintained accurately and reconciled regularly with Financial Management System (FMS), utilizing RSD Form F20D reports.	The cemetery is using the national blotter record .	Yes	
		The percent of national blotter records posted at time of commitment to include 2237s, 1358s and purchase cards.	100%	
		The percent of obligation adjustments, increases and decreases, and budget distributions that are posted correctly.	100%	
		RSD Form F20D reports (Daily Activity by Account Classification Code) are reconciled daily with national blotter records .	Yes	

Operation	Performance Requirement	Performance Measure/Requirement	Target	Cemetery Results
<i>Certified Invoices</i>	Invoices are processed in accordance with the Prompt Payment Act through the Financial Services Center (FSC).	Vendor invoices are routed directly from the vendor to the Financial Services Center (FSC) for Payment. (OLCS)	Yes	
		The percent of invoices that are certified within 5 business days of posting to OLCS (On Line Certification System).	100%	
<i>Receiving Reports</i>	Receiving reports are processed in accordance with the Prompt Payment Act.	The number of interest charges incurred as a result of failure to meet Prompt Payment Act.	0 interest charges	
		The dollar amount of interest charges incurred as a result of failure to meet Prompt Payment Act.	0 dollars	

20. How do you use Daily and Monthly RSD and FMS reports to ensure that payment actions are prompt and accurate?

21. Do you have SOPs or Action Plans in place to support the use of RSD and FMS reports? If so, have them available for the site evaluation and be prepared to discuss.

Operation	Performance Requirement	Performance Measure/Requirement	Target	Cemetery Results
Purchase Cards	Centralized purchase card files include copies of all orders, requests, receipts and approvals.	Purchase card files are centralized and complete.	Yes	
	Purchase card orders are posted to IFCAP within 24 hours of transaction or Purchase card orders are posted and approved in CAATS prior to purchase transaction.	Purchase card orders are posted to IFCAP within 24 hours of transaction	Yes	
	Credit cardholders accurately reconcile transactions in a timely manner.	The percent of reconciliation's completed accurately within required timeframe.	100%	
	Approving official verifies cardholder activity, including any required certifications and receiving reports, and submits reconciliation approvals in a timely manner in IFCAP or Approving official approves purchase requests from card holders in a timely manner in CAATS..	The percent of transactions completed within five (5) working days by approving officials.	100%	
	Disputes with vendors are resolved timely.	The percent of disputes reported within 30 calendar days of the date of the charge.	100%	
	Purchase card users and approving officials receive the Annual Mandatory Training.	The percent of purchase card users and approving officials receiving the Annual Mandatory Training.	100%	
	Approving Officials ensure timely reconciliation of purchases by card holders	Approving officials run reconciliation reports in CAATS to ensure timely reconciliation by card holders.	Yes	
	Separation of duties occurs within credit card purchases.	Purchase card users are not approving transactions they initiated.	Yes	

22. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve fiscal and purchasing operations performance? If so, please have them available for the site evaluation team.
- b. Are these plans included and resourced in your Action Plan?
23. Report any concerns you have with the support you have received from your servicing station in managing your fiscal operations. Provide details and corrective action taken and results.
24. Report any concerns you have with the support you have received from your servicing station in managing your purchasing/contracting operations. Provide details and corrective action and results.

CHAPTER 2: SAFETY

The purpose of this chapter is to:

- Demonstrate effective safety programs and practices.
- Demonstrate compliance with OSHA, EPA, and other regulatory requirements to ensure the safety of the staff, the visiting public and the community.
- Demonstrate facility and staff readiness for emergencies.

Standard	Measure/Requirement	Target	Cemetery Results
OS- 3.1: Necessary personal protective equipment (PPE) and safety measures will be adhered to at all times	3.1a: Personnel wear the appropriate PPE for assigned tasks.	Yes	
	3.1b: The number of accidents that occur as a result of improper use or lack of using PPE or safety measures during cemetery operations.	0 accidents	
OS 3.2: Grounds are maintained in a manner that avoids safety hazards for visitors and staff.	3.2a: The percent of safety hazards (holes, pests, hazardous trees and branches, sprinkler heads, etc.) that are identified and corrective action initiated within the same workday.	100%	
	3.2b: The number of reported incidents of injuries to visitors or cemetery staff due to hazards.	0 accidents	
OS 3.3: Cemetery facilities and infrastructures are maintained to avoid safety hazards for visitors and staff.	3.3a: Roads, sidewalks, paths and parking lots open to the public or for cemetery operations during adverse conditions are safe and accessible (e.g., clear of ice and snow or storm debris)	Yes	
	3.3b: The number of accidents or injuries reported due to unsafe conditions in cemetery as a result of poor maintenance of facilities and infrastructures.	0 accidents or injuries	

1. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve use of personal protective equipment (PPE) by personnel and adherence to safety measures while performing cemetery operations? If so, please have them available for the site evaluation team.
- b. Are these plans included and resourced in your Action Plan?
2. Have available for the site evaluation and be prepared to discuss a copy of the most recent Monthly Fire Prevention and Safety Inspection Checklist (see Appendix B).
3. Have available for the site evaluation and be prepared to discuss a copy of the most recent Annual Safety Inspection. If any deficiencies were reported, please provide the specifics and corrective action taken.

