VHA Business Function Framework (BFF) v3.1

SA Report: April 24, 2019

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BFF Number	Business Function Name
0	The Health Care Segment [0]
1	Provide Access to Health Care [1.0]
1.1	Provide Member Access [1.1]
1.1.1	Determine Eligibility [1.1.1]
1.1.2	Perform Enrollment [1.1.2]
1.1.3	Determine Allowable Services [1.1.3]
1.1.4	Perform Registration [1.1.4]
1.1.5	Manage Appointments [1.1.5]

1.1.6 Monitor Access Status [1.1.6]

1.2 Provide Communications and Outreach [1.2]

1.2.1 Communicate Process Appeal and/or Notice of Disagreement [1.2.1]

1.2.2 Conduct Outreach to Veterans and Beneficiaries [1.2.2]

1.3 Provide Homeless Veterans Access to Health Care [1.3]

1.4 Facilitate Patient Travel to Points of Care [1.4]

1.5 Manage Veteran Self-Service Options [1.5]

2 Provide Public Health [2.0]

2.1 Coordinate with Health Agencies [2.1]

2.2 Promote Environmental Health [2.2]

2.3 Promote Clinical Public Health [2.3]

2.4 Conduct Public Health Assessment [2.4]

2.5 Provide Medical Registry Service [2.5]

2.6 Provide Public Health Alerts [2.6]

3 Provide Health Care Administration [3.0]

3.1 Administer Health Care Business [3.1]

3.1.1 Manage Health Care Costs [3.1.1]

3.1.2 Manage Health Care Administrative Efficiency [3.1.2]

3.1.3 Manage Clinical Performance [3.1.3]

3.1.3.1 Perform Clinical Process Improvement [3.1.3.1]

3.1.3.2 Establish Clinical Quality Performance Metrics and Measures [3.1.3.2]

3.1.3.3 Provide Terminology Management [3.1.3.3]

3.1.3.4 Monitor Clinical Quality Performance Metrics and Measures [3.1.3.4]

3.1.4 Perform Utilization Management [3.1.4]

3.1.5 Coordinate Pre-Auth, Pre-Cert and Insurance Processing [3.1.5]

3.1.6 Disposition Medical Care Payment Claims [3.1.6]

3.1.7 Manage Health Care Cost Recovery [3.1.7]

3.2 Perform Hospital Administration [3.2]

3.2.1 Manage Patient Safety [3.2.1]

3.2.1.1 Report Unsafe Conditions [3.2.1.1]

3.2.1.2 Evaluate Incidents [3.2.1.2]

3.2.1.3 Implement Patient Safety Improvement [3.2.1.3]

3.2.1.4 Manage Patient Safety Communications [3.2.1.4]

3.2.1.5 Provide Positive Patient identification [3.2.1.5]

3.2.1.6 Manage Nosocomial Infections [3.2.1.6]

3.2.10 Provide Canteen Services [3.2.10]

3.2.11 Maintain Medical Assets and Equipment [3.2.11]

3.2.2 Manage Patient Administration [3.2.2]

3.2.2.1 Admit Patient [3.2.2.1]

3.2.2.2 Discharge Patient [3.2.2.2]

3.2.2.3 Transfer Patient [3.2.2.3]

3.2.2.4 Register Patient for Ambulatory Visit [3.2.2.4]

3.2.3 Manage Hospital Safety Program [3.2.3]

3.2.4 Evaluate Health Care Regulatory Compliance [3.2.4]

3.2.5 Manage Facility Volunteer Program [3.2.5]

3.2.6 Manage Health Care Resources [3.2.6]

3.2.6.1 Assign Clinical Tasks [3.2.6.1]

3.2.6.2 Monitor Clinical Tasks [3.2.6.2]

3.2.6.3 Monitor Health Care Workload and Productivity [3.2.6.3]

3.2.7 Track Location of Patients Receiving Care [3.2.7]

3.2.8 Provide Post Mortem Administrative Services [3.2.8]

3.2.9 Assign Patient to Care Provider [3.2.9]

3.2.9.1 Change Preferred Facility Assignment [3.2.9.1]

3.2.9.2 Change Primary Care Physician Assignment [3.2.9.2]

3.3 Provide Health Care Support Services [3.3]

3.3.1 Provide Library Services [3.3.1]

3.3.2 Maintain Health Care Provider Information [3.3.2]

3.3.2.1 Manage Credentialing and Privileging of Providers [3.3.2.1]

3.3.2.2 Participate in National Practitioner Data Bank Reporting Process [3.3.2.2]

3.3.3 Maintain Health Care Facility Accreditation [3.3.3]

3.3.4 Provide Veteran Personal Finance Management [3.3.4]

3.4 Conduct Disaster Preparedness Programs [3.4]

3.4.1 Manage Federal and Local Response Plans [3.4.1]

3.4.2 Backup Department of Defense Health Care Resources [3.4.2]

3.4.3 Provide Emergency Pharmacy Services [3.4.3]

3.4.4 Manage the VHA Continuity of Operations Program [3.4.4]

3.5 Manage Policy Formulation and Implementation [3.5]

3.5.1 Develop Clinical Policy, Guidelines, and Protocols [3.5.1]

3.5.2 Develop Non-Clinical Policy, Guidelines and Protocols [3.5.2]

3.6 Manage Customer Relations [3.6]

4 Deliver Health Care [4.0]

4.1 Provide Clinical Care Services [4.1]

4.1.1 Provide Primary Care Treatment [4.1.1]

4.1.2 Provide Specialty Care Treatment [4.1.2]

4.1.3 Provide Mental Health Care Treatment [4.1.3]

4.1.4 Provide Surgical Care Treatment [4.1.4]

4.1.5 Provide Emergency Health Care Treatment [4.1.5]

4.1.6 Provide Nursing Care Treatment [4.1.6]

4.1.7 Provide Dental Care Treatment [4.1.7]

4.1.8 Provide Complementary and Alternative Care Treatment [4.1.8]

4.1.9 Manage Extended Care Treatment [4.1.9]

4.1.9.1 Manage Extended Institutional Care Treatment [4.1.9.1]

4.1.9.2 Manage Extended Non-Institutional Care Treatment [4.1.9.2]

4.2 Provide Ancillary Services [4.2]

4.2.1 Provide Radiology Services [4.2.1]

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4.2.1.2 Administer Radiological Treatment [4.2.1.2]

4.2.10 Provide Social Work Services [4.2.10]

4.2.11 Provide Chaplain Services [4.2.11]

4.2.12 Provide Imaging Services [4.2.12]

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4.2.13 Provide Personal Medical Devices [4.2.13]

4.2.2 Provide General Laboratory Services [4.2.2]

4.2.3 Provide Pathology Services [4.2.3]

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4.2.5 Provide Non-Blood Services [4.2.5]

4.2.6 Provide Pharmacy Services [4.2.6]

4.2.6.1 Manage the National Formulary [4.2.6.1]

4.2.6.2 Provide Inpatient Pharmacy Services [4.2.6.2]

4.2.6.3 Provide Outpatient Pharmacy Services [4.2.6.3]

4.2.6.4 Maintain Pharmacy Inventory [4.2.6.4]

4.2.6.5 Provide Consolidated Mail Outpatient Pharmacy Services [4.2.6.5]

4.2.6.6 Provide Pharmacy Benefits Management Systems Oversight [4.2.6.6]

4.2.6.7 Provide Medication and Immunization Information [4.2.6.7]

4.2.7 Provide Custodial Care [4.2.7]

4.2.8 Provide Nutrition and Food Services [4.2.8]

4.2.9 Provide Rehabilitation Services [4.2.9]

4.3 Provide Common Clinical Support [4.3]

4.3.1 Perform Patient Care Encounter [4.3.1]

4.3.1.1 Prepare for Patient Encounter [4.3.1.1]

4.3.1.2 Provide Patient Assessments [4.3.1.2]

4.3.1.3 Evaluate Health Status and Determine Risks [4.3.1.3]

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4.3.1.5 Communicate Diagnostic Results to Patient [4.3.1.5]

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4.3.1.7 Provide Treatment Plans [4.3.1.7]

4.3.1.8 Administer Medication [4.3.1.8]

4.3.1.9 Perform Compensation and Pension Medical Examinations [4.3.1.9]

4.3.2 Provide Clinical Decision Support [4.3.2]

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4.3.2.6 Monitor Patient Clinical Measurements [4.3.2.6]

4.3.3 Manage Orders [4.3.3]

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4.3.4.3 Monitor and Follow-up on Patients Health Status and Outcomes [4.3.4.3]

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4.3.6 Manage Health Records [4.3.6]

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4.3.6.5 Capture Data and Documentation from External Sources [4.3.6.5]

4.3.6.6 Capture Patient Care Encounter Information [4.3.6.6]

4.3.6.7 Manage Notes [4.3.6.7]

4.3.6.8 Maintain Patient Summary Lists [4.3.6.8]

4.3.6.9 Manage Patient Referrals [4.3.6.9]

5 Conduct Health Care Research [5.0]

5.1 Establish Research Strategic Direction [5.1]

5.1.1 Establish Research Priorities [5.1.1]

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5.4.3 Manage Research Subjects [5.4.3]

5.4.4 Monitor Research Compliance [5.4.4]

5.5 Perform Health Care Research [5.5]

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5.5.3 Analyze Investigation Data [5.5.3]

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5.6.2 Publish Research Results [5.6.2]

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6 Provide Health Care Education [6.0]

6.1 Provide Oversight for VHA Clinical Health Profession Trainees [6.1]

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7 Manage Government Resources [7.0]

7.1 Conduct Acquisition Management [7.1]

7.1.1 Conduct Acquisition Planning [7.1.1]

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7.1.1.2 Conduct Business Case Development [7.1.1.2]

7.1.1.3 Perform Market Research [7.1.1.3]

7.1.1.4 Request for Information (RFI) Issuance [7.1.1.4]

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7.1.1.6 Develop Acquisition Strategy/Plan [7.1.1.6]

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7.1.2.1 Perform Procurement Request (PR) Processing [7.1.2.1]

7.1.2.10 Issue Solicitation [7.1.2.10]

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7.1.2.13 Develop and Issue Solicitation Amendment [7.1.2.13]

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7.1.2.8 Develop and Document Solicitation Documentation [7.1.2.8]

7.1.2.9 Conduct Pre-Solicitation Communications [7.1.2.9]

7.1.3 Conduct Acquisition Source Selection [7.1.3]

7.1.3.1 Conduct Proposal Evaluation [7.1.3.1]

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Description
The Health Care Segment uses federal programs and activities to provide for the health and well-being of the public. This includes the direct provision of health care services and immunizations as well as the monitoring and tracking of public health indicators for the detection of trends and identification of widespread illnesses/diseases. It also includes health care benefit programs. Provide Access to Health Care enables access to appropriate health care. This includes streamlining efforts to receive care; ensuring care is appropriate in terms of type, care, intensity, location and availability; providing seamless access to health knowledge, enrolling providers; performing eligibility determination, and managing patient movement. Provide Member Access serves as the front-end of the medical care value chain and encompasses all aspects of enrollment, eligibility, level of allowable services and facility registration. Determine Eligibility defines a managed process for assessing and determining beneficiary entitlement to VA and non-VA medical care and treatment services, based on the enrollee's eligibility status. Determining an enrollee's eligibility status requires verification of military service, as well as the type and status of discharge from active service. Perform Enrollment involves all aspects of the enrollment process for medical services including: beneficiary identity and administrative data management, beneficiary information gathering, annual enrollment review, and the use and maintenance of the beneficiary enrollment system. Determine Allowable Services is the process for ascertaining the appropriate level of benefit services for beneficiaries based on established eligibility requirements (e.g., presence of a service-related condition and meeting defined income thresholds). Beneficiaries are provided a certain level of access to care based on defined policies and regulations (e.g., predetermined priority groups). Perform Registration is the process of registering the Veteran for medical services. Registration entails processing registrations at assigned health care facilities, assigning Veterans to preferred health care facilities, and establishing health record and fiscal accounts at facilities. The registration process supports bi-directional registration between the Department of Defense and the Department of Veterans Affairs. Entering basic demographic data into a common interface will create a unique patient file in both agencies' electronic health record systems. Manage Appointments provides for the scheduling, cancelling, coordinating, and viewing of appointments. This may include initial and follow-up appointments with the Primary Care Provider and all consultations or referrals as required for comprehensive care within the VA and DoD. It also includes managing and monitoring patients on the Electronic Wait List to ensure they receive care based on established guidelines.

Monitor Access Status tracks and reports the access state of Veterans and Veteran populations. Access status includes the current state and history of eligibility, enrollment, allowable services, and registration.
Provide Communications and Outreach conceptualizes, develops, coordinates and implements national health communications programs for America's Veterans.
Communicate Process Appeal and/or Notice of Disagreement provides Veterans with a way to appeal decisions made by VBA or medical center.
Conduct Outreach to Veterans and Beneficiaries includes all activities associated with actively reaching out to and engaging Veterans and beneficiaries to better understand their needs and wants, and collecting and analyzing qualitative field data to improve and transform benefits and services provided by VA.
Provide Homeless Veterans Access to Health Care is the function whereby Department of Veterans Affairs (VA) social workers and other mental health clinicians assist homeless Veterans who are eligible for VA health care and other benefits. This function also provides a mechanism to contract with providers for community-based residential treatment for homeless Veterans.
Facilitate Patient Travel to Points of Care involves the activities associated with planning, preparing, monitoring, and approving transportation for patients who require transportation to or from facilities and other locations for examination, treatment or care.
Manage Veteran Self-Service Options involves putting in place the processes, tools, records, and knowledge to enable Veterans to actively manage their health care and related benefits. This includes establishing mechanisms to increase self-service access for Veterans and their caregivers. It also includes actions to create self-serve accounts and register Veterans for self-service tools.

Provide Public Health provides strategies to improve health by focusing on the well-being of the Veterans and VA health staff communities. This includes developing and implementing public health policy that promotes disease prevention, risk reduction and improved health for the community. Functions also include surveillance and epidemiology assessments. Public health functions are also used to decrease health disparities and improve health outcomes in sub-populations of Veterans, such as women Veterans.

Coordinate with Health Agencies is the collaboration and partnering with Public Health Agencies on public health issues.
Promote Environmental Health involves recommending policy, and developing educational and outreach materials focused on improving environmental parameters that potentially affects health. This includes evaluating, researching, recommending policy, and providing medical opinions on occupational and post-deployment environmental exposures.

Promote Clinical Public Health provides leadership with input on evidence-based health promotion and disease prevention policy. This function provides programs, education, and field coordination consistent with prevention policy for enhancing health, well-being, and quality of life for Veterans. This function also develops and distributes education materials aimed at promoting sound public health practices to Veterans and other health communities served by the Department of Veteran Affairs.

Conduct Public Health Assessment includes identifying, assessing and reporting on Veteran populations and the factors and interventions influencing their health.

Provide Medical Registry Service establishes an organized system that uses observational study methods to collect uniform data (clinical and other) to evaluate specified outcomes for a population defined by a particular disease, condition, or exposure, and that serves a predetermined scientific, clinical, or policy purpose. This system includes registries such as Spinal Cord Injury and Women's Health Care.
Provide Public Health Alerts is the process for notifying affected populations about health-related risks (e.g., providing alerts to nursing care facilities regarding an imminent influenza outbreak). Alerts should include actions to be taken by the target population to mitigate the risks.
Provide Health Care Administration assures that federal health care resources are expended effectively to ensure quality, safety, and efficiency. This includes managing health care quality, cost, workload, and utilization.