4. Have available for the site evaluation and be prepared to discuss a copy of the meeting minutes from your cemetery's last four safety meetings.

Emergency Preparedness

5. Have available for the site evaluation and be prepared to discuss your current Emergency Preparedness Plan.
6. How often do you test your plan? Have available for the site evaluation and be prepared to discuss documentation from your last test. Explain briefly what you have learned from testing the plan and what changes to the plan have resulted from testing.
7. What steps have you taken to ensure that your employees are aware of the roles they play during an emergency and how have you prepared them for these roles?

CHAPTER 3: CUSTOMER / CLIENT FOCUS

The purpose of this chapter is to:

- Report Customer / Client service satisfaction levels, trends and comparisons.
- Demonstrate effective outreach efforts.
- Demonstrate effective complaint management and resolution.
- Demonstrate that service and process improvements are linked to Customer / Client satisfaction and Customer / Client knowledge.

Customer / Client Relationships and Satisfaction

Customer / Client Relationship Building

1. How do you identify customers and customer groups? Who are your internal and external customers and customer groups?
2. How do you determine each Customer / Client's requirements? How do you ensure your Customer / Client's requirements are being fulfilled as changes occur?
3. Have available for the site evaluation and be prepared to discuss a copy of your last 12 months of Customer / Client complaint data **aggregated** by category and number received. Include category and number received, issue, resolution/follow-up and the level within the organization where the complaint was resolved.
4. How do you collect complaint data from each of your Customer / Clients and Customer / Client groups? How have you used complaint data to improve your service delivery?
5. Have available for the site evaluation and be prepared to discuss a copy of your last 12 months of Customer / Client compliment data **aggregated** by category and number received. Include evidence of how compliments are used to reinforce good Customer / Client service.
6. How have you used compliment data to reward or recognize employees and to reinforce successful processes?

Customer / Client Satisfaction Determination

7. Describe how your Cemetery builds relationships to acquire and satisfy your Customer / Clients.
8. Describe how your Cemetery determines Customer / Client satisfaction
9. How do you follow up with Customer / Clients on the quality of products and services to receive prompt and actionable feedback?
10. Complete the following table and be prepared to discuss your cemetery's results from the most recent ***Survey of Satisfaction with National Cemeteries*** that show the last three years of customer satisfaction results for the following NCA key ***performance measures***.

Survey Question	Current Survey Cemetery Result (20__)	Past Year Cemetery Result (20__)	Past Year Cemetery Result (20__)
The percent of all respondents who were very or somewhat satisfied with their experience with your national cemetery.			
The percent of all respondents who agreed or strongly agreed that the service they received from the cemetery staff was excellent.			
The percent of all respondents who agreed or strongly agreed that the appearance of the cemetery was excellent.			
The percent of all respondents who indicated that they would recommend this national cemetery to veteran families during their time of need.			

11. Have you used the trend data and results above to improve Cemetery operations? If yes, how?

CHAPTER 4: WORKFORCE FOCUS

The purpose of this chapter is to:

- Demonstrate how human resources assets are managed to ensure:
 - Employee motivation and satisfaction.
 - Career and succession planning.
 - Organizational sustainability.

Work Systems

1. How have you recognized your employees in the last 12 months. Include special contribution awards, on-the-spot, quality step increases and time off, etc.
2. What efforts have you made to increase the diversity of candidates for vacant positions? For example, with whom have you outreached, what organizations have you contacted, have you advertised and if so, what publication? What successes or challenges have you had in these efforts?
3. Have available for the site evaluation and be prepared to discuss your **alternative workforce employees'** information as reported in MADSS on Screens 02, Report of General Schedule (GS) Employee Activities and 03, Report of Wage Grade (WG) Employee Activities – Monthly and Screen 04, Miscellaneous Management Data – Quarterly for the last 12 months showing non-paid volunteer hours (scouts, service organizations, Chapter 31, Court directed and work study.
4. **Uniforms and Special Clothing:**

Standard	Measure	Target	Cemetery Results
OS-2.1: Cemetery staff wears appropriate attire for the location and task being performed.	2.1: The percent of cemetery staff required to wear a uniform who are in compliance with NCA's Directive and Handbook 3010.2, Uniform and Special Clothing for National Cemetery Employees	100%	

5. a. If you have not met the **Performance Targets** for this standard, do you have an Action Plan or updated SOP in place to improve cemetery staff dressing appropriately for their assignment? If so, please have them available for the site evaluation team.

b. Is this plan included and resourced in your Action Plan?