Administer Health Care Business comprises the activities that support running the business aspects of a health care system or health care network.
Manage Health Care Costs provides the tools, techniques and supporting business service to manage the cost to deliver care. It allows health system administrators to manage rising costs of health care.
Manage Health Care Administrative Efficiency provides the ability to health care providers to find solutions that could help them manage rising costs of health care. It focuses on ways to improve overall administrative efficiency. This service helps provider practices become more fully automated and integrated into virtually every aspect of the value chain.
Manage Clinical Performance involves setting goals and regularly checking progress toward achieving those goals, while routinely monitoring and measuring performance against established quality metrics. Includes the activities to ensure that goals are consistently being met in an effective and efficient manner. This process focuses on performance of an organization, a department, an office, etc. and the processes and resources to perform a clinical service.

Perform Clinical Process Improvement involves utilization of technology and process reengineering services to streamline or modify existing hospital and clinic processes thereby making them more effective, efficient and responsive.
Establish Clinical Quality Performance Metrics and Measures involves developing measurable standards and goals, and implementing processes to regularly check progress toward achieving those goals.
Provide Terminology Management involves the governance of the use and application of terminology throughout the health care system.

Monitor Clinical Quality Performance Metrics and Measures performs all operations necessary to capture, track, and report defined metrics and measures.
Perform Utilization Management is the evaluation of the medical necessity, appropriateness, and efficiency of the use of health care services, procedures, and facilities under the provisions of the applicable coverage. This includes coverage for provided VHA health care services as well as coverage from other applicable health benefits plans. This function is sometimes called 'utilization review'.
Coordinate Pre-Auth and Pre-Cert and Insurance Processing refer to the process by which a patient is pre-approved for coverage of a specific medical procedure or prescription drug prior to receiving the procedure or the medication. The insurance company will generally require that the patient's doctor submit notes and/or lab results documenting the patient's condition and treatment history. Insurance processing includes insurance verification, billing, utilization review and accounts receivable follow-up.
Disposition Medical Care Payment Claims involves the validation, review, and approval of received claims from third party health care providers. It involves the administrative/financial review (in conjunction with the proper clinical review), validation and approval of eligibility for purchased care benefits (Fee Basis and CHAMPVA).
Manage Health Care Cost Recovery involves the verification and confirmation of third party private/commercial health insurance coverage for beneficiaries and determining the appropriate medical care cost recovery claim amounts the VHA will submit to the insurance provider. It also includes obtaining pre-authorization from insurance companies if necessary.
Perform Hospital Administration assures that federal health care resources are expended effectively to ensure quality, safety, and efficiency. This includes managing health care quality, cost, workload, utilization, risk management, and patient safety program. Further it ensures functionality of the hospital, nursing homes, geriatric centers, clinics, and all points of care where VHA is responsible for the execution of health care by integrating people, places, processes and technology.

Manage Patient Safety activities include understanding the health care continuum as a system, and exploring system vulnerabilities that can result in patient harm. It includes prevention and tracking of health care related infections contracted in a care setting, following checklists, reporting of adverse events (including sentinel events), unsafe conditions and close calls, incident evaluations and alerts. This function also represents the activities associated with patient safety communications and positive patient identification procedures.

Report Unsafe Conditions requires facility staff to report, as per local policy, any unsafe conditions of which they are aware, even though the conditions have not yet resulted in an adverse event or close call to the Patient Safety Manager (PSM).

Evaluate Incidents focuses on the reporting and assessing of incidents that occur in the health care setting. This function includes the reporting, tracking and monitoring of incidents, Adverse Events - including Adverse Drug Events (ADEs) and Sentinel Events, and Close Calls that may result in or have resulted in patient harm. This function also includes the evaluation of the identified root causes and contributing factors for the close call or adverse event, as well as associated actions and outcome measures to mitigate future events from reoccurring within that facility. This activity is the primary mechanism through which the organization learns about health care system vulnerabilities and how to address them.

Implement Patient Safety Improvement involves the reduction and prevention of inadvertent harm to patients as a result of their care. This function incorporates findings from the root cause analysis, a known methodology for dealing with these safety-related issues, for more accurate and rapid communication throughout the organization of potential and actual causes of harm to patients, thus building local and national knowledge about systems vulnerabilities and enhancing the process of patient safety improvement. This function includes prevention and tracking of Adverse Drug Events (ADEs), Healthcare Associated Infections (HAIs) contracted in a care setting, following checklists, reporting safety incidents transparently and alerts.

Manage Patient Safety Communications includes monitoring the internal Patient Safety Information database, other internal communication channels, and external publications (including those from organizations such as Federal Drug Administration and The Joint Commission) for information that may require the development of a Patient Safety Alert or Patient Safety Advisory. It also involves prioritizing and researching potential Patient Safety Alert and Patient Safety Advisory topics to determine if dissemination of a Patient Safety Alert or Patient Safety Advisory is required.

Provide Positive Patient Identification (PPI) involves implementing the process that will increase positive patient identification, decrease patient misidentification and vulnerabilities in labeling of blood and laboratory specimens, and decrease the duplication of work (recording first on paper, and then manually entering into CPRS) associated with vital signs (VS) and intake and output (I&O) records. PPI will be fully implemented at the point of care through scanning technology for specimen collection and blood product administration across the organization through the use of electronic devices compatible with organization standards. PPI is part of the organization's Initiative with Bar Code Expansion.

Manage Nosocomial Infections includes tracking, monitoring and managing of all hospital acquired infections.

Provide Canteen Services offers retail, food, and vending services to Veterans enrolled in the VA healthcare system, caregivers, and visitors.

Maintain Medical Assets and Equipment includes the tasks necessary to ensure the proper functioning of assets (equipment) used by health care personnel in a clinical setting. It includes the issuing and tracking of engineering work orders for the repair and preventative maintenance of medical equipment (bio-medical engineering).
Manage Patient Administration includes activities required for a patient to enter into a clinical care setting or to exit a clinical care setting. Once in a care setting, the care setting dictates what business functions will serve the patient. Key aspects include patient admission, discharge, transfer, as well as patient administration activities that take place as part of ambulatory visits.
Admit Patient represents the activities that allow a patient to occupy a bed in order to receive treatment and be monitored by clinical staff. It also includes documenting a patient's acceptance into a medical facility for the purpose of receiving treatment.

Discharge Patient includes the process activities for releasing a patient from a medical facility after treatment is completed.

Transfer Patient includes the process and activities for moving a patient from one medical facility to another medical facility (VA or non-VA) and/or within a medical center from one level of care to another.
Register Patient for Ambulatory Visit involves all administrative actions beginning with patient arrival to set up the encounter and prepare for practitioners to become engaged.
Manage Hospital Safety Program involves minimizing the risks and hazards in the physical environment and manages the staff activities to reduce the risk of occupational and environmental injuries. This includes management of biomedical maintenance, fire protection, evacuation plans, etc.

Evaluate Health Care Regulatory Compliance involves an evaluation of an organization's compliance with applicable laws, regulations and policies and focuses on systems critical to the safety and the quality of care, treatment and services. This includes compliance with guidelines developed by The Joint Commission, Nuclear Regulatory Commission, the College of American Pathologists, and other regulatory agencies.

Manage Facility Volunteer Program includes the establishment, operation, and monitoring of hospital and clinic volunteer services which include recruitment and retention of health care volunteers, and providing recognition, awards, appreciation for their services.

Manage Health Care Resources provides the current status of health care resources including, but not limited to, available beds, providers, support personnel, ancillary care areas and devices, operating theaters, medical supplies, vaccines, and pharmaceuticals. The intent is to enable the authorized body to distribute or re-distribute either resources or patient load to maximize efficient healthcare delivery.
Assign Clinical Tasks is the routing, assignment, delegation and/or transmission of tasks to the appropriate parties and groups of parties, e.g. Daily Staffing Plan. It includes determining the appropriate mix of staff and skillsets required for care teams and delivery of team-based healthcare. The assignment of tasks is determined by health care needs, prioritization, and provider availability in a dynamic environment.

Monitor Clinical Tasks facilitates the monitoring for timely and appropriate completion of each task. In order to reduce the risk of errors during the care process due to missed tasks, the provider is able to view and track un-disposed tasks, current work lists, the status of each task, unassigned tasks or other tasks where a risk of omission exists. The timeliness of certain tasks can be monitored, or reports generated, in accordance with relevant law and accreditation standards.
Monitor Health Care Workload and Productivity involves compilation of workload statistics and productivity reports for care teams and similar care delivery organizational structures. This includes monitoring of patient acuity and severity to help determine appropriate staffing based on level of experience, organization's characteristics, and the quality of clinical interaction between and among providers and administrators. This data is routinely the evidential basis most frequently cited by staff when recommending clinical staffing changes.
Track Location of Patients Receiving Care represents the activities to maintain an up-to-date account of the location of a patient within or between medical treatment facilities. It facilitates positive patient accountability at all times.

Provide Post Mortem Administrative Services includes preparing the body for family viewing, arranging transportation to the morgue, notification of pertinent personnel (MD/MOD, decedent affairs, AOD, escort service, etc.) and determining the disposition of the patient's belongings.
Assign Patient to Care Provider means assigning patients to practitioners and reassigning patients from one provider team to another provider team.
Change Preferred Facility Assignment is the process for managing requests to change facility assignments, based on preferred location.
Change Primary Care Physician Assignment allows a patient to change their primary care provider to one who is best able to meet the patient's needs.
Provide Health Care Support Services are supporting health care business practices that are routinely performed in a health care system. These support services are not clinical in nature, but are specific to the health care domain. This business function provides common support across the health care system.

Provide Library Services involves the acquisition, archival, storage, and preservation of information in the form of books, periodicals, audio, and visual materials in numerous formats in order to allow users to easy access both on a self serve and assisted basis.

Maintain Health Care Provider Information maintains and provides access to current clinical practitioner and provider information.
Manage Credentialing and Privileging of Providers involves capturing, verifying, transmitting, and maintaining education history, certification and licensing information for health care provider personnel. This may include peer review information.

Participate in National Practitioner Data Bank (NPDB) Reporting Process provides for the national tracking of practitioners on whose behalf a malpractice (tort) claim had been paid. The Health Care Quality Improvement Act of 1986 authorized the creation of the National Practitioner Data Bank (NPDB), which is administered by the Department of Health and Human Services. The Act also mandated that the Department of Health and Human Services enter into a Memorandum of Understanding with VA for the purpose of having VA participate in the NPDB reporting process.

Maintain Health Care Facility Accreditation includes all activities performed to put in place and maintain the accreditation of a health care facility. It encompasses the functions that allow health care organizations to demonstrate their ability to meet regulatory requirements and standards established by appropriate accreditation organizations.

Provide Veteran Personal Finance Management involves managing individual patient accounts for Veterans not able to manage their own accounts. Personal funds are held under this account for patients and for authorized expenditures on behalf of patients as prescribed in 38 USC 3204.

Conduct Disaster Preparedness Programs encompasses the organization's critical role during natural disasters, and national and local emergencies, and disasters affecting internal operations both as an emergency coordinator and as a health care provider. It also includes the management of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves the development of emergency management programs and preparation activities as well as staffing, resources, and equipping regional response centers.
Manage Federal and Local Response Plans involves the development, testing, staging, execution and evaluation of response plans in collaboration with the Department of Defense (DoD), Federal Emergency Management Agency (FEMA), and the Department of Health and Human Services (HHS) to assist state and local governments in coping with disasters. This includes administering the National Disaster Medical System (NMDS), Federal Response Plan, Federal Radiological Emergency Response Plan related to nuclear hazards.

Backup Department of Defense Health Care Resources involves back up DoD's medical resources following an outbreak of war or other emergencies involving military personnel: provide critical human resources, share medical facilities, share lab services, share pharmacy services, share infrastructure – e.g., next generation health repository.

Provide Emergency Pharmacy Services includes the procurement, storage and maintenance of emergency pharmaceutical, medical and surgical supply items.
Manage the VHA Continuity of Operations Program involves the development, execution and oversight of response programs to be used in case of a disaster affecting internal VHA operations. The program develops response readiness through training, staffing plans, identification of resources, emergency supplies, and infrastructure preparation to ensure the continuity of operations. This ensures the VACO mandate that all VA organizations use the VA Contingency Plan template (based on the NIST standard) in generating and formatting their contingency plans.
Manage Policy Formulation and Implementation includes developing effective courses of action to ensure that the policy proposed is valid, efficient, and implementable to the issue at hand. Policy development includes both analytical and political feasibility.

Develop Clinical Policy, Guidelines and Protocols encompasses development and implementation of policies, guidelines, plans, and protocols supporting health care providers in a delivery setting. These policies, guidelines and protocols may be specific to a site, community, or industry standard.
Develop Non-Clinical Policy, Guidelines and Protocols encompasses development and implementation of policies, guidelines, plans, and protocols supporting general administrative and operational functions within a health care setting. These policies, guidelines and protocols may be specific to a site, community, or industry standard.

Manage Customer Relations involves implementing and controlling all aspects of Customer Relationship Management (CRM) as it pertains to the relationships between the organization and its primary customers which include patients, organizations, and public or private entities that support health care delivery to patients. This includes establishing processes and activities in order to support and enhance Patient and Customer service satisfaction goals and objectives. CRM is routinely utilized both before and after a product or service is offered.

Deliver Health Care provides health care to VHA beneficiaries. This includes assessing health status; planning health services; delivery of care, ensuring quality of services and continuity of care; and managing clinical information and documentation. Includes connected care modalities of telehealth, remote home monitoring, point of service kiosks, and mobile applications/tools.

Provide Clinical Care Services are clinical procedures focused on diagnosing and treating patient conditions; continuing care of varied medical conditions; and preventive medicine. Practitioners performing clinical care services are the primarily patient-facing and leverage ancillary services or other clinical specialties as part of patient treatment plans.

Provide Primary Care Treatment is the execution of the care plan by available resources (personnel, equipment, facilities, supplies, and services). The activity includes selection of the appropriate therapeutic step, preparation and execution of the therapy, assessment of the outcome of the therapeutic step, and documentation of all data and information generated during the treatment.

Provide Specialty Care Treatment augments the primary care provider with the initiation or alteration of treatment strategies within defined clinical specialty areas. These specialty care services can be performed in an outpatient or inpatient setting.

Provide Mental Health Care Treatment inclues the coordinated treatment of affective, behavioral, cognitive, and perceptual disorders through the use of psychotherapy techniques such as, but not limited to, counseling, psychoanalysis, group therapy, and consciousness-based energy therapies. Treatment is delivered to mental health patients in both an inpatient and outpatient setting.

Provide Surgical Care Treatment is a medical specialty that uses operative manual and instrumental techniques on a patient (inpatient or outpatient), to investigate and/or treat a pathological condition such as disease or injury, implant a personal medical device, and to help improve bodily function or appearance.
Provide Emergency Health Care Treatment includes providing rapid and varied medical services, primarily for patients who require immediate access to healthcare due to sudden and acute illness or who are the victims of severe trauma. This function includes triage services and acuity determination.
Provide Nursing Care Treatment integrates a wide array of services, encompassing patient care (assess, plan, implement and evaluate care), clinical practice, education, research and administration.

Provide Dental Care Treatment is the provision of care to eligible patients, including: regularly scheduled cleaning, restorative procedures such as fillings, crowns and bridges, dentures, and access to oral and facial reconstruction surgery resulting from trauma or serious illness. This function also includes providing dental care services to homeless Veterans through the Homeless Veterans Dental Program.

Provide Complementary and Alternative Care Treatment delivers medical intervention, health promotion, or disease prevention through means which may not be taught at United States medical schools, nor routinely underwritten by third party payers within the existing United States health care system. Examples include acupuncture, or chiropractic care.
Manage Extended Care Treatment provides efficient records management allowing for comprehensive integrated care spanning all extended care settings provided by the VA or authorized in the community. This comprehensive communication and integration is essential for quality care to chronically ill and disabled Veterans of all ages needing extended care services, through integrated interdisciplinary clinical care programs.

Manage Extended Institutional Care Treatment focuses on care in an interdisciplinary environment to eligible Veterans with sufficient functional impairment to require the level of service and skill available at VA Community Living Centers, Contract Nursing Homes, or State Veterans Homes.

Manage Extended Non-Institutional Care Treatment focuses on home or community based care for eligible Veterans not in need of hospital or nursing home care but still requiring supervised long-term medical and/or psychosocial health services.

Provide Ancillary Services extend or facilitate primary or specialty care provided by licensed practitioners. Ancillary Services fall under three broad categories: diagnostic, therapeutic and custodial. Diagnostic includes laboratory and radiology services, Therapeutic includes services such as pharmacy, radiology, physical therapy. Custodial Care includes nursing homes, assisted living, rehabilitation centers etc.

Provide Radiology Services involves the interpretation of medical images to diagnose ailments, as well as the use of ionizing and nonionizing radiation to treat disease.

Interpret Radiological Image involves reviewing and analyzing an image in order to determine a disposition and/or diagnosis. Interpretations are communicated to the physician who ordered the procedure.
Administer Radiological Treatment involves the use of radiation therapy or Nuclear Medicines for the treatment of disease.
Provide Social Work Services focuses on developing and implementing treatment approaches which address individual social problems and work with acute and chronic medical conditions, dying patients, and bereaved families. This includes ensuring continuity of care through the admission, evaluation, treatment, and follow-up processes. Activities also include coordinating discharge planning and providing case management services based on the patients clinical and community health and social services resources. Social Work Services helps patients and families to achieve their highest level of adjustment to society, promoting vocational and psychosocial rehabilitation.
Provide Chaplain Services ensures appropriate spiritual, emotional and pastoral care to patients, family and staff. This may include grief counseling, end of life counseling, family crisis counseling or counseling for other spiritual needs.
Provide Imaging Services involves the capture (to include MRI, CT, Ultrasound, X-rays, photos, etc.), storage, display, and transmission of medical images from one location to another for clinical analysis, diagnosis, and medical intervention.
Capture Image involves creating diagnostic quality visual representations of a body. It also includes preparing the patient for optimized images.
Manage Images involves the storage, display, and transmission of medical images from one location to another.

Provide Personal Medical Devices includes the inventory, delivery, and tracking of personal medical devices (such as prosthetic equipment, sensory aids, CPAP, glucometer, etc.) manufactured to replace a missing biological structure, support a damaged biological structure, or enhance an existing biological structure. Personal medical devices can be acquired externally from the VA or produced internally. Patient assessment can occur to ensure the appropriateness of the device; this assessment is in addition to the Primary or Specialized Care assessment.

Provide General Laboratory Services establishes and provides laboratory medicine in such areas as chemistry, hematology, microbiology, histology and cytogenetics. This includes setting the standards for quality, test methods and procedures.

Provide Pathology Services is a medical specialty that is concerned with the diagnosis of disease based on the gross, microscopic, chemical, immunologic and molecular examination of organs, tissues, and whole bodies. It includes Anatomic Pathology, Clinical Pathology, Electron Microscopy, Surgical Pathology, Toxicology, Cytopathology, and Autopsy.

Provide Blood Services supports the management of acquiring, receiving, storing, controlling, distributing, maintaining, preparing and disposing of blood and blood products and transfusion services. This includes obtaining products from external blood banks.

Provide Non-Blood Services is the management of acquiring, receiving, storing, controlling, distributing, maintaining, preparing and disposing of other biologic products.

Provide Pharmacy Services enhances the clinical outcomes and improves the health of Veteran patients through the appropriate use of pharmaceuticals. It includes supporting the provision of Inpatient Pharmacy Services and the handling and dispensing of drugs and supplies to outpatients (including via Consolidated Mail Outpatient Pharmacy (CMOP) service). Includes Pharmacy Benefits Management (PBM) Systems Oversights, managing medication orders and billing, medication reconciliation, direct and indirect patient medication counseling and education, drug and supply dispensing services, clinical pharmacist activities as a component of the interdisciplinary health care team, and arranging for emergency prescription services through a community pharmacy or the Fee Basis program.

Manage the National Formulary includes surveying medical literature for updates and providing feedback to VISNs regarding action taken on requests for additions or deletions to the National Formulary. It also involves developing guidelines on the pharmacologic management of common and/or high cost disease states and disseminating draft guidelines for peer review and making periodic updates through continuous review of new information from well-designed, scientifically valid studies and outcome data.

Provide Inpatient Pharmacy Services is the provision of Inpatient Pharmacy Services. These services are provided to hospitalized Veterans at medical centers or clinics across the country. Most facilities' inpatient pharmacy services are offered 24 hours a day, 365 days a year. Key activities include direct and indirect patient medication counseling, education, clinical pharmacist activities as a component of the interdisciplinary health care team.

Provide Outpatient Pharmacy Services is the handling and dispensing of drugs and supplies to outpatients (including via consolidated mail outpatient service). Key activities include direct and indirect patient medication counseling, education, drug and supply dispensing services, clinical pharmacist activities as a component of the interdisciplinary health care team and arranging for emergency prescription services through a community pharmacy or the Fee Basis program.

Maintain Pharmacy Inventory is managing a perpetual inventory of drugs and supplies by monitoring distribution and inventory management within a health care facility. It provides the capability for Pharmacy personnel to display or print procurement history, drug balance adjustments, and order data. Drugs and supplies can be automatically traced, inventoried and delivered to an area of use (wards, clinics, and specialties) or requested on demand.

Provide Consolidated Mail Outpatient Pharmacy Services are provided through designated VA facilities that constitute the National VA Consolidated Mail Outpatient Pharmacy (CMOP) Network providing interactive pharmaceutical support services to VA health care facilities located within defined CMOP service areas throughout the U.S. CMOP provides the means to dispense via mail, prescriptions to eligible Veterans to ensure that each Veteran receives their prescriptions in the most timely, accurate and cost effective manner possible.

Provide Pharmacy Benefits Management Systems Oversight provides operational oversight to the information systems used by the Pharmacy Benefits Management (PBM) and all pharmacy operations nationwide. It works to enhance pharmacy data exchange and clinical documentation capabilities in an integrated fashion to improve operating efficiency.

Provide Medication and Immunization Information manages a data store of information on known medications and immunizations. This includes a comprehensive, standardized list of prescription medications and over the counter medications and supplements. The data store integrates information from multiple sources. The data store includes information used to identify potential adverse drug events (ADEs) such as information on allergies and potential drug-drug interactions.

Provide Custodial Care provides treatment or services that can be rendered safely and reasonably by a person who is not medically skilled. They are designed mainly to help the patient with the activities of daily living. These activities consist of providing food (including special diets), clothing, shelter, personal hygiene services, observation and general monitoring, bowel training or management, safety precautions, general preventive procedures (such as turning to prevent bedsores), passive exercise, companionship, recreation, transportation, and other elements of personal care that reasonably can be performed by an untrained adult with minimal instruction or supervision.

Provide Nutrition and Food Services supports quality Medical Nutritional Therapy (MNT), food service, and nutrition education to the Veteran. These services are provided in both inpatient and outpatient settings.
Provide Rehabilitation Services provides the full range of rehabilitative care including Physical Medicine and Rehabilitation, Polytrauma, Traumatic Brain Injury, Blind Rehabilitation, Audiology and Speech Pathology, and Recreation Therapy.
Provide Common Clinical Support are clinical practices that are routinely performed by those providing clinical care or ancillary services. Though the business rules will differ depending on clinical specialty, the business functions are performed within common frameworks.
Perform Patient Care Encounter is the interaction between a patient and a provider for the purpose of diagnosis and/or treatment of an illness or injury. All patient encounters must be recorded in the patient's health record.
Prepare for Patient Encounter involves all clinical preparations done prior to an upcoming patient encounter to ensure that the encounter is conducted efficiently. This often involves a review of the patient's health record.
Provide Patient Assessments includes conducting an assessment to analyze problem(s) that the patient is presenting or the provider uncovers during the encounter. The assessment considers the age, gender, self-identified gender identity (SIGI), military history (including Military Occupation Specialties [MOS]), functional status, executive function, medical and behavioral condition of the patient, such as social determinants of health, caregiver status, and disease specific assessments.

Evaluate Health Status and Determine Risks uses an issues-based approach to analyze the beneficiary's health, functional and risk status. Evaluating health status is both on-going and episodic. The health risk assessment tool is a standardized set of health questions completed by each beneficiary on entry, and risk level is determined by population health studies. Examples include but are not limited to preventive screenings, clinical reminders, suicide risk screening, eye health screening, and mammography.
Formulate a Diagnosis determines which disease or condition explains a persons symptoms and signs. The information required for diagnosis is typically drawn from history, patient examination, and diagnostic procedures. The information present may only indicate a broad spectrum of diseases or conditions necessitating further clinical pathways to narrow the diagnosis.
Communicate Diagnostic Results to Patient is performed by providers when diagnostic results are delivered by ancillary services directly to the provider as an intermediary. This business function allows the provider to optionally convey medical context to the results.
Determine Allergies and Adverse Reactions involves using diagnostic tests to accurately diagnose patient allergies symptoms and monitor adverse reactions to medications or procedures.
Provide Treatment Plans involves developing treatment plans based on an individual's diagnosis. Treatment Planning leverages guidelines, protocols, disease management strategies, and research materials to determine the most appropriate intervention.

Administer Medication ensures medication is administered appropriately to the patient. A qualified clinician will use information such as the list of medication orders that are to be administered, administration instructions, times or other conditions of administration, dose and route, etc. for a specific patient. The provider will also record what actually was or was not administered, and whether or not these facts conform to the order.

Perform Compensation and Pension Medical Examinations performs a medical examination requested by the VBA and performed by a Veterans Health Administration (VHA) or contractor clinician. The reports of these examinations become part of the medical evidence that VBA's raters use to evaluate the degree of disability of the Veteran.

Provide Clinical Decision Support augments clinical decision-making by providing health care professionals with knowledge-enriched, disease-specific recommendations for treatments, tests and referrals based on individual patient profiles. Clinical Decision Support is explicit, but adaptable, to allow accurate capture of what processes were followed and allow the clinicians to adapt to changing conditions and information.

Deliver Alerts for Patient Care focuses on generating alerts for preventive care, wellness care, medication administration or other activities at the time of the encounter. These alerts may include medication and immunization alerts that help to minimize potential administration or medication errors (such as wrong patient, wrong drug, wrong dose, wrong route and wrong time as well as potential negative drug-drug interactions). These alerts may also include screening exams, lab tests and so forth, and are based on national protocols. Alerts generated while updating patient medication lists are a key function when performing medication reconciliation.

Provide Reminders for Preventative Care involves notifying patients of preventive services, tests or behavioral actions that are due or overdue. This may include lab testing, follow-up appointments or other exams and tests.

Monitor Documentation of Clinician Response to Decision Support Prompts provides support for the review and documentation concerning the utilization of clinical decision-support prompts at the patient level; it also aggregates data for organizational trending.

Provide Medication Order Checks identifies potential adverse drug events (ADEs). It does this by comparing medications ordered against information in the patient's health record (allergies, current medication lists, diagnoses, vitals, and lab values) and clinical data stores of medication information (drug-drug interactions, drug allergies, etc.). When potential ADEs are identified, alerts or notifications are generated that force a clinician to stop and modify the order or acknowledge the potential ADE before continuing. Medication order checks are provided at ordering, in pharmacy, at administration and during medication reconciliation.

Provide Health Care Guidance for Providers offers providers the option to access current evidence-based knowledge guidelines at the point of care. This may include links to websites or intranet sites.

Monitor Patient Clinical Measurements is the capturing and maintenance of patient vital signs, lab results, medications, immunizations, other test results to be used in determining a plan of care for the patient. This also includes the monitoring of patient oral fluids, IV fluids, as well as medications, monitoring diagnostic procedures, and documenting output from patient. This information is used for clinical evaluation and management.
Manage Orders supports enterprise-wide ordering functionality for all types of orders across the care setting to support inpatient, outpatient, and prescription scenarios. Supports order portability across VA, Non-VA and DoD entities.

Create Orders brings a new order into being. It includes all checks and authorizations, including signing and validating the order, needed to produce a valid order that can be released to parties that are intended to fulfill the order.
Change Orders enables the order requester, or authorized agent, to update parameters of existing orders or to cancel orders. Change orders includes signing and validating the order.
Track Orders follows the course or pathway of an order or a set of orders. This enables the viewing of order histories and fulfillment states. This also enables fulfillment parties to convey changes to the fulfillment state of an order.
Administer Order Sets manages the sets of standard orders to be used throughout VHA, including combined sets of orders.
Provide Care Management supports individualized, issue-focused plans of care that facilitates the appropriate level of care and resources to ensure timely and high quality services and cost-effective outcomes. This may include support for case management, wellness, goal setting, and disease management strategies.
Establish Patient-based Care Coordination Team identifies members of what is to become an integrated clinical care team designed to meet the needs of a specific treatment plan.
Provide Care Coordination coordinates patient care activities between participants involved in a patient's care within VA, and between VA and external providers, to facilitate the appropriate delivery of health care services. It involves coordinating personnel and other resources needed to carry out, document, and track all required patient care activities. It also involves the timely exchange of information among participants responsible for different aspects of care.
Monitor and Follow-up on Patients Health Status and Outcomes utilizes results from Preventive Services and Wellness Reminders to monitor and follow up the health status of the patient. Reminders may be customized at specific time intervals or be disease-specific to allow provider close monitoring.

Manage Patient's Immunizations Schedule follows Center for Disease Control (CDC) guidelines for immunizations and industry standard protocols. For example, a schedule for an infant will have different content than one for an elderly patient. When a specific standard schedule does not exist, a unique schedule can be developed, using the format and data elements of a similar standard schedule, whenever possible.

Provide Case Management arranges, coordinates, monitors, evaluates, and advocates for a package of multiple services that meet a specific patient's overall needs, healthcare and other (e.g., VBA Benefits). This function is usually performed by an individual case manager or a team that acts as case manager for the patient.
Provide Care Support Education utilizes disease self-management strategies in combination with multiple modalities to provide education in support of care for Veterans. These services are patient-centered, supported by licensed care coordinators, and have a focus on patient self-management. Goals include the medical, functional, psychosocial, and spiritual needs of the patient and family. Program staff work closely with the patient, their families and other caregivers to contribute to knowledge regarding the patient's health condition.
Provide Patient Care Education provides the patient appropriate, personalized, safe and effective education on matters involving the patient's condition, medications, risks and instructions for self-care. Multiple modalities may be utilized in providing reliable information regarding wellness, preventive care, disease management, treatments, peer support groups and other relevant information.
Provide Family Education provides the patient's family member or responsible caregiver reliable information about wellness, prevention, disease management, treatments, peer support groups and related information that is relevant for a specific patient's condition.
Manage Health Records manages patient health records, including longitudinal and point of care records. This includes functions that address the mechanics of developing a health record and concepts such as a single logical health record, managing patient demographics, and managing externally generated (including patient generated) health data. This component focuses on functions to create, modify, authenticate and retire, as needed, transcribed or directly-entered clinical documentation and notes.