Employee Education, Training and Development

1. Have available and be prepared to discuss the current status of your employees training from the Learning Management System. This discussion should include mandatory, required, and other training.
2. a: Have available and be prepared to discuss during the site evaluation a copy of the Training Plan or individual IDPs for your cemetery for the most current fiscal year. Be prepared to discuss the linkage between training, your organizational priorities, NCA Operational Standards and Measures and your OAI Self Assessment during the site evaluation.

OR

b.. If you do not have a Cemetery Training Plan: Complete the table below documenting training and development activities completed by you and your employees for the last 12 months. Be prepared to discuss during the site evaluation the linkage between training, your organizational priorities, NCA Operational Standards and Measures and your OAI Self Assessment.

Class/Course Title	Dates	Who Attended (Name, Position, WG or GS Level)	Total Cost of Training (Tuition and Travel)

1. Have available for the site evaluation and be prepared to discuss documentation of completed mandatory training for the subjects in the table below. Be prepared to discuss how you execute and document training.

Mandatory Training—Mandated for all Federal Employees by law	Number of Employees Completing	Date Last Completed	Where is Training Completion Documented?
Prevention of Sexual Harassment Target Audience: All VA Employees Frequency Required: Orientation and two hours every two years			
Cyber Security Awareness Target audience: All Federal Employees Frequency Required: Orientation and annually			
VA Privacy Policy Training Target Audience: All Federal Employees Frequency Required: Orientation and Annually			

Mandatory Training—Mandated for all Federal Employees by law	Number of Employees Completing	Date Last Completed	Where is Training Completion Documented?
Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR Act) Target Audience: All Federal Employees Frequency Required: Biennially			
US Constitution Training Target Audience: All Federal Employees Frequency Required: Orientation and Annually			
Ethics Training Target Audience: All Federal Employees for orientation; financial disclosure filers for annual training. Frequency Required: Orientation (within 90 days). All employees required to file financial disclosure statements (i.e. SES, contracting officials, etc) required to take training annually.			
Other Training Requirements—These may be required and/or recommended by existing VA policy or practice	Number of Employees Completing	Date Last Completed	Where is Training Completion Documented?
Equal Employment Opportunity (EEO) Target Audience: All Federal Employees Frequency Required: See comments below Comments: Managers and employees must receive enough training to ensure that they understand, support, and implement the equal employment opportunity program. <u>42 U.S.C. 2000e – 16 (b) 1997</u>			
Safety, Occupational Health and Fire Protection Target Audience: All Federal Employees Frequency Required: As indicated			
Senior Leadership Development Target Audience: Designated Federal Employees: Executives, Managers, and Supervisors Frequency Required: Initial and continual Service, Office of Human Resources Management and Labor Relations. The program will meet the requirements of 5 C.F.R. Part 412, for an OPM approved program.			

New Employee Orientation Target Audience: All Federal Employees Frequency Required: This orientation should take place in three stages within the first 90 days of service: when employees are appointed, when they report to their place of work, and after a period of adjustment as appropriate.			
Supervisory Training Target Audience: Designated Federal Employees: Supervisors Frequency Required: Initial placement differences.			
Contract Officers Technical Representative (COTR) Training Target Audience: Designated COTRs Frequency Required: Initial Certification and refresher training every 2 years			

6. Report any concerns you have with the support you have received from your local Office of Human Resources Management (OHRM) in managing your human resource operations. Provide details and corrective action taken and results.

7. Provide a list of employees who have received their Pesticide Certification in the table below.

Name of Employee	Date of Certification/License	Certificate/License Expiration Date

8. Have available for the site evaluation and be prepared to discuss documentation showing that driver's licenses are current and reflect the required class for all employees required to have a driver's license.

Employee Well-Being and Satisfaction

9. List and briefly describe the support services and programs available to employees to ensure their health, safety and well being, such as the Employee Assistance Program (EAP), WorkLife4You, etc.