Develop Patient Summary Record of Care is obtaining and producing a historical summary of patient illnesses, medical diagnoses, surgeries and other procedures performed on the patient, and relevant health conditions of family members captured through such methods as patient reporting (for example interview, medical alert band) or electronic or non-electronic historical data. When first seen by a health care provider, patients typically bring with them clinical information from past encounters. This and similar information is captured and presented alongside locally captured documentation and notes wherever appropriate.
Obtain Patient Preferences and Directives is recording patient and family preferences, obtaining patient advance directives, consents and authorizations. This function includes capturing or receiving information on potential donors and recipients (for products such as blood, organs, tissue or other biological items). The user can make this information available to internal and external donor matching agencies.

Capture Patient Demographics is maintaining basic contact information as well as key demographic information such as date of birth, time of birth, gestation, and gender. Information is stored and maintained for unique patient identification, reporting purposes and for the provision of care. Patient demographics are captured and maintained as discrete fields (e.g., patient names and addresses) and may be enumerated, numeric or codified.
Track Incomplete Records ensures that medical protocols are followed and medical procedures are prescribed and accomplished in a timely manner by examining the stages of completion of applicable medical records.
Record Patient History records the history of the current illness and reviews the patient's historical data related to previous medical diagnoses, surgeries and other procedures performed on the patient. It also includes relevant health conditions of family members. This information is captured through such methods as patient reporting (for example interview, medical alert band) or electronic or non-electronic historical data. Patient provided clinical history and similar information is captured and presented alongside locally captured documentation and notes wherever appropriate.

Capture Data and Documentation from External Sources captures patient data and documentation from external sources including patient generated data, clinical, administrative, and financial information systems, other Electronic Health Record (EHR) systems, Personal Health Record (PHR) systems, and data received through health information exchange networks. This may involve contacting other providers or medical facilities including laboratories and radiologists to get relevant patient medical care information.
Capture Patient Care Encounter Information documents data resulting from patient encounters. Documented information includes problems treated at encounter, procedures done, immunizations, patient instructions and education.
Manage Notes includes creation and editing of all notes associated with a patient's health care record.

Maintain Patient Summary Lists involves the management and maintenance of a patient's Allergy, Intolerance and Adverse Reaction, Medication, Problem, Immunization, or any other applicable list over the course of a visit or the lifetime of the patient. It includes documenting all pertinent dates, modifications, dosages, intolerances, side effects or other adverse reactions to drugs, chronic conditions, diagnoses, etc. inside of the patient's health record. Maintaining summary lists of patient medications is a key function when performing medication reconciliation for a patient.
Manage Patient Referrals involves managing patient referrals across all care settings, both VA and non-VA. It addresses the origination, clinical and administrative approvals, authorizations, consults, consents, authorizations for disclosure, and tracking. Referrals are used between care providers, home care agencies, hospice agencies, or healthcare organizations.
Conduct Health Care Research includes developing new strategies to handle diseases; identifying new means for delivery of services, methods, decision models and practices; managing clinical trials and research quality, ultimately making strides in quality improvement.

Establish Research Strategic Direction sets the long term directions and priorities for research in the VHA. It sets the priorities for research, aligns incentives to the priorities and established partnerships and research requests that support the VHA's strategic direction.
Establish Research Priorities involves activities based on diseases and conditions that are research priority areas; scientific merit of the research project; and system capability to do the research.
Establish Research Incentives includes providing and administering incentives for research efforts, which will attract and retain productive research scientists and clinicians.
Publish Research Requests puts out requests for research to the VHA and broader research community. This function solicits proposals for research that align with the VHA's strategic direction for research.
Establish Clinical Research Partnerships includes establishing clinical research partnerships with other federal, public, academic, or private research institutions under the Cooperative Studies Program.
Write Research Proposals includes activities the VHA performs to secure funding for research from sources external to the VA.
Write Grant Requests assembles request packages that propose research activities that VHA investigators will conduct if they are funded.
Submit Grant Requests includes activities to review requests, send to the necessary review bodies and track the status of decisions made on requests.
Evaluate Research Proposals involves activities to evaluate and award research grants for research projects that meet VA research priorities and should receive VHA funding.

Conduct Institutional Review Boards includes activities to manage boards that review research proposals VHA receives.
Perform Merit Review evaluates research proposals submitted by VA investigators to evaluate the proposals and make recommendations for funding.
Select Research for Funding identifies the research proposals reviewed by the VHA that will receive funding.
Manage Research Environment provides the environment necessary to promote quality research performed by VA employees and conducted at VA medical facilities. It includes activities that support and monitor ongoing research.
Manage Research Funding includes activities to monitor, administer and oversee research funding from all sources. Funds for research include both VA funds and funds from external sources. This function includes the specific monitoring and reporting activities required based on the type and source of research funds.
Set Research Standards puts in place and/or approves standards for VHA research programs, sets oversight policies to monitor, review, and investigate matters of medical research compliance and assurance of safety.
Manage Research Subjects includes activities to identify, select, track, monitor and protect research subjects. This includes both human and non-human research subjects. This function ensures ongoing compliance with applicable protocols, standards and oversight for research subjects.

Monitor Research Compliance involves monitoring and providing oversight for compliance of research activities. It includes monitoring adverse reactions and deaths related to research; securing research data and providing compliance training and education.

Perform Health Care Research includes the activities to perform research and development activities across several areas to include Medical, Rehabilitation, and Health Services.

Conduct Research Investigation involves the actual research activities that are conducted by the VHA.

Capture Investigation Data manages the acquisition of research data from subjects. It gathers data from all research sources and often uses information technology to facilitate the efficient capture and management of investigation data.

Analyze Investigation Data processes captured investigation data to identify trends, test hypotheses, monitor ongoing research activities and draw initial conclusions.

Share ongoing investigation data makes data captured from ongoing research available to other investigators or organizations that have an interest in the data or are collaborating with VHA researchers on the data.

Share Research Results is the formal review, sharing and publication of the results of research the VHA conducts.

Peer Review Research includes activities related to the peer review processes for health care research. These activities are performed to ensure VA research meets the highest standards of scientific excellence.

Publish Research Results includes activities to communicate and disseminate the results of research through journals, conferences, VHA information-sharing and similar collaboration activities.

Apply Research Results works closely with health care delivery to translate the results from research into changes that improve delivery of care. This function includes activities that encourage the dissemination and incorporation of research findings into clinical practice.

Provide Health Care Education fosters advancement in health knowledge. This includes promoting healthcare knowledge advancement and providing for practitioner education. It also includes provision of clinical education sites for trainees across all health professions and in conjunction with educational institutions.

Provide Oversight for VHA Clinical Health Profession Trainees oversees clinical health profession trainee programs in VHA across all four clinical areas: Associated Health, Advanced Fellowships, Medical and Dental, and Nursing Education.

Manage Trainee Allocations is the process of allocating trainee positions (FTEE) to individual medical centers. FTEE may be in any of the four clinical discipline domains.

Manage Trainee Stipends is the process of evaluating and setting stipend rates, and forecasting, distributing and assessing adequacy of funds for health profession trainees across the four clinical discipline domains.
Develop Academic Education Program Policies creates policies that pertain to clinical trainees, providing direction for the implementation, coordination and evaluation of clinical programs for health professions trainees. Policies include supervision of trainees, appointment of trainees, building educational relationships, and policies that pertain to specifics of trainee programs across the four clinical discipline domains.

Manage Trainee Records is the process of developing and standardizing records management of trainee records across VA, culminating in a Record Control Schedule that adequately sets forth parameters for facilities to indefinitely save some categories of trainee records.
Evaluate National Training Programs is the process by which education programs are evaluated for success. The Learner Perception Survey is one such national evaluation tool.
Develop Innovative Training is the continuous effort to identify ways to improve Health Professions Education through innovative structural aspects, inter-professional team based approaches, new types of accreditation, new types of training programs, and through the innovative use of technology.
Oversee Relationships with External Institutions manages relationships with academic institutions and external bodies, including accrediting bodies, subspecialty societies, member organizations and other external healthcare education entities.
Manage Government Resources encompasses all non-mission related business functions across VA. This includes both back-office operational activities such as supply chain management, human resources, finance, and information technology; as well as enterprise-level support activities for the mission such as strategic planning and resource allocation, controls and oversight, risk management, performance management, and business process re-engineering.
Conduct Acquisition Management encompasses the full life-cycle of acquisition management from acquisition planning and package preparation through source selection, award, administration and contract close-out. In addition, Acquisition Management activities also include purchase card and catalog management.
Conduct Acquisition Planning is the process of developing VA's long-term strategic sourcing strategy, which has the dual purpose of ensuring that the proper acquisition vehicles and strategies are in place for VA to effectively carry out its mission, while at the same time promote economic development of Veteran-owned, and Service Disabled Veteran-owned small businesses.
Perform Requirements Development includes identifying and documenting requirements the acquisition must meet to satisfy the government's needs; Includes developing business/system requirements and technical specifications.
Conduct Business Case Development includes developing and documenting analyses of how the acquisition will be beneficial to the government; Includes developing cost/benefit/alternatives analyses.

Perform Market Research is consisted of collecting, analyzing, and documenting information about capabilities within the market to satisfy government needs (e.g., commerciality, availability, affordability and options); Develop and issue announcement that the government is looking for sources (firms able to provide) the particular goods/services needed; Includes issuing sources sought announcements and conducting industry outreach or industry days.
Request for Information (RFI) Issuance includes developing and issuing request for information to be used to inform the government's acquisition of particular goods/services needed.
Perform Total Lifecycle Cost Analysis includes determining and documenting costs to the government of acquisition and sustainment of a system over its useful life.
Develop Acquisition Strategy/Plan includes documenting government's need and how it will be met through the acquisition; Determine and document how solicitation will be issued, type of contract that will be awarded, and source selection delegation and approach; Includes developing acquisition timeline or milestone plan and identification of appropriate streamlined acquisition vehicles (e.g., Government-Wide Acquisition Contracts (GWACs), Agency Indefinite Delivery Indefinite Quantity (IDIQ) contracts, or Category Management vehicles.
Conduct Acquisition Package Preparation includes gathering requirements, defining project scope, and developing evaluation plans.
Perform Procurement Request (PR) Processing includes the receipt of a purchase request from the customer to the acquisition office. The acquisition office activities include developing, submitting/receiving, reviewing, and approving request for acquisition of goods/services, including requirements, estimated costs, and funding sources; Verify availability of and reserve/commit funds; Includes reviewing and approval of purchase requests and requisitions for goods and services from customer.

Issue Solicitation provides solicitation to the identified pool of vendors; Publish solicitation in Fed BizOpps.
Conduct Pre-Proposal Conferences presents solicitation information and respond to questions at events conducted with industry; Includes conducting bidders conferences.

Disposition of Solicitation Questions develops and documents responses to questions submitted by offerors.
Develop and Issue Solicitation Amendment develops and issues amendments to the solicitation (e.g., changes to the specifications, terms or conditions, or quantities required); Includes amending solicitation based on pre-proposal conference feedback and solicitation questions.
Document Justification for Other than Full and Open Competition (JOFOC) Development documents reason the contract will be awarded without providing for full and open competition.
Develop Performance Work Statement (PWS), Statement of Work (SOW) and Statement of Objectives (SOO) develops and documents description of the work to be performed using specifications, minimum requirements, quantities, performance dates, time and place of performance, and/or quality measures.

Develop Technical Evaluation Criteria and Instructions to Offerors identifies and documents price and non-price factors that will be used to evaluate the submissions received.
Determine and Document Source Selection/Technical Evaluation Plan documents how the source selection will be organized, how proposals will be evaluated and analyzed, and how source(s) will be selected.
Develop Performance Based Services Acquisition (PBSA) Documentation develops and documents how acquired performance based services will be monitored, measured, evaluated, and managed; Includes development of Quality Assurance Surveillance Plans and Incentive Plans.
Develop and Document Independent Government Cost Estimate (IGCE) develops and documents unbiased estimate of the resources and projected cost of the resources that a contractor will incur in the performance of a contract.
Develop and Document Solicitation Documentation is consisted of developing standard solicitation documents, including Terms and Conditions and Reps and Certs; Develop solicitation documents for simplified acquisitions; Includes developing Request for Proposal (RFP) and Request for Quote (RFQ) documentation.
Conduct Pre-Solicitation Communications issues communications to industry to provide information regarding the upcoming acquisition; Includes issuing pre-solicitation notice.

Conduct Acquisition Source Selection includes determining and documenting the source selection authority's consideration the recommended outcome that, in the Government's estimation, provides the greatest overall benefit in response to the government's requirements.
Conduct Proposal Evaluation receives offeror proposals/quotes; Identifies and document deficiencies, weaknesses, strengths, and risks; Evaluate rates; Includes conducting technical, cost, and past performance evaluations.
Identify and Document Competitive Range Determination identifies and documents comparative analysis of proposals that have a reasonable chance of being selected for award of a contract.
Conduct Proposal Discussions/Clarifications implements discussions to obtain additional information or clarifications on information submitted by offeror(s).
Conduct Negotiations/Proposal Revisions negotiates with offeror(s) and accepts proposal revisions, as necessary.
Document Best Value Determination and Determine Source Selection Authority determines and documents for the source selection authority's consideration the recommended outcome that, in the Government's estimation, provides the greatest overall benefit in response to the government's requirements.
Determine Award Decision is consisted of determining and documenting the winning offeror(s) based on information provided and award criteria.
Perform Contract Award Issuance develops and issues to successful offeror(s) contract award and associated documents; Verifies availability of and obligate funds; Request/confirm set-up of payee record; Includes developing/issuing contracts, task orders, and purchase orders.
Conduct Notification/Debriefing of Unsuccessful Offerors prepares and delivers unsuccessful offeror letters; Conducts sessions with unsuccessful offerors identifying deficiencies in their proposals.

Conduct Contracts Administration consists of administering contracts, managing contracts on-boarding and maintaining existing contracts.
Perform Documentation of Contract Transition conducts and documents initial meeting with successful offeror and provide any information from a previous contract that may be needed by the offeror.
Perform Acquisition Reporting Provide reports on acquisition status and outcomes (e.g., contracts awarded, dollar value, type of contract, vendor information, time to award); Includes acquisition milestone reporting and providing award information to Federal Procurement Data System (FPDS).
Perform Acquisition Analysis and Forecasting analyzes agency's historical acquisition needs, patterns, and processes; Forecasts agency's acquisition demand.
Perform Acquisition and Procurement Audits includes audits of procurements, contracts, and agreements with external partners (e.g. medical affiliates). Does not include purchase card or real property contract audits.
Perform Contract Execution and Management Plan develops and documents the contract administration management plan (CAMP).
Conduct Documentation of Delivery/Acceptance documents the government's receipt and acceptance of goods or services; Receives and reviews vendor progress reports, invoices, and claims; Determines financial accrual of liability; Determines adjustments to invoiced amounts and interest due, if any; Verifies availability and request disbursement of funds; Documents approval of vendor invoices and claims.
Perform Contract Modification issues a written change in the terms of a contract after agreement is obtained for bilateral modifications; Includes novation agreements, change-of-name agreements, and change in period of performance; Verify availability of and obligate or de-obligate funds.
Conduct Contract Close Out documents evidence of physical completion; Verifies contractor's final invoice has been submitted; Prepare contract completion statement; De-obligates any remaining funds.
Perform Earned Value Management to track program execution and risk.
Perform Fee Management determines and documents whether the requirements for a fee payment have been met; Provide information to enable payment of fees; Includes fee determination for Cost Plus Fixed Fee (CPFF) and Cost Plus Award Fee (CPAF) contracts.
Conduct Contractor Clearance Tracking tracks/documents the status of contractors' clearances.
Conduct Vendor Performance Monitoring and Dispute Resolution documents ongoing review of vendor performance; Documents and addresses issues and/or disputes with the vendor; Documents and provides information to support suspension and/or debarment of vendor.
Perform Purchase Card Management includes overseeing and reconciling government credit card purchases, and VA merchant services.
Perform Purchase Card Account Set-Up and Maintenance prepares and submits applications for new accounts and requests for changes to existing accounts; Processes applications for and requests for changes to accounts; Set up new accounts and approving officials; Updates existing accounts; Includes establishing and maintaining Government employee and Government central billed account information .