10. Describe how you have used the 2007 All NCA Employee Survey.

11. Describe how you have used the 2009 All VA Employee Survey.

CHAPTER 5: STRATEGIC PLANNING (National Cemetery Action Plans)

The purpose of this chapter is to:

- Demonstrate how the organization plans for the future.
- Demonstrate how strategic objectives and related Action Plans are developed and communicated throughout the organization for implementation (deployment).
- Assess how senior leaders guide your organization in setting and achieving high performance Requirements.
- Demonstrate how plans are monitored and results used.

Strategy Development

1. Have available for the site visit and be prepared to discuss the most current cemetery *Action Plan* (see Appendix D) including how the plan was developed, who participated in the development (and to what degree), the timetable for accomplishing the strategies and the plan.
2. What are the most important long range issues/challenges facing your cemetery? Which strategies in your Action Plan address these issues/challenges?
3. How does your Action Plan support NCA and MSN goals and objectives?
4. How have you addressed the needs and expectations of your clients in your Action Plan? What information did you use? What strategies address your clients' needs and expectations?
5. How do you ensure that you have the resources needed to accomplish your Action Plan?

Strategic Objectives

6. In the table below is a list of NCA's **Key Performance Measures**. Your facility's leadership uses these measures to evaluate and improve your organization and the benefits/services it provides. Analyze where your facility's performance measures compared to the national targets. Determine and annotate your facility's current results and your **estimated target** for the next 12 months in the table below. Criteria you could consider when establishing your 12 month targets are the resources available, any program or policy changes implemented, or any improvements in service you have made.

NCA Key Performance Goals	National Target	Current Cemetery Results	Cemetery Target for the next 12 months
1. Percent of graves in national cemeteries marked within 60 days of interment.	95%		
2. Percent of headstones and markers ordered by national cemeteries for which inscription data are accurate and complete.	99%		
3. Percent of headstones and/or markers in national cemeteries that are at the proper height and alignment.	90%		
4. Percent of headstones, markers and niche covers/plaques that are clean and free of debris or objectionable accumulations.	95%		
5. Percent of respondents who rate the quality of service provided by the national cemeteries as excellent.	100%		
6. Percent of respondents who rate national cemetery appearance as excellent.	100%		
7. Percent of funeral directors who respond that national cemeteries confirm the scheduling of the committal service within two hours.	93%		
8. Percent of respondents who would recommend the national cemetery to veteran families during their time of need.	100%		

7. How are key **performance measures** and results used by leaders and staff?

Strategy Deployment

- Have available for the site visit and be prepared to discuss the most current **Action Plan Review** for each of the strategies in your Action Plan.
- How do you share your Action Plan throughout the organization? How do you involve your staff, and stakeholders (volunteers, support committee, etc) in implementing the plan?
- How do you measure and report progress?
- How do you modify action plans if needed?
- How can NCA Central Office and the MSN office assist you in the success of the action planning process?

CHAPTER 6: LEADERSHIP

The purpose of this chapter is to:

- Demonstrate effective, efficient management practices.
- Demonstrate good citizenship within the community and compliance with public responsibilities.
- Demonstrate good information management systems are in place to secure IT equipment and sensitive data.
- Demonstrate good records management practices.

Organizational Leadership

Organizational Alignment

1. Have available for the site evaluation and be prepared to discuss examples of current performance standards for employees and staff that show alignment with your organization's mission, Action plan and national shrine standards.
2. Have available for the site evaluation and be prepared to discuss a copy of the current, approved organizational chart, and annual FTE allocation letter to show current staffing levels.

3. Management and Internal Controls

4. Have available for the site evaluation and be prepared to discuss the most current Management Control System/Annual Statement of Written Assurance (see Appendix E) including your completed Management Control Report Checklist. Have available documentation related to the ratings on the Management Control Checklist. Items receiving a score of 1 or 2 should be accompanied by your Action Plans to address the item(s).
5. Have available for the site evaluation and be prepared to discuss a copy of the most recent documentation you provided to your servicing station which authorizes cemetery staff to approve purchase orders, purchase card orders and receipt of expendable and non-expendable supplies.
6. What controls are in place to ensure time and attendance records are accurately recorded? Have available for the site evaluation and be prepared to discuss a copy of the last audit conducted.
7. What Quality Control procedures are in place at your cemetery to ensure correct reason and error codes are input when replacement headstones, markers and niche covers are ordered.

8. Generally describe how checklists are used to document your facility's performance?

9. **Financial Accountability**

10. What management controls do you have in place to ensure correct use of cemetery issued phone cards and cell phones?

11. Double click on the link below and complete the spreadsheet to report the monthly variance for the current fiscal year for planned expenditures versus actual obligations. Provide explanations for variances greater than or less than five percent. Select "File" on the Excel tool bar, and then select "Update" to save the spreadsheet. *NOTE: If you have an existing report that would provide this information you may use that. Provide a copy of your report with your organization assessment package.*

Monthly Variance

Social Responsibility

12. Have available for the site evaluation and be prepared to discuss a copy of your most current MADSS Outreach Tracking Report and/or supporting worksheets.