Conduct Purchase Card Issuance and Support issues and cancels purchase cards of Government employees; Provides support and guidance; Maintains and provide card use procedures and training.
Perform Purchase Card Reconciliation receives purchase card account statements; Matches purchase card receipts to account statements; Identifies and resolve purchase card account statement discrepancies; Verifies availability and request disbursement of funds; Approves purchase card account statements for payment.
Conduct Purchase Card Audit includes conducting random sampling of card use; Advising of instances of potential abuse; Revoking cards based on identified abuse.
Perform Purchase Card Reporting provides information on purchase card usage, trends, and patterns.
Perform Purchase Catalog Management includes activities to provide access to and distribute catalog product information electronically and/or in hardcopy, develop and maintain catalog product information based on established vendor contracts and product information, and manage catalog order intake and route orders to established vendors.
Conduct Purchase Catalog Development and Maintenance develops and maintains catalog product information based on established vendor contracts and product information.
Perform Purchase Catalog Publishing provides access to or distributes catalog product information electronically and/or in hardcopy.
Manage Purchase Catalog Ordering receives order intake and routes orders to established vendors.
Conduct Travel, Relocation and Fleet Management includes travel authorization, process transactions, record transactions, manage fleet card account, and perform subsidy program management.
Manage Temporary Duty and Local Travel Processing includes recording approved vouchers for reimbursement of temporary duty (TDY) and local travel expenditures; Matching travel vouchers to authorizing obligation documents; Generating payment transactions; Resolving payment issues; Recording credits and payment adjustments; Auditing payments; Includes processing payments for E2s and SF-1164s, incurred expenses, and payments in advance.
Establish Travel Profile Set-up and Maintenance maintains travel profile information (e.g., agency and sub-agency information, name, address, travel card, preferences); Synchronize travel profile and human resources (HR) information.
Develop Temporary Duty (TDY) and Local Travel Policy Management and Audit includes: Develop and maintain travel policies and procedures (e.g., reservations, authorizations, travel advances, ticketing, vouchers, emergency assistance); Conduct post-payment and travel policy and procedure compliance audits.
Conduct Travel Reservation Processing and Assistance includes: searching and identifying available transportation options and schedules, including air, rail, rental car and hotel; Establish, modify, and cancel travel reservations; Conduct travel reservation policy compliance checks; Provide traveler reservation assistance, including pre-travel, en-route, after-hours, and complex international travel.

Conduct Temporary Duty (TDY) and Local Travel Authorization Processing prepares and submits travel authorization requests, corrections, amendments and cancellations, including determining and recording travel advances, per diem and meals and incidentals expenses (M&IE); Receive, review and approve travel authorization requests, including travel policy compliance checks; Verify availability of funds; Request and confirm obligation and deobligation of funds; Provide travel authorization information; Provide ticketing approval information.
Conduct Travel Ticketing includes issue, modify and/or cancel travel tickets; Review reservation information, and conduct travel policy compliance checks and ticket information completeness checks; Monitor and identify unused tickets.
Conduct Traveler Emergency Assistance Request Processing prepares and submits traveler emergency assistance requests; Receive, review, and process traveler emergency assistance requests; Monitor status of traveler emergency assistance requests.
Conduct Temporary Duty (TDY) and Local Travel Voucher Processing and Audit prepares and submits travel vouchers and supporting documentation, including corrections and amendments, and determine travel expense allowances for mileage, per diem, and meals and incidentals expenses (M&IE); Receive, review, approve and/or return travel vouchers and supporting documentation, comparing vouchers to authorizations, advances, and receipts and conducting policy compliance checks; Notify travelers of disallowed travel expenses; Verify availability of funds; Request and confirm payment, including split disbursements to travel charge card company and traveler and charges to agency centrally billed accounts; Request and confirm liquidation and/or deobligation of funds .
Conduct Temporary Duty (TDY) and Local Travel Monitoring and Reconciliation includes: Monitor status of and reconcile outstanding travel advances and vouchers, and unused tickets; Generate outstanding travel advance and voucher notices; Refer delinquent travel advances for payroll offset or collection; Reconcile agency central billed accounts and travel vouchers.
Provide Temporary Duty (TDY)and Local Travel Regulatory Reporting includes: Provide required TDY and local travel reports in accordance with Federal Travel Regulation (FTR); Provide delinquent TDY and local travel advance income reports to IRS.

Provide Temporary Duty (TDY) and Local Travel Management Reporting and Analysis includes: Provide travel reservation, authorization, ticketing and voucher information for agency and government-wide reporting and analysis; Identify trends and patterns in travel information; Provide TDY and local travel information for other agency purposes.

Process Temporary and Permanent Change of Station Processing includes recording approved vouchers for travel expenditures related to temporary and permanent change of station (TCS/PCS); Matching travel vouchers to authorizing obligation documents; Generating payment transactions; Resolving payment issues; Recording credits and payment adjustments; Auditing payments; Includes processing payments for incurred expenses and payments in advance.
Establish Relocation Account Set-up and Maintenance establishes and maintains government employee and government central billed account information.

Conduct Relocation Authorization Processing includes: Prepare and submit relocation requests; Receive and review relocation authorization request; Determine and record allowance maximums or limitations for each category of relocation expense; Verify availability of funds; Route relocation authorization for approval by appropriate party; Includes determination of allowance maximums or limitations for house hunting trips, transportation of family, per diem, transportation of household goods, temporary and non-temporary storage, transportation of mobile home, temporary quarters subsistence expense, residence transaction/real estate expenses, relocation services, miscellaneous expenses, property management services, transportation of privately owned vehicles (POV); withholding tax allowance (WTA); relocation income tax (RIT) allowance; and home sale program/home marketing incentive payments.

Conduct Relocation Advance Processing includes: Prepare and submit relocation advance requests; Receive and review relocation advance requests; Verify relocation advance limits; Verify availability of funds; Route relocation advance request for approval by appropriate party; Submit approved relocation advance request for payment.

Conduct Relocation Voucher Processing and Audit includes: Prepare and submit relocation voucher and supporting documentation; Receive and review relocation voucher and supporting documentation; Match relocation vouchers to authorizations and advances; Determine relocation expense allowances; Determine employee taxable and nontaxable relocation expense and tax withholding information; Determine employer matching tax amounts; Record relocation expense adjustments; Verify availability of funds; Route relocation vouchers for approval by appropriate party; Submit approved relocation vouchers for payment; Notify employees of disallowed relocation expenses; Includes processing of partial and interim relocation vouchers, relocation voucher corrections and amendments, split disbursements to charge card and employee, and direct billed charges.

Conduct Relocation Reconciliation includes: Monitor status of outstanding relocation advances and vouchers; Generate outstanding relocation advance and voucher notices; Liquidate advances and offset indebtedness to the Government against relocation entitlements (e.g., RIT allowance offset); Refer delinquent relocation advances and indebtedness for payroll offset or collection; Reconcile relocation vouchers against central billed accounts, government transportation requests, and reservations information.

Provide Relocation Reporting includes: Providing required reports in accordance with Federal Travel Regulation (FTR); Provide random samples of relocation information for audits and other agency purposes; Provide delinquent relocation advance income reports to IRS; Provide taxable and nontaxable relocation expense and tax withholding information to be included in employees' W-2 forms; Provide information on employer matching tax amounts; Consolidate annually and provide to employees total amounts and itemized list of employee WTAs, relocation expense reimbursements, and RIT allowances.

Conduct Travel and Fleet Card Management activity is associated with the execution and management of requirements related to Travel and Fleet Card Account Set-Up and Maintenance, Travel and Fleet Card Issuance and Support, Travel and Fleet Card Reconciliation, Travel and Fleet Card Audit and Travel and Fleet Card Reporting.

Conduct Travel and Fleet Card Account Set-Up and Maintenance includes: Prepare and submit applications for new accounts and requests for changes to existing accounts; Receive and process applications and requests for changes to accounts; Set up new accounts and approving officials; Update existing accounts; Includes establishing and maintaining Government employee, contractor, and Government central billed account information .
Conduct Travel and Fleet Card Issuance and Support includes: Issue and cancel travel cards of Government employees and individually billed contractors; Provide support and guidance; Maintain and provide card use procedures and training.
Conduct Travel and Fleet Card Reconciliation includes: Receive travel/fleet card account statements; Match travel/fleet card receipts to account statements; Identify and resolve travel/fleet card account statement discrepancies; Approve travel/fleet card account statements for payment.
Conduct Travel and Fleet Card Audit includes: Conduct random sampling of card use; Advise of instances of potential abuse; Revoke cards based on identified abuse.
Provide Travel and Fleet Card Reporting reports information on travel and fleet card usage.
Perform Fleet Management comprises the target-oriented, optimal planning, supervision and control of fleet operations based on the available resources, considering internal and external influencing factors.
Conduct Fleet Operations and Maintenance includes: Manage and maintain centralized fleet of government vehicles and driver services; Conduct fleet planning; Manage fleet vehicle leases; Maintain fleet records.
Conduct Fleet Reservation Processing includes: Prepare and submit Government fleet use requests; Receive, review, and process Government fleet use requests; Provide fleet reservation assistance; Establish, modify, and cancel fleet reservations.

Conduct Fleet Vehicle Issuance and Return includes: Verify fleet vehicle reservation; Issue fleet vehicle; Receive fleet vehicles after use; Verify and record condition of fleet vehicle before and after use.
Conduct Fleet User Assistance Request Processing includes: Prepare and submit fleet user assistance requests; Receive, review, and process fleet user assistance requests; monitor status of fleet user assistance requests; Develop and maintain fleet user assistance policies; Conduct fleet user assistance policy compliance audits; Provide fleet user assistance request information.
Conduct Fleet Usage Monitoring and Reporting includes: Develop and maintain fleet use policy; Conduct fleet use policy compliance audits; Provide fleet usage reporting and analysis.
Perform Subsidy Program Management is focusses on the execution and management of Transit Subsidy Account Set-Up and Maintenance, Transit Subsidy Media Issuance and Support and Transit Subsidy Monitoring and Reporting.

Conduct Transit Subsidy Account Set-Up and Maintenance includes: Prepare and submit applications for new and requests for changes to existing accounts; Receive, review and process applications for and requests for changes to accounts; Set up new accounts and approving officials; Update existing accounts; Establish and enforce threshold limits.

Conduct Transit Subsidy Media Issuance and Support includes: Procure and distribute transit subsidy media; Provide transit subsidy use support and guidance; Maintain and provide transit subsidy use policy, procedures, and training.
Conduct Transit Subsidy Monitoring and Reporting provides transit subsidy usage reporting and analysis.
Conduct Congressional, Legislative, and Regulatory Affairs includes drafting legislation, monitoring progress of legislation, developing regulations and rules, providing testimony, preparing VA officials for testimony and official congressional engagements, and supporting formal relationship between the agency and the U.S. Congress.

Manage VA's Legislative Strategy and Priorities encompasses the development and execution of the Department's legislative strategy and priorities.
Conduct Veteran Policy Research involves researching Laws, Policy, Regulations, Audit Findings and Reports that may affect development of new/revised regulations and policy guidance.
Coordinate Legislative Proposals includes the management and coordination of Veteran legislation, requests for reviews and technical support of the Department on pending or proposed legislation to benefit Veterans and improve the operations and efficiency of the Department.
Manage Activities with Congress, GAO, and Veteran Stakeholders consists of engagement and communication with, and serves as VA's liaison to Congress, GAO, and Veteran stakeholders.
Prepare VA Officials for Congressional Briefings and Hearings includes preparing VA's officials for Congressional engagements, briefings and testimony in coordination with program office and legal staff on legislative affairs.
Prepare VA Nominees for Confirmation Hearings includes all activities related to preparing the nominees for their confirmation hearings.
Respond to Congressional, Constituent, and GAO Inquiries includes the preparation of responses to congressional, constituent policy inquiries, and GAO draft and final reports; ensures responses are provided in a timely manner, and keeps VA leadership appraised of recommended implementations.
Conduct Regulatory Development involves activities associated with implementing laws by developing regulations, policies, and guidance.
Track Public Comments involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.
Create Regulations involves the activities of researching, drafting, and publishing proposed and final regulations and rules.
Develop Legislative Proposals involves drafting proposed legislation that creates or amend laws subject to Congressional action.
Conduct Congressional Liaison Operations involves all activities associated with supporting the formal relationship between a federal agency and the U.S. Congress.

Conduct Enterprise Governance involves activities to develop, promulgate and execute agency policies, practices, guidelines and procedures.
It is the process by which VA Senior Leadership makes decisions, provides strategic direction, documents results and maintains accountability in a transparent and collaborative manner. This process enables informed decision-making based on current strategic objectives, VA's risk appetite, and responsible resource allocation.
Conduct Enterprise Requirements Management involves developing and managing business, functional and non-functional requirements for VA programs, ensuring that requirements reflect true business needs and provide the basis for efficient and effective product development and/or program execution.
Conduct Strategic Planning is the process of defining the long-term strategic priorities of VA and includes the creation of strategic artifacts (e.g., Quadrennial Plan, Strategic Plan, Agency Priority Goals). This includes research, analysis, and engagement with key stakeholders to ensure that strategic plans meet the needs of the Department.

Conduct Mission Requirements Planning is the process of developing VA's Mission Requirements and associated Mission Gaps, which are used as the basis for VA program planning and prioritization. Mission Requirements link strategic requirements identified in VA's strategic plan to the underlying business functions required to execute the strategic requirements, then quantify the actual and desired performance standards to quantify mission gaps.
Perform Stakeholder Requirements Management includes developing detailed specifications to address needed capability and solutions to fulfill agency mission and objectives. These are often written in the form of Epics and User Stories.
Conduct Programming provides VA with the disciplined framework to develop, assess, and prioritize multi-year requirements from the Veteran's perspective in order to effectively achieve VA's mission. Programming involves allocating projected resources among competing requirements to support the required capabilities identified in the planning phase.
Conduct Cost Estimation encompasses the full range of cost estimation methodologies (e.g., Analogy, Parametric and Engineering) for deriving anticipated life-cycle costs associated with planned material, including construction projects, and non-material solutions.
Ensure Accountability and Compliance is the system and processes utilized to ensure individuals and board members are accountable for compliance to laws, regulations, policies, procedures and standards.
Develop and Codify Functional Policy includes all activities associated with the development, approval and formal codification of Department-wide policies by functional domain owners and relevant internal stakeholders.
Manage Directives System includes all activities associated with approval and codification of VA policies.
Develop and Evaluate Internal Controls is the system comprising plans, methods, policies and procedures including feedback loops and oversight standards used to ensure fulfillment of mission support functions and operations. This includes IT Services.

Develop Internal Controls consists of the establishment of a system comprising plans, methods, policies and procedures including feedback loops and oversight standards used to ensure mission support functions are informed by and effectively address mission requirements and statutory obligations.
Evaluate Internal Controls is the continuing activities involved with monitoring the internal control system, evaluating results, remediating internal control deficiencies and informing performance planning for development of additional internal controls.