13. How do you ensure employees are aware of the Equal Employment Opportunity (EEO) program (i.e. Complaint Process and related policies and procedures)?

14. List below the location(s) of where VA's Standards of Conduct, NCA's Anti-Harassment, and Employee Rights Policy Letters are posted and indicate if they are visually prominent to visitors and/or employees:

Item	Location	Visually Prominent	
		Yes	No
VA's Standards of Conduct			
NCA's Anti-Harassment Policy Letter			
NCA's Alternative Dispute Resolution Policy Letter			
NCA's Reasonable Accommodation for Qualified Individuals with Disabilities Policy Letter			
NCA's EEO Policy Letter			

15. **Handicap Accessibility and Security**

Standard	Requirement	Target	Cemetery Results
OS-1.1: Restrooms are clean, functional, sanitary, and appropriately supplied (e.g., soap, paper towels/hand-dryer, and toilet paper) and are handicapped accessible.	1.1b: Do cemetery restrooms meet Accessibility Standards?	Yes	
OS-1.3: Roads, curbs, sidewalks, paths, and parking lots are clean and well maintained.	1.3b: Do public and employee parking lots contain marked spaces that meet handicapped accessibility requirements?	Yes	

16. a. If you have not met the ***Performance Targets*** for any of these standards, do you have Action Plans or updated SOPs in place to improve the handicapped accessibility of cemetery restrooms and parking lots as well as there maintenance and the maintenance of cemetery signage? If so, please have them available for the site evaluation team.

b. Is this plan included and resourced in your Action Plan?

Historic Features, Objects, and Collections

Standard	Measure/Requirement	Target	Cemetery Results
Historic cemetery features are identified, documented and protected.	Historic features listed on the VA Capital Asset Inventory (CAI) are current and accurate.	All records are current, accurate and accessible	
	Construction, repair/rehabilitation, conservation, cleaning, etc. (<i>legally defined as an "undertaking"</i>) affecting cemetery features listed on the VA CAI are documented by consultation per Section 106 of the National Historic Preservation Act of 1966	100%	
Objects of <u>historic significance</u> are identified and documented appropriately.	Official records documenting donations of memorials and all other objects of <u>historic significance</u> are retained in official file stations	All documents are current and accessible	
	New memorials are reported to MSNs and CO within 30 days of installation.	100%	

17. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve the management of historic objects and collections? If so, please have them available for the site evaluation team.

b. Is this plan included and resourced in your Action Plan?

Information Management

Standard	Measure/Requirement	Target	Cemetery Results
The facility has a current Facility Security Policy Handbook .	The Facility Security Policy Handbook has been updated within the last 12 months.	Yes	
The facility has an accurate user list of active employees who have access to the network.	The percent of users on the user list whose status is accurate and current.	100%	
Employees, contractors, CWTs and volunteers have signed the " Rules of Behavior ."	The percent of employees, contractors, CWTs and volunteers who have signed the " Rules of Behavior ."	100%	
Facilities maintain a complete, accurate, up-to-date inventory of all IT equipment .	IT inventory lists are complete, accurate and up-to-date.	Yes	
All data and software have been removed from the IT equipment/device prior to disposition.	The percent of excessed IT equipment documented by a complete Disposal of Equipment Request Form.	100%	
All media containing sensitive data is protected from illegal and/or improper release.	The percent of excess IT equipment/devices that have had all data and software removed prior to release by the facility.	100%	
Physical access control measures are in place to prevent unauthorized persons from accessing, using or damaging computer equipment and system data.	The percent of network equipment located in a secure environment.	100%	
	The percent of kiosk laptops located in a secure environment.	100%	
	The percent of keys limited to specific facility staff members.	100%	
	The percent of workstations in a secure condition, i.e. password protected to restrict access and invoked when not in use.	100%	
Media and printed output containing sensitive data is stored in locked cabinets or desks, and disposed of properly by shredding or similar methods.	Sensitive data is stored in locked cabinets or desks.	Yes	
	Sensitive data is disposed of by shredding or destroyed by a similar method that prevents identification or misuse	Yes	

18. a. If you have not met the **Performance Targets** for any of these standards, do you have Action Plans or updated SOPs in place to improve the information management and security programs? If so, please have them available for the site evaluation team.

b. Are these plans included in your Action Plan?

19. Complete the table below to show responsible persons for information security and other IT issues.

Information Security Officer	
Alternate Information Security Officer	

20. If you have reported any **Automated Information Security Incidents** during the last 12 months, provide details regarding the investigation, corrective action taken and results. Please have available for the site evaluation and be prepared to discuss your historical files of all security incidents for the last 12 months.

Records Management:

Standard	Requirement	Target	Cemetery Results
Official records are maintained and disposed of properly and are only in designated official file stations.	Are official records maintained in designated official file stations ?	Yes	
	Does the facility have a standardized procedure in place for retrieval, charge-out and re-filing records and information?	Yes	
	Do official file stations contain only official records?	Yes	
	Are official records disposed of in accordance with the NCA's Records Control Schedule ?	Yes	
File folder labels contain descriptive titles, record dates, and appropriate destruction information .	Are file folder labels annotated with the descriptive titles, record dates and appropriate destruction information ?	Yes	
Administrative files are closed at the end of the fiscal year or calendar year and are disposed of in accordance with the NCA's Records Control Schedule .	Are administrative files closed at the end of the fiscal year?	Yes	
	Are administrative files disposed of in accordance with the NCA's Records Control Schedule ?	Yes	

21. a. If you have not met the **Performance Targets** for these standards, do you have Action Plans or updated SOPs in place to improve your records management program? If so, please have them available for the site evaluation team.

b. Are these plans included and resourced in your **Action Plan**?

GLOSSARY

Acceptable For Their Function:

- When applied to buildings and structures (OS-1.2), a rating of acceptable for their function consists of an overall score of "C" or higher and no critical category receiving a score of "D" or "F". The percentage of cemetery buildings and structures that are assessed as acceptable is derived by dividing the total acceptable buildings and structures by the total buildings and structures.
- When applied to Access Systems (OS-1.3a) (roads, curbs, sidewalks, bridges and overpasses, and parking lots), a rating of acceptable for their function consists of an overall score of "C" or higher. The percentage of Access Systems (roads, curbs, sidewalks, bridges and overpasses, and parking lots) rated as acceptable for measure OS-1.3a is derived by dividing the total number acceptable Access Systems by the number five (the total number of Access Systems).
- When applied to Signs (OS-1.4b) and Water Features (OS-1.5) a rating of acceptable for their function consists of an overall score of "C".

Adequate Inventory: When applied to outer burial receptacles, the number of outer burial receptacles is consistently sufficient for the forecasted burial needs of the cemetery. Emergency orders are avoided.

Administrative Files: Records common to NCA offices that relate to the internal administration or housekeeping of the office rather than the functions for which the office exists. The files include official and non-record materials and are generally temporary, having a limited lifespan. Typical administrative files are reading/chronological files, suspense files, control/index files, stock distribution files.

Aggregate: To collect or gather data into a whole, so the data may be considered in the whole or its entirety.

Alternate Information Security Officer (AISO): An Alternate Information Security Officer is facility individual designated the responsibility for the management and coordination of an Information Security Program as mandated by NCA Automated Information Security policy. Reference NCA Handbook 6210

Alternative Work Force Employees: Employees who are not full-time Federal employees, but are from alternative sources, such as Compensated Work Therapy (CWT) programs.

Automated Information Security Incidents: An information security incident is any event, suspected event or vulnerability that could pose a threat to the integrity, availability or confidentiality of NCA information system applications or data. Information security incidents could have a negative impact on information technology resources, violate security policies, circumvent security mechanisms and require immediate action to prevent further negative impact.

Building: a man-made structure that is heated or cooled and/or enclosed within a roof and within exterior walls providing shelter and support of individuals and/or real property. A building is usually a completely enclosed, weather-tight structure.

Cemetery Action Plan: Cemetery planning document that includes both short- and long-range strategies to support NCA Strategic Plan.

Cemetery Equipment Maintenance Program: A written schedule which identifies the manufacturers recommended maintenance activities and services for each vehicle and piece of equipment.

Cemetery Grounds Management Plan: A maintenance plan developed for each national cemetery, which identifies required maintenance tasks and schedules for all grounds activities.

Current Inventory and Maintenance System: Inventory for cemetery equipment is currently maintained on the Automated Engineering Management System/Medical Equipment Reporting System (AEMS/MERS) and a cemetery system of electronic or manual records.

Defaced headstone, marker or niche cover/plaque: A headstone, marker or niche cover is one that has been vandalized in some way, such as having graffiti written on it, purposely scratched, or other such event that makes replacement necessary.