Conduct and Manage Audits and Audit Findings encompasses independent reviews of VA activities including allegations of fraud, waste and abuse. These reviews could be administrative, civil or criminal in nature. It includes assisting auditors by connecting them to Subject Matter Experts in the Department and developing VA response to findings and recommendations.
Conduct Internal Audits involves identifying business issues by following a process of determining whether the system or process is compliant, is effective (are policies and procedures adhered to?), efficient, and how improvements can be made.
Manage External Audits involves working with independent auditors to identify the scope of the audit, identify points of contact, provide access to records, resolving issues, providing progress reports and responding to audit findings.
Administer Corrective Action involves the enforcement of activities to remedy internal or external programs that have been found noncompliant with a given law, regulation, or policy.
Manage Performance and Risk consists of the activities required to establish, monitor, and manage VA enterprise-level oversight, performance and risk management programs.
Conduct Program Evaluations involves the analysis of internal and external program effectiveness, determination of corrective actions as appropriate, and the development and maintenance of program evaluation tools.
Conduct Quality Assurance involves analyzing business processes and assessing compliance with quality standards through organized reviews. When standards are not met, identify root causes and ensure action is taken for areas of improvement.
Conduct Portfolio Reviews has to overarching goal of knowing where money is spent, what it is being spent on, and what the value is to VA to make strategic decisions for resource allocation. This includes aligning VA objectives to requirements, understanding risks, desired outcomes, performance and possible trade-offs.

Conduct Enterprise Risk Management includes implementing and overseeing execution of VA risk management framework that encompasses governance, communications, training, processes, and tools required to identify, assess, address, and monitor risks.

Conduct Risk Identification involves identifying the threat that a future event within a specific timeframe may trigger a consequence, which could have an adverse impact on the organization; the likelihood of occurrence of the future event and consequence, and the adverse impact are all measurable.

Conduct Risk Assessment is a process of identifying facts (what, when, where, who, how) of a potential risk, defining consequence, adverse impact, timeframe, likelihood of occurring, severity of impact, whether it is measurable, and classifying the risk.

Conduct Enterprise Performance Management includes the oversight, development, reporting and tracking of measures and metrics (both actuals and targets) associated with Administration and staff office activities. This includes both outcome based measures and metrics tied to VA strategic priorities and reported external to the department, as well as more tactical output based metrics and measures used to assess the performance of internal operational processes.
Conduct Enterprise Program Management includes the centralized, coordinated management of a group of interrelated projects to achieve strategic benefits that could not be obtained by managing the projects independently. This includes oversight and organization of VA resources in direct relationship to leadership's vision and the mission, strategy, goals and objectives that move the organization forward.

Manage Performance Improvement includes identification, execution, and oversight of transformation, innovation and the VA learning agenda to ensure programs and operational activities comply with applicable laws, regulations and policies; align with Departmental strategic objectives; follow standards for process improvement; are properly resourced, and enable more efficient and effective delivery of benefits and services.
Manage Innovation Programs includes all activities that focus on trying new approaches, new systems and thinking about/ planning investments in different ways.

Manage Innovation Program Selection is the process of identifying, prioritizing and selecting innovation programs to pilot. Innovation programs are selected to pilot based on the potential for the proposed changes in people, process and/or technology will result in improved delivery of healthcare and services to Veterans, and/or more effective use of resources.
Manage Innovation Pilot Projects is the process of overseeing the execution of innovation projects, including providing guidance, removing barriers to success, and assessing the results of each pilot to determine whether or not to recommend full implementation of the innovation program.
Implement Innovation Programs is the process of overseeing the full implementation of successful innovation pilots in the operational environment, including providing guidance, removing barriers to success and implementing corrective actions as necessary.
Manage Transformation involves developing and overseeing Department-wide improvement and mitigation efforts based on the data gathering activities required to improve the effectiveness of internal and external programs, and implementing and monitoring PI and risk mitigation efforts to ensure they comply with related laws, regulations, and policies and align with Departmental objectives.
Manage Enterprise Process Improvement involves setting standards, prioritizing, and overseeing business process improvement activities and reengineering efforts.

Develop VA's Learning Agenda involves establishing systematic approaches to using information, such as regular data-driven reviews of performance and progress, to inform capability, knowledge, and competency gap analysis and planning. It includes developing a culture of evidence-based decision-making or conducting rigorous analyses and evaluations by involving key stakeholders, analyzing a topic, identifying and prioritizing questions to improve program effectiveness, developing a plan for answering those questions and acting on the findings to drive continuous improvement.

Manage Advisory Committees and Councils involves identifying and coordinating efforts of subject matter experts both internal and external to the VA to provide advice, recommendations, and leadership decision making guidance for VA administrations, staff offices, programs, projects, and initiatives.
Conduct Advisory Committees and Councils involves the execution of advisory committees and councils as directed by legislative or regulatory direction or the Secretary of Veterans Affairs' authority to advise the Office of the Secretary or the designating governing body. This includes providing administrative support and subject matter experts to participate in committee business.
Provide Organizational Leadership and Administrative Support consists of the internal leadership oversight and incidental back-office functions that each office performs in addition to that organization's primary mission.
Provide Organizational Leadership and Oversight consists of internal oversight functions of leadership offices over their subsidiary organizations. Leadership offices consist of organizational units lead by Under/Under Secretaries, AS, DAS, ADAS, Chief of Staff and equivalent organizations.
Perform Office Administrative Support Functions consists of the incidental back-office functions that each office performs as incidental activities to the organization's primary mission.
Perform Administrative Acquisition and Contract Management consists of all activities associated with acquiring and managing the requisition, delivery, review and acceptance of goods and services. Requisitions are submitted to the acquisition office.

Perform Internal VA Communications and Coordination includes all administrative activities associated with communicating and coordinating activities related to the business unit's operational activities with other VA offices.
Perform Administrative Financial Management consists of all activities associated with facilitating, processing, approving and reconciling financial transactions, including transactions related to travel, credit cards, supplies and miscellaneous micro-purchases.

Perform Administrative Human Resource Management consists of all activities associated with supporting internal staffing functions required to maintain the organizations operational readiness.
Perform Administrative IT Management contains all activities associated with ensuring proper functioning of information technology for an organization.
Manage Correspondence includes all activities associated with the dispatch, receipt, filing, storage, retrieval, and disposition of communication records.
Provide Media Services includes both still photography and video services for Administrations and staff offices.

Provide Employee Customer Services consists of all employee facing customer services (e.g., HR, Finance, IT, acquisition, facilities, and space management).
Respond to Freedom of Information Act Requests (FOIA) includes all activities associated with receiving and fulfilling requests for information in accordance with FOIA requirements.
Manage Office Supply Inventory and Distribution encompasses all administrative activities within an office related to ordering, receiving, managing, distributing and paying for office supplies required for office operations.
Provide Legal Guidance and Representation involves providing legal advice concerning, and defending the administration of, VA operations and programs. This includes determining whether current or proposed VA operations and programs are consistent with laws, regulations, court decisions, Administration policy, and VA policy. It also includes providing legal representation to defend challenges to VA's administration of those programs.
Conduct Service Continuity involves all activities relating to the process of assessing exposure to risk and determining appropriate countermeasures, including contingency planning, continuity of operations and service recovery.
Conduct Enterprise Emergency Response consists of managing all aspects of emergency response activities for both planned and unplanned damaging events, and includes protecting and reducing harmful effects of the damaging event from both a personnel and facilities perspective.
Conduct Service Risk Assessment is the process of identifying and assessing potential events that might adversely affect VA personnel, contractors or operations.

Manage Contingency Planning involves the actions required to plan for, respond to, and mitigate for planned and/or damaging events.
Manage Continuity of Operations involves the activities associated with the identification of critical systems and processes, and the planning and preparation required to ensure that these systems and processes will be available in the event of a catastrophic event.
Perform IT Service Continuity Management includes the set of capabilities to ensure that agreed-upon IT services continue to support business requirements in the event of a disruption to the business. Continuity services include business impact assessments, business resiliency plans, disaster recovery capabilities and the associated exercise, testing, training and awareness to support people, process and technology recoveries in case of an incident.
Manage Service Recovery involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.
Manage Physical and Personnel Security involves the physical protection of an organization's personnel, assets, and facilities (including security clearance management). Note: Activities related to securing data and information systems are addressed under the Information Systems Security Service.
Manage Facility Security involves the physical protection of an organization's assets and facilities.
Manage Personnel Security involves the physical protection of an organization's personnel, including security clearance management and early identification of insider threats.

Manage Information refers to the development and execution of strategies, policies, programs and services that plan for and control the information assets held by the government. It includes the governance and management of data with respect to the declaration of authoritative data sources, assigning data stewards, and issuing data standards. It also encompasses the security, privacy, and distribution/sharing of government information assets.
Develop Enterprise Architecture involves the development of agency enterprise architecture, campaign plans, and transition strategies and includes activities associated with describing the current state and defining the target state and transition strategy for an organization's people, processes and technology.
Manage Business Architecture involves the development of the architecture in terms of its governance structure, capabilities, business functions and services, business processes, and other business-related (organization, performance and operational) information. It defines and analyzes VA strategic and business requirements for integration within the VA EA to enable informed strategic planning and investment decisions, portfolio management analysis, and solution development alignment.

Manage System Architecture provides the foundation for categorizing systems including applications and their components, establishes system standards and designs/engineers the future vision of VA's mission support system environment. It enables development of the VA's Mission Application Strategy, performs program/project Systems Engineering Assessments, and develops and aligns initial Mission Applications and Service Designs in alignment with the IT Strategic Plan and Enterprise Roadmap. Manage Systems Architecture also develops solution architectures for mission systems in alignment with the enterprise vision and strategy and supports efforts to assess integrity and ensure alignment with application standards.

Manage Data Architecture provides a foundation for describing, discovering, managing, sharing and reusing information. It establishes data standards and designs/engineers the future vision of VA's data environment. It develops, collects, updates, reconciles and maintains VA data assets and inventory and enables the development, design and engineering of VA's enterprise data management environment/capabilities, data management methodologies, guidance, patterns, and standards. The Data Architecture provides information about the agency's baseline and target data architectures. This function is responsible for collaboration within OI&T and across the Administrations on data architecture requirements.

Manage Technical Architecture provides the framework and taxonomy for categorizing IT infrastructure including platforms, networks and the facilities that host the IT infrastructure. It establishes technology standards and the future vision of VA's IT infrastructure environment. It includes the Technical Reference Model (TRM) and infrastructure development standards, and researches insights on emerging / new technologies required to support Mission and Business capabilities. The Technical Architecture enables the performance of IT capabilities and infrastructure trade-off and alternatives analyses. It also includes the design and maintenance of VA enterprise IT infrastructure services and solutions.

Manage Information Security encompasses all activities and techniques used to protect the integrity of networks, information systems, applications, and data from unauthorized access, disruptions, modifications, or destruction. This includes the creation and implementation of information security policies, procedures, and controls to ensure the confidentiality, integrity and availability of Veteran and Department data.

Manage Information Privacy includes directing efforts related to VA's privacy information, FOIA, Data Breach Response, and Identity Protection, as well as protection of data through mechanisms such as logical/physical data segmentation, security controls, and auditing. It also encompasses policies and procedures for response and communications in accordance with law when a privacy breach occurs.

Manage Identification, Authentication, and Access includes the set of capabilities to support obtaining information about those parties attempting to log on to a system or application, and the validation of those parties as authorized users. This includes tracking access credentials for the protection of federal information assets and to prevent unauthorized access to those assets.

Manage Secure Communications entails implementing techniques for secure communication - that prevents unauthorized third parties from accessing private messages while ensuring the confidentiality and integrity of data.

Respond to IT Security Incidents defines the set of capabilities to provide active response and remediation to a security incident that has allowed unauthorized access to a government information systems.

Monitor IT Security Controls includes all activities related to the real-time monitoring of security controls employed within or inherited by a system.

Manage Knowledge Capture and Sharing involves the coordination of activities for capturing relevant information and making that information accessible to targeted users throughout VA.

Manage Knowledge Capture Services includes the processes, techniques, and technologies for collecting information so that it can be stored for publishing and reuse.

Manage Knowledge Distribution Services includes the processes, techniques, and technologies for the dissemination of information to the applicable user communities

Provide Library Services involves the acquisition, archival, storage, and preservation of information in the form of books, periodicals, audio, and visual materials in numerous formats in order to allow users to easy access both on a self serve and assisted basis.

Manage Documentation includes the policies, guidelines, and standards to support the creation, use, archiving, and deletion of documentation. This includes the requirements for the design, generation, and maintenance of electronic or physical forms and templates.

Document Organizational History includes the establishment and maintenance of organizational history.

Conduct Historical Research and Comply with Historic Preservation requirements includes the review and planning necessary to maintain compliance with regulatory requirements for historical properties, edifices, and monuments.

Manage Official Government Records involves enforcing policies and rules for the retention and disposition of government information and records.
Conduct Data Governance includes establishing and managing policies, processes, and standards for the management of VA data. It also includes the identification/designation of VA common data, appointing data stewards for information subject areas, and identification/designation of Authoritative Data Sources for VA data.
Perform Enterprise Data Management includes the capabilities for managing the full life cycle of data regarding collection, storage, dissemination, and disposal.
Manage Data Integrity includes the coordination of data life cycle activities such that data quality is maintained and applicable VA data governance policies, processes, and standards are applied.
Perform Master Data Management includes the activities that control the management of master data specifications to ensure consistency of data across VA.
Perform Meta Data Management includes the activities that define and describe the characteristics of VA data (i.e. "data about data").
Manage Data Warehouse includes the activities that support the storing of data for archiving purposes or for organizing data into a set of domains for reporting/analytical purposes.
Provide Business Intelligence Services delivers the applications, tools, services, and best practices that enable access to and analysis of information to improve and optimize VA decisions and performance.
Perform Data Mining defines the activities to provide for the discovery of non-obvious valuable patterns and relationships within a collection of data.
Perform Business Analytics entails using VA data to perform statistical analysis, reporting, and visualizations to provide meaningful information to VA and to external Federal entities as required for regulatory and oversight purposes. It also permits the VA to view complex data relationships and trends to support strategic and tactical decision making.
Perform Geospatial Analysis includes the gathering, display, and manipulation of imagery, GPS, satellite photography and historical data, described explicitly (geographic coordinates) or implicitly (street address). It includes leveraging statistical models and analytic techniques to identify patterns, outliers, and associations in the data to assist in developing an awareness of its spatial relevance.

Conduct Budget Formulation consists of all activities associated with the budget formulation process to include the following: initial development of internal VA budget development guidance and internal VA budget preparation materials; Submission to OMB.
Conduct Budget Preparation Analysis involves the use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.
Perform Prior Year Budget and Spend Analysis is consisted of collecting, analyzing, and documenting information on agency program office prior year(s) budget and spend.

Perform Program Performance Analysis is consisted of collecting, analyzing, and documenting information on agency program office prior year(s) performance results.

Manage Budget Request Planning and Submission consists of all activities associated with the budget formulation process to include the following: initial development of internal VA budget development guidance and internal VA budget preparation materials; Submission to OMB and Passback; Preparation of the President's Budget to include Budget Justification materials; Support for Congressional hearings and required post-hearing actions.
Perform Budget Planning receives budget planning and policy guidance; Identifies major issues for the upcoming budget; Develops and analyze budget options; Plans for the analysis of issues that will need decisions in the future.
Develop Budget Estimation and Justification includes conducting budget request estimates and justifications; Receive decisions on budget requests (passbacks); Identify and resolve passback issues; Develop budget schedule data and text materials.

Perform Budget Submission receives instructions for submitting budget data and materials; Submits budget request data, supporting materials, schedules, and past year budget data into MAX A-11 Data Entry (MAX) application.
Perform Budget Spend Plan and Monitoring consists of the budget management activities associated with enacted budgets, and includes allocation of funds, transfers and reallocations of funds, budget monitoring and reporting.
Perform Budget Operating/Spend Plan Development receives budget authority in the form of appropriation warrants, borrowing authority, contract authority, and/or spending authority from offsetting collections; Develop and submit apportionment requests by Treasury Appropriation Fund Symbol (TAFS); Receive approval or modification of apportionment requests; Develop budget operating/spend plans by time period, including the amount of funds allotted, suballotted, allocated, and/or suballocated to agency organizations, programs, projects, activities, and/or object classes.
Perform Budget Operating/Spend Plan Monitoring and Adjustment includes collecting, analyzing, and documenting information on current year spending; Develop and submit requests for supplemental appropriations and appropriation amendments, extensions, and transfers; Receive and apply allowances, continuing resolutions, appropriation deferrals, and reductions in budgetary authority (i.e., rescissions, cancellations, across-the-board reductions, or sequestration); Develop and submit additional apportionment or reapportionment requests; Receive approval or modification of apportionment requests; Update budget operating/spend plans.

Conduct Financial Management involves the use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.
Perform Budget Execution consists of the setup and maintenance of the budget structure, the allocation and control of funds, transfers and reallocations of funds, ongoing monitoring of the budget, and budgetary reporting.

Manage Budget Set-Up and Maintenance establishes and maintains budgetary resource reporting attributes; Establish and maintain appropriated fund subdivisions before any of the appropriated funds are expended; Includes setting up direct, reimbursable, revolving, contract, borrowing, advanced appropriation, anticipated collections, and non-expenditure transfer funds.
Manage Fund Allocation and Control includes recording appropriations, apportionments, allotments, allocations, reapportionments, transfers, allowances, continuing resolutions, rescissions, and reprogramming actions; Implement controls designed to detect or prevent overspending for defined accounting segments; Execute statutory limitation control of funds restricting obligations and expenditures to amounts authorized by law; Execute administrative control of funds restricting obligation and expenditure from each account to the lower of the amount apportioned by OMB or the amount available for obligation and/or expenditure; Update funds control rules.
Perform Budgetary Reporting provides budgetary resource and budget execution information and reports; Verify required budget reports can be traced to general ledger account balances; Includes generating SF-132 and SF-133 and providing information needed for Budget Formulation.
Perform Financial Reconciliation involves the reconciliation of intragovernmental activity both internal and external to VA, as well reconciliation of financial transactions and account balances with the United States Treasury.
Conduct Reconciliation of General Ledger and Sub-ledgers includes: Reconcile general ledger account relationships/tie-points; Verify general ledger account balances can be traced to aggregated or discrete agency transactions and aggregated or discrete agency transactions can be traced to the point of origination and source documents; Identify and record corrections.
Manage Reconciliation of Intragovernmental Activity includes: Manage intragovernmental suspense activity; Reconcile intragovernmental activity transactions; Resolve issues; Record adjustments; Includes nonexpenditure transfer transactions .

Conduct Reconciliation with Treasury includes: Record Treasury's general ledger account balance and transaction data for the agency; Prepare general ledger account, disbursement, and deposit reconciliation worksheets; Review, reclassify, and reconcile fund activity and balances; Includes reconciliation of fund balance, general ledger accounts, disbursements, and deposits with Treasury.
Perform Financial/Performance Reporting includes providing financial information, reporting and analysis of financial transactions, providing oversight, direction, and coordination regarding the annual consolidated financial statement audit, the Data Act, and other Federal data initiatives.
Conduct Treasury Reporting includes: Prepare year-end closing statements, statements of accountability, foreign currency reports, and reports of reclassified consolidated agency financial statements; Verify required financial reports can be traced to general ledger account balances; Includes Governmentwide Treasury Account Symbol Adjusted Trial Balance (GTAS) reporting and providing Business Event Type Code (BETC) and Treasury Account Symbol (TAS) information.

Conduct Financial Statement Preparation includes: Prepare financial statements and footnotes required by OMB Circular A-136; Verify financial statements and other required financial reports can be traced to general ledger account balances; Determine and record eliminations required to generate department consolidated financial statements; Includes generating variance analyses for quarterly submissions, balance sheet, statement of net cost, statement of changes in net position, statement of budgetary resources, statement of custodial activity (if applicable), and statement of social insurance (if applicable).
Conduct Cash Forecasting and Reporting includes: Prepare cash flow projections; Report large dollar requirements for deposits and disbursements.
Conduct Financial Performance and Operational Reporting includes: Provide general ledger information for agency-specific financial reports; Verify required financial reports can be traced to general ledger account balances; Includes providing financial performance and operational information to agency program offices.
Conduct Financial Internal Control/Compliance Reviews includes: Implementing standard internal control and compliance assurance procedures; Providing documentation to satisfy "Prepared By Client" requests from auditors; Preparing cycle memos; Providing sample information and documentation for compliance with other guidance, such as OMB Circular A-123; Record adjustments based on audit findings.

Perform Agent Cashier includes managing all aspects of the local facility's imprest fund, which includes taking fiduciary responsibility for money and personal property turned over to the Agent Cashier by veterans admitted to a VA facility.
Perform Financial Asset Information Management encompasses the activities associated with properly accounting for capitalized assets throughout their life-cycle from initial acquisition through disposition. In addition to property, plant and equipment, this also includes heritage assets and loans.
Perform Financial Asset Information Processing - Property, Plant, and Equipment records financial asset type, category, value, and value adjustments (e.g., depreciation, impairment); Includes financial asset information processing for purchase and lease transactions, inventory, software, and land.
Perform Financial Asset Information Processing - Loans records financial asset type, category, value, and value adjustments (e.g., allowance for uncollectible amounts, subsidy allowance).
Perform Financial Asset Information Processing - Heritage Assets and Stewardship Land records financial asset type, category, value, and value adjustments (e.g., depreciation, impairment).
Perform Financial Asset Information Processing - Other Federal Assets records financial asset type, category, value, and value adjustments; Includes financial asset information processing for seized and forfeited assets and investments in Treasury securities.

Perform Financial Asset Information Reporting provides financial asset information for balance sheet and financial statement reporting; Provide financial asset information for reconciliation with Property Management.

Conduct Payable Management includes disbursements of federal funds, via a variety of mechanisms, to federal and private individuals, federal agencies, state, local and international governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, payroll, grants, subsidies, loans, or claims including the prevention of improper payments. Improper payments are any payments that should not have been made or was made in an incorrect amount under statutory, contractual, administrative, or other legally applicable requirements. Improper payments are also those payments where an agency is unable to discern whether a payment was proper as a result of insufficient or lack of documentation.

Establish Payee Set-up and Maintenance includes establishing and maintaining Federal and non-Federal payee information.
Perform Payment Processing - Other Payments (State, Foreign, and Miscellaneous Payments) records receiving reports; Record invoices; Match invoice, order, and receiving report (as appropriate); Route invoices for approval by appropriate party; Complete foreign exchange conversions for foreign payments; Generate payment transactions; Resolve invoice and payment issues; Record credits and payment adjustments; Audit payments; Includes processing payments for incurred expenses and payments in advance.
Perform Payment Disbursement generates disbursement schedules from payment transactions; Perform quality assurance and Do Not Pay validations; Certify disbursement schedules; Warehouse disbursement schedules for transmission to Treasury.
Perform Payment Confirmation records disbursement status, confirmation, and identification information; Provide disbursement status, confirmation, and identification information.
Provide Payment Reporting provides payment transaction, Prompt Pay, Electronic Funds Transfer (EFT) payment, and improper payment information to support payment reporting activities; Generate and provide payment reports to IRS and payee; Provide disbursement summary and detail information to support Financial Reconciliation activities; Includes providing payment information to Travel Management, Grants Management, and Loans Management.
Perform Third Party Payment Processing includes all activities associated with receiving, validating, approving, issuing and reconciling payments to third party medical providers for healthcare relates services to which the Veteran is entitled to through VA.

Perform Obligation Management records commitments (if applicable); Record obligations; Includes de-commitments/modifications, liquidating commitments, de-obligations/modifications, and liquidating obligations.
Perform Payment Processing - Intragovernmental Payments records intragovernmental invoices; Route invoices for approval by appropriate party; Provide payment information to execute intragovernmental funds transfers; Confirm payments were settled properly; Record credits and payment adjustments; Includes processing payments for incurred expenses and payments in advance.

Perform Payment Processing - Payroll Payments records payroll and benefit payments generated by payroll service; Reconcile payroll service information with financial management information; Record credits, payment adjustments, and employee receivable offsets.
Perform Payment Processing - Travel TDY and Local Payments records approved vouchers for reimbursement of temporary duty (TDY) and local travel expenditures; Match travel vouchers to authorizing obligation documents; Generate payment transactions; Resolve payment issues; Record credits and payment adjustments; Audit payments; Includes processing payments for E2s and SF-1164s, incurred expenses, and payments in advance.
Perform Payment Processing - Travel PCS Payments records approved vouchers for travel expenditures related to temporary and permanent change of station (TCS/PCS); Match travel vouchers to authorizing obligation documents; Generate payment transactions; Resolve payment issues; Record credits and payment adjustments; Audit payments; Includes processing payments for incurred expenses and payments in advance.
Perform Payment Processing - Commercial Payments records receiving and acceptance reports; Record invoices; Match invoice, order, and receiving report (as appropriate); Route invoices for approval by appropriate party; Generate payment transactions; Resolve invoice and payment issues; Record credits and payment adjustments; Audit payments; Includes processing payments for incurred expenses, payments in advance, and non-travel temporary and permanent change of station (TCS/PCS) costs (e.g., relocation services vendor, household goods shipment); Includes capturing Procurement Instrument Identifier (PIID), Parent Award ID (PAID), and agency unique reporting identifier (URI) to support Data Act reporting.
Perform Payment Processing - Grant Payments records requests for grant payment; Match grant payment requests to obligating documents; Route grant payment requests for approval by appropriate party (as appropriate); Generate payment transactions; Resolve payment issues; Record credits and payment adjustments; Audit payments; Includes processing payments for incurred expenses and payments in advance; Includes capturing Federal Award Identification Numbers (FAIN) and Catalog of Federal Domestic Assistance (CFDA) Codes to support Data Act reporting.
Perform Payment Processing - Loan Payments records requests for loan payment; Match loan payment requests to obligating documents; Route loan payment requests for approval by appropriate party (as appropriate); Generate payment transactions; Resolve payment issues; Record credits and payment adjustments; Audit payments.

Conduct Revenue Management includes projecting, recording, reconciling and reporting agency revenues.
Perform Revenue Processing includes the Record Federal Government revenue or other financing source information; Perform revenue reconciliations; Resolve issues; Record revenue adjustments.
Provide Revenue Reporting discloses revenue and other financing sources and supplementary information for agency and Government wide reporting.
Perform Reimbursable Management includes the setup and maintenance of reimbursable agreements, as well as the billing and collections, reconciliations, close-outs, and reporting of the reimbursable agreements.

Establish Reimbursable Agreement Set-up and Maintenance includes establishing and maintaining customer, agreement, and unfilled customer order (UCO) information; Request advance payments; Includes set-up and maintenance of Interagency Agreements (IAA).
Provide Reimbursable Progress Reviews compares actual accomplishments/usage to the objectives, reasons why goals/targets weren't met (if appropriate), and additional information including an analysis and explanation of cost overruns (if appropriate); Includes providing measures, targets, and metrics to support progress/usage.

Manage Reimbursable Invoicing Review conducts costs incurred for delivering goods/services; Generate invoices and customer account statements; Establish receivables; Includes incorporating cost information when generating invoices.
Manage Reimbursable Receipt Processing monitors/confirms funds were transferred from Federal agency trading partners; Receive payments from non-Federal trading partners or payment information from Treasury; Match funds transfers/collections to invoices; Prepare and record collection deposits; Process returned negotiable instruments (e.g., returned check because of insufficient funds or closed account); Includes processing of unbilled collections and payments in advance of billing.

Conduct Reimbursable Reconciliation reconciles reimbursable activity on the orders; Resolve reconciliation issues; Work with trading partner to resolve unsettled invoices; Apply credit memos and adjustments to agreement balances; Assess interest, penalties, and administrative fees; Determine whether to transfer receivable for delinquent debt collection.
Conduct Reimbursable Closeout reviews orders' financial status to confirm final costs were accumulated and invoiced; Liquidate unfilled customer order balances; For overpayments, generate intragovernmental/miscellaneous payment request; Close orders.
Conduct Reimbursable Reporting includes: Provide earned unbilled information with trading partners; Analyze and report on reimbursable costs, receivables, and receipts; Provide deposit summary and detail information to support financial reconciliation activities.
Perform Receivable and Collection Management includes all activities related to recording receivables, performing billing and collections, and referring delinquent receivables for debt collection.
Establish Payer Set-up and Maintenance includes establishing and maintaining Federal and non-Federal payer information.
Manage Public Receivable Set-up and Invoicing includes: Record receivables; Generate invoices and remit to debtors; Includes incorporating cost information when generating invoices .
Manage Public Receivable Credit Memo and Adjustment Processing includes: Communicate with Federal agency and debtor; Resolve issues; Record receivable credit memos and adjustments.

Conduct Public Receipt Processing includes: Receive payments from debtors or payment information from Treasury; Match payments received to invoices and payer account or determine it is a miscellaneous receipt (e.g., user fee); Prepare and record collection deposits; Process returned negotiable instruments (e.g., returned check because of insufficient funds or closed account); Includes processing of unbilled collections and payments in advance of billing.
Provide Public Receivable and Collection Reporting includes: Provide receivable and collection status information to support Federal receivable and collection reporting activities; Provide public receivable information to credit reporting agencies; Provide deposit summary and detail information to support financial reconciliation activities; Includes providing receivable and collection information to Loans Management and Sales Order and Fulfillment Management.
Perform Third Party Collection Processing includes all activities associated with billing and collections from external health insurance providers for covered services provided by a VA medical facility.
Conduct Delinquent Debt Management includes identification of delinquent debt, commencement of collection activities and associated legally required administrative procedures, delinquent debt write-off and close-out, and delinquent debt reporting.

Perform Delinquent Debt Collection includes: Analyze status, age, and collectability of receivables; Assess interest, penalties, and administrative fees; Contact debtors; Generate and send dunning notices, with due process language, to alert the payers of debt delinquent status; Determine allocation of amounts collected (e.g., first to penalties and administrative costs, second to interest, then to accounts receivable); Determine allowance for uncollectible amounts; Record waivers of interest, penalties, and administrative fees; Update receivables based on agency negotiated installment plan or compromise agreement; Request agency internally offset a Federal payment; Consult agency's legal counsel to determine whether to refer debts to the Department of Justice for litigation or use other litigation authority; Refer debts to Treasury for cross-servicing based on agency advice and as soon as due process requirements are met (i.e., 120 days delinquent).
Perform Delinquent Debt Write-off and Close-out includes: Make recommendations to agency to write-off delinquent debts older than two years; Appropriately classify written off debts as currently not collectible (CNC) or closed-out.
Provide Delinquent Debt Reporting includes: Provide receivable and collection status information to support Federal receivable and collection reporting activities; Provide public receivable information to credit reporting agencies; Provide deposit summary and detail information to support financial reconciliation activities; Generate and provide cancellation of debt reports to IRS and debtor.
Perform Cost Management is the process of accumulating, measuring, analyzing, interpreting, and reporting cost information useful to both internal and external groups concerned with the way in which an organization uses, accounts for, safeguards, and controls its resources to meet its objectives. Cost accounting information is necessary in establishing strategic goals, measuring service efforts and accomplishments, and relating efforts to accomplishments. Also, cost accounting, financial accounting, and budgetary accounting all draw information from common data sources.