Destruction Information: Annotations telling when a file can be destroyed (i.e., reference copy – destroy when no longer needed; superseded, or obsolete, record copy – destroy when “x” years old). The annotations could also be the appropriate National Archives and Records Administration (NARA) General Records Schedule (GRS) or NCA schedule and item number, which would refer you to the NCA Records Control Schedule which indicates when a record should be destroyed.

Disciplined Evolution: A description of an active burial section where there is evidence of several activities in progress. These include, completed burials, turf established, headstones/markers set on gravesites, new burials, and new gravesites that are raked and prepared for turf establishment and headstone/marker placement.

Electronic and Removable Media: any device or mechanism that is capable of retaining data when removed from an external device, e.g., USB drives, memory cards, Zip drives, diskettes, CD/DVDs, etc.,

Facilities Maintenance Checklist: A standardized checklist that identifies the tasks and appropriate frequency required for the maintenance inspection of each building and structure within the cemetery. A completed checklist documents the completion of inspection and notes deficiencies found.

Facility Security Policy Handbook: Handbook that establishes the procedures and practices for an Automated Information Security (AIS) program at the facility for key AIS topics such as business resumption and contingency planning, computer security training, security incident reporting, viruses, copyright, information stored on automatic data processing equipment during disposal, and local and wide area network security.

Generally Free of Bare Areas: The presence of bare ground is very widely scattered and visually insignificant when the total expanse of the cemetery turf grass is observed. Bare areas in no way distract from the visual attractiveness of the landscape.

Generally Weed Free: Population of weeds is very widely scattered and visually insignificant when the total expanse of the cemetery turf grass is observed. The presence of weeds in no way distract from the visual attractiveness of the landscape.

Gift Fund: A fund established for the acceptance of monetary gifts to the National Cemetery Administration as a whole, or to specific cemeteries. A gift provided for a specific purpose must be used for that purpose insofar as it is practical, proper and not against VA policy.

Gravesite Layout Plan: A plan depicting burial sections with individual gravesites showing all pertinent spatial information necessary to accurately establish the layout of the burial sections and to

precisely locate specific gravesites. The plan identified benchmarks and survey reference points for registering the grid of the gravesite layout control markers. The plan shows the varying sizes and shaped of burial sections and the visual separation from other features by vegetation, roads, walks of changes in slope.

Green (Organic) Waste: Small prunings from hedges and trees, leaves, bark, straw, flowers, plants, grass cuttings and garden weeds.

Historical Headstones, Makers and Niche Covers: Headstones, markers and niche covers installed 50 or more years ago.

Historic Property or Historic Resource: any prehistoric or historic district, site, building, structure, or object included in, or eligible for inclusion on the National Register, including artifacts, records, and material remains related to such a property or resource.

Historic Significance: A combination of age (50 or more years), material, inscription, setting, uniqueness of design, artist, or association with historic events that contribute to the historic integrity of a cemetery or feature within a cemetery whether it be a building, structure, object, monument, headstone, marker, historic site or the entire cemetery.

Information Technology (IT) Equipment: Information technology equipment includes personal computers (PCs), digital cameras, printers, scanners, laptops, etc.

Inventory Control Number: An NXRN number and/or an Automated Management System/Medical Equipment Reporting System (AEMS/MERS) number issued by the servicing station for inventory control.

IT Inventory Lists: A list consisting of all IT equipment assigned to a cemetery. The list includes a detailed description and serial/tag number of each IT component.

Media: electronic and removable media as well as mobile computing devices capable of retaining data when removed from an external device. Mobile Computing Device is defined as any transportable computing or storage device with the ability to internally store data and may or may not have the ability to accommodate removable media to include personal digital assistants (PDAs), notebooks, digital cameras and mobile telephones.

National Blotter Record(s): A worksheet that tracks obligations and commitments against available funds.

NCA Operational Standards and Measures: A document containing the goals and Requirements for the performance of key cemetery operational processes to be applied to both open and closed national cemeteries where a Federal or contract workforce performs the work.

Network Equipment: Network equipment includes routers, hubs, application servers, and network-connected devices.

Non-Expendable Cemetery Equipment: Equipment that has an acquisition cost of \$300 or more; and a life expectancy of two years or more or is of a sensitive nature which requires accountability regardless of cost, life expectancy, or maintenance requirements.

Non-Monetary Gifts and Donations: These include such items as trees, monuments and memorials, carillons, benches, etc.

Objectionable Accumulations: The presence of environmental deposits, mold, mildew, moss, algae, lichen, grass clippings, grass marks, tire marks and scuffs, and accumulations of dried bird droppings, etc. on headstones, markers, and niche covers.