Conduct Cost Management Set-up and Maintenance includes: Set-up and maintain projects/responsibility segments/cost centers and cost objects to accumulate costs.
Conduct Cost Accumulation and Allocation includes: Conduct Cost Accumulation and Allocation is consisted of Accumulate costs; Determine cost allocations and intragovernmental entity costs by cost object and project/responsibility segment/cost center.
Provide Cost Reporting includes: Provide Cost Reporting analyzes and reports on costs by cost object and project/responsibility segment/cost center; Includes providing cost information for Budget Formulation, Reimbursable Management, and Receivable and Collection Management .
Perform General Ledger Management includes general ledger setup and maintenance, transactional processing to the general ledger, accrual processing, processing general ledger adjustments, and end of period processing.
Conduct General Ledger Set-up and Maintenance includes: Establish and maintain general ledger account classifications, categories, and subcategories consistent with the USSGL accounts; Establish and maintain proprietary and budgetary account attributes; Establish and maintain attributes to support agency financial performance and operations reporting.
Perform General Ledger Posting includes: Receive general ledger account transaction information provided by supporting financial management operations; Post general ledger proprietary, budgetary, and memorandum account transactions; Includes posting manual journal vouchers, adjustments to the general ledger, individual and aggregated transactions from sub-ledgers, and transactions funded, obligated, or expended over multiple years to general ledger accounts that do not close.

Manage Accrual and Liability Processing includes: Record and reverse accruals; Record adjustments to budgetary and financial (proprietary) accruals; Record allowance for uncollectible amounts; Record Federal liabilities; Includes intragovernmental liabilities, contingent liabilities, and liabilities related to loans and accrued employees' wages and entitlement benefits (e.g., accrued leave).
Perform Period End Closing includes: Close and open accounting periods; Record period end accounting entries; Includes month-end and year-end closings and closing nonfiduciary and fiduciary accounts.
Perform Grants Management includes the full life-cycle of grants oversight and administration from planning and pre-award management through post-award management and close-out.
Perform Grant Program Administration includes ensuring that grants awarded by VA are properly accounted for, disbursed, reconciled, reported, and closed out.

Conduct Grant Program Set-up and Maintenance includes: Document grant program authorizing legislation; Develop or document grant program scope, objectives, description and eligibility; Determine and document appropriate award instrument; Obtain or confirm Catalog of Federal Domestic Assistance (CFDA) number; Develop or document grant program performance goals, indicators, milestones, and regulations and policies; Determine and document level of federal agency involvement in cooperative agreement; Determine cost share or match contribution; Develop and document grant program funding formula calculation; Develop and document grant program package; Determine and document grant program funding and spend plan; Develop and document inter-agency services/funding agreement and modifications; Develop request to transfer funds between Federal agencies and their existing programs.

Determine Grant Program Funding Opportunity includes: Determine and document eligibility criteria; Develop or document application merit review criteria and process; Develop or document applicant risk evaluation criteria; Determine and document award recipient reporting responsibilities; Determine and document application period; Develop and provide application instructions and submission process; Develop funding opportunity and provide to OMB designated source(s); Determine funds availability and provide funds commitment information for funding opportunity; Request updated project plan.

Perform Grant Pre-Award Management includes the development and announcement of grant opportunities, and the receipt and evaluation of grant proposals.

Perform Grant Application Support and Receipt includes: Receive and respond to request for additional information or guidance pertaining to the funding opportunity; Receive and respond to request for additional support to submit an application via postal mail, electronic means, or hand-delivery; Receive and document application package; Evaluate application package for consistency with application submission instructions; Receive and document award continuation/renewal applications; Receive and document updated project plan.

Perform Grant Application Review and Selection includes: Determine and document candidate/selected reviewers; Evaluate and document application eligibility; Evaluate and document application merit; Assess and document application project budget; Evaluate and document applicant risk and develop risk reduction strategy for applicants, if needed; Develop, document and obtain approval for applicant award recommendations, including funding; Determine funds availability and provide funds commitment information for approved applicants; Notify approved applicants of award selection; Review, document and approve updated project plans, including additional funding; Evaluate and approve award continuation/renewal applications; Review and approve updated project plans.

Conduct Grant Award Management includes the final determination of award, award notification(s), and finalizing all legal grant requirements with grant recipient.

Develop Grant Award Issuance includes: Develop and document award advance payment schedule; Develop and document award special conditions to address award recipient risks; Develop or document Federal awarding agency and award specific terms and conditions; Receive and verify award recipient provisional or final indirect cost rate information; Develop and issue award agreement to award recipient; Determine funds availability and provide funds obligation information for award; Receive and verify award recipient bank account information; Execute award agreement; Provide award and unsuccessful applicant information to OMB designated sources; Notify unsuccessful applicants.

Conduct Grant Award Payment Processing includes: Receive, evaluate and approve award recipient request for payment (advance payment or reimbursement) and supporting documentation; Determine and document need for suspension of award recipient advance payments; Verify funds availability and submit disbursement request; Verify and document award recipient payment acceptance; Determine and document award liability accrual estimate

Conduct Grant Post-Award Management and Closeout is ensuring that grants awarded are being properly managed, and funds are disbursed and accounted for in accordance with grant requirements.

Conduct Grant Award Modification includes: Receive, evaluate and document award recipient request for award modification; Receive, evaluate and document award recipient request for approval to waive specific award terms and conditions; Receive, evaluate and document request for approval of award recipient special or unusual costs; Receive, evaluate and document award recipient request for termination; Determine funds availability and provide funds obligation information for award modifications; Develop and issue award modifications to award recipients; Execute award modifications; Provide award modification information to OMB designated source(s).

Conduct Grant Award Performance Review includes: Receive, evaluate and document award performance information and results; Determine and document performance issues and concerns, and notify award recipient; Evaluate award recipient response to performance issues and concerns; Request, receive and evaluate award recipient improvement plan addressing performance issues and concerns; Receive and evaluate award recipient improvement plan status information for performance issues and concerns.

Conduct Grant Award Financial Review includes: Receive, evaluate and document award recipient financial information; Evaluate cost information against award agreement; Evaluate earned interest, allowable audit costs for services and cost sharing contributions; Receive, evaluate and document request to include unrecovered indirect costs in cost sharing; Determine and document whether allowable costs were incurred by award recipient during a suspension or after termination; Evaluate and document award financial information to award performance accomplishments; Determine and document financial issues and concerns, and notify award recipient; Evaluate award recipient response to financial issues and concerns; Request, receive and evaluate award recipient improvement plan addressing financial issues and concerns; Receive and evaluate award recipient improvement plan status information for financial issues and concerns; Determine and document cost adjustments or refunds; Determine and document award liability accrual estimate for unbilled incurred cost; Receive and evaluate award recipient inventory information for Federally owned property and equipment provided to award recipient or acquired with award funds.

Conduct Grant Award Compliance Review includes: Prepare for and notify recipient of site visit; Evaluate and document site visit information and results; Evaluate and document award recipient current and previous audit findings; Evaluate and document award recipient compliance with internal control standards, Federal procurement policies and procedures, Federal statutes and regulations, and award agreement terms and conditions; Determine and document compliance issues and concerns, and notify award recipient; Evaluate award recipient response to compliance issues and concerns; Request, receive and evaluate award recipient improvement plan addressing compliance issues and concerns; Receive and evaluate award recipient improvement plan status information for compliance issues and concerns; Determine and document award recipient non-compliance; Determine remedies for award recipient non-compliance and notify award recipient; Determine and document award full or partial termination, or award recipient suspension or disbarment.

Conduct Grant Award Closeout includes: Determine and document awards where the period of performance is ending; Notify award recipients of award closeout; Receive and respond to award recipient request for extension of time period to submit final reports; Receive, evaluate and document final financial, performance and other reports; Notify award recipient of acceptance of final reports; Determine and document ownership and disposition of property assets and equipment; Determine and document ownership and disposition of intangible property resulting from award research, experimentation or development; Verify and document that all award closeout actions are completed; Provide award closeout information to OMB designated source(s).

Administer Grant Program Oversight includes independent review of grant program management as part of the agency's annual audit process, or other independent verification and validation efforts conducted by either agency management or other oversight agencies.

Conduct Grant Program Reporting and Review includes: Develop and document program-level performance and financial report information; Evaluate and document program performance and financial results; Evaluate and document variance between past program liability estimates and the program's actual operating cost; Determine grant program risk of material financial misstatement and record results; Determine program liability accrual estimate information; Conduct program review of program performance and financial results against objectives and other information and record results; Evaluate and document program compliance with authorizing legislation and program internal controls compliance with program policies and procedures; Document significant findings reported in past grant program audits; Develop program lessons learned and promising practices.

Conduct Grant Program Closeout includes: Determine and document if all awards for grant program have been closed out; Evaluate program performance and financial reports to determine the need for grant program funds reprogramming and document results; Verify and document that all grant program closeout actions are completed.

Administer Grant Recipient Oversight includes oversight reviews of grant recipient compliance in conformance with the Single Audit Act.
Conduct Grant Recipient Indirect Cost Rate Negotiation includes: Determine and document cognizant agency for indirect (F&A) cost rate; Receive, evaluate and document grant recipient submission of indirect (F&A) cost rate proposal and cost allocation plan; Determine and document grant recipient provisional or final indirect (F&A) cost rate; Develop and document cost allocation plan or indirect (F&A) cost rate for grant recipient for failure to submit plan or rate proposal; Receive and evaluate request for adjustment or deviation to negotiated indirect cost rates and document results; Receive, evaluate and document requests for one-time extension for negotiated indirect cost rates.
Perform Grant Recipient Audit consists of determine or reassign grant recipient's cognizant or oversight agency for audit; Determine and document key management single audit liaison(s); Develop and document response to grant recipient or auditor request for technical audit advice and liaison assistance; Evaluate grant recipient audit findings and corrective action plan; Receive, evaluate and document status of corrective actions; Receive and notify other affected Federal agencies and appropriate Federal law enforcement officials of grant recipient fraud, waste, or abuse; Determine Federal awarding agencies for coordination of management decision on audit findings; Request and evaluate Federal awarding agency management decision input for cross-cutting audit findings; Develop and provide grant recipient management decision documentation; Conduct quality control reviews of grant recipients' audit information; Provide audit deficiencies requiring corrective actions by auditor; Receive, evaluate and document status of auditor corrective actions; Notify appropriate entities of auditor failure to take corrective actions to address deficiencies; Provide notification of major inadequacies or repetitive substandard performance by auditors to state licensing agencies and professional bodies; Evaluate audit execution to identify cost-effective audit processes, and determine and document audit trends, significant problems, or quality issues.

Conduct Human Capital Management includes the oversight and execution of all human capital related activities from initial human capital planning, through talent acquisition, talent development, compensation and benefits, and separation and retirement.

Develop Agency Human Capital Strategy, Policy, and Operation Plan encompasses developing effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with
merit system principles.
Conduct Workforce Planning is a systematic and continuous process in which all levels of an organization's leadership and management team work in coordination with their Human Resource organization to identify the size and composition of a workforce needed to achieve VA goals and objectives. The process incorporates the practice of business intelligence to identify the knowledge and skills required (now and into the future) to assess its current workforce to calculate the organization's skill gaps. The outputs of the workforce planning process will inform the formulation of a budget justification, personnel investigation and vetting forecasting, and the sign/implementation and monitoring of VA human capital strategy to enable the organization to be agile, resilient, and able to respond to current and future impacts.

Establish Human Capital Strategy sets forth an integrated process that implements the systems of the Human Capital Framework (HCF) using information gleaned from an organization's workforce planning process. The systems are implemented through coordinated human capital policies and initiatives to encourage the management of a thriving workforce and substantiate human capital's contributions to mission accomplishment. This includes the development and administration of Human Resources (HR) programs and policies, resource identification and allocation, training, and HR Information Technology systems. The strategy must rely upon the principles of the Strategic Planning and Alignment system of the HCF to identify the current and future workforce skills needed. The results of the foresight process must be integrated into the overall strategy to allow for the mitigation of any risks associated with causing skills gaps and the implementation of concerted efforts to enable the organization to be agile, resilient, and able to respond to future impacts. The strategy is then operationalized within agencies' Human Capital Operating Plan.

Administer Position Classification and Position Management is a process through which Federal jobs (i.e., positions) are assigned to a pay system, series, title, and grade or band, based on consistent application of position classification standards or job grading standards. Position management entails a carefully designed position structure that blends the skills and assignments of employees with the strategic mission and objectives of the organization.
Manage Diversity and Inclusion involves a commitment to enhance or sustain an ability to recruit, hire, promote, and retain a diverse workforce and establish or sustain a culture that encourages collaboration, flexibility, and fairness to enable individuals to participate to their full potential.

Administer Employee Engagement includes developing and implementing the policies and actions through which VA seeks to instill in employees a sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.
Conduct Agency Human Capital Evaluation involves assessing results achieved across all Human Capital Management systems in support of mission goals to identify and implement improvements, and enable HC activities consistent with law and support merit system principles. This includes an agency's self-assessment and impact evaluation of its human capital strategy, services, and practices to improve its return on human capital investment, quality, efficiency, and employee satisfaction.

Manage Volunteers refers to the systematic and logical process of recruiting and working with volunteers to achieve VHA and NCA objectives; includes providing recognition and awards in appreciation for their services.
Perform Talent Acquisition involves establishing internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, and meeting veteran employment goals in accordance with merit system principles.
Perform Talent Acquisition Management includes aligning the workforce plan to business unit strategies/resource needs, by identifying the job and assessments, undertaking position designations, recruiting and/or announcing the job, accepting and reviewing applications, assessing applicants, certifying eligible candidates, making selections, and auditing the hiring action/record keeping.
Perform Recruitment Strategy Development includes developing, approving, and evaluating the effectiveness of strategies to identify, attract, and hire qualified individuals in alignment with agency Human Capital Management strategy and subsequent plans (e.g., staffing plans, budget plans, diversity recruitment plans, outreach plans, FEORP, DVAAP, resourcing plans). The outcomes of this service include, but are not limited to:
- analysis and overview of the talent acquisition needs of the agency, to include overview of current state and analysis of barriers and gaps
- prioritized objectives for the agency's recruiting program
- strategic direction for recruiting
- communication plan for strategic recruiting priorities
- plan to evaluate and monitor progress against the identified plan and goals
- strategies to engage all stakeholders including hiring managers
- talent Acquisition strategy for recruiting that includes diversity and inclusion strategies and goals
Perform Recruitment Plan Development includes aligning the recruitment strategy to mission and business needs (at the appropriate organizational levels) to determine viable sources of quality potential applicants and to identify methods for recruiting from these sources. The outcomes of this service include, but are not limited to:
- plan to facilitate HR and Selecting Official collaboration
- recruitment plan with prioritized objectives outlined in the agency recruitment strategy including recruiting methods, sources/events, resource allocation, and timelines

Administer Position Classification includes classifying individual positions to an occupational group, series representing a specific occupation w/in a group, and an appropriate grade/band or prevailing wage, as provided by law. The outcomes of this service include, but