Official File Stations: Filing cabinets and/or cabinets in specific locations in the facility that have been designated to hold only official records.

Official Record: All books, papers, maps, photographs, machine readable materials, or other documentary materials, regardless of physical form or characteristics, made or received by an NCA facility in connection with the transaction of public business and preserved or appropriate preservation by that facility as evidence of the organization, functions, policies, decisions, procedures, operations or other activities of the Government or because of the information value of data in them.

Performance Measure(s): A method used to assess performance. It may include outputs, indicators, intermediate outcomes, or outcomes.

Performance Requirements: A specific criteria that is required to achieve the performance expected. For example, in a contract it may be set out that a contractor must mow grass in a cemetery once a week from late May until mid-September. This is a performance requirement.

Performance Target: A level of performance intended to be achieved within a specified timeframe. Targets are created as part of the planning process to set distinct goals and to act as a catalyst for improvement.

Planting Bed: A defined area of non-turf type planting material. The perimeter is outlined and bed is filled with ground cover and/or other non-turf plant material.

Records Control Schedule: A schedule listing the final disposition of all records under the jurisdiction of the National Cemetery Administration. It applies to records in all formats (paper, electronic, microfilm, etc.). The schedule also includes retention instructions from the National Archives and Records Administration (NARA) General Records Schedules and those specifically approved by NARA for unique NCA records.

Restroom Checklist: A standardized checklist used to ensure that restrooms are clean and well stocked.

Rules of Behavior: A document an individual is required to sign before being granted access to NCA's Information Systems (Independent Gateway, Remote Access System, Exchange Mail System, Applications System, Telecommunication System, IBBA, IDCU, and ACRS). The Rules of Behavior clearly delineate responsibilities and expected behavior of all individuals with access to Information Systems employed by NCA.

Sensitive Data: Workstations can access highly sensitive information, including but not limited to social security numbers and next-of-kin information. Various NCA computing resources manipulate, generate and store sensitive veteran and employee data, and highly classified emergency mobilization data. Therefore, a high degree of security for the systems is mandatory to protect the confidentiality, integrity, and availability of the data.

Solid Waste Recycling Program: A program developed at the cemetery in compliance with local, State and Federal regulations to collect and separate solid waste to maximize pollution prevention techniques, i.e., paper, glass bottles, jars, aluminum and steel cans, tires, batteries, cardboard, plumbing fixtures, fence material, lumber, insulation, siding, paneling, flooring, carpet and pads, plastic sheeting and plastic laminate, piping and wiring.

Spoils Area: Holding area for compost and soil removed from gravesites.

Structure: A structure is a man-made asset that does not fall under the building definition. Common structures are committal service shelters, three sided storage enclosures, pump house, underground pump vault, etc. Structures are usually open to the weather.

Sunken Grave: Any grave where the grade of the gravesite is not level and does not blend with the grade level of adjacent gravesites. The settlement presents an unsatisfactory appearance, and/or a maintenance or safety situation.

Survey of Satisfaction with National Cemeteries: An annual survey conducted by NCA to determine level of family and funeral director satisfaction with staff, service and appearance of national cemeteries.

Unaccompanied Veteran Burial: The burial of a veteran where no next of kin is known and/or the burial arrangements have been made by the public administrator, a VA Medical Center, or an Anatomy Board. This does not include situations where the next-of-kin has specifically requested no service.

Undertaking: A project, activity, or program funded in whole or in part under the direct or indirect jurisdiction of a Federal agency, including: (A) those carried out by or on behalf of the agency; (B) those carried out with Federal financial assistance; (C) those requiring a Federal permit license, or approval; and (D) those subject to State or local regulation administered pursuant to a delegation or approval by a Federal agency.

User List: A user list is comprised of individuals who have been granted access privileges (login credentials) to a network, application, and or system for the explicit purpose of completing line of business processing.

Visually Prominent Area: This refers to areas within a national cemetery that attract notice due to what is in the area (for example, a cemetery's entrance way, assembly area, interment areas, public information building, committal service shelter(s), visitor entrance to the administration building, lodges and other buildings in prominent locations, and/or memorial path) or topography which makes the area visually prominent. While all parts of a national cemetery are national shrine areas, those that are visually prominent often provide families and visitors with their first impression of the cemetery.

Water Feature: Landscape design using water decoratively or functionally, i.e., fountains, pools, natural or man-made ponds, waterfalls and/or lakes.

Work Systems: This is how a facility's work and job design, compensation, career progression and related workforce practices enable employees to achieve high performance in all operations.

Waterwise: A grounds management concept that incorporates water conserving landscaping such as, use of native plants and grasses in lieu of traditional turf grass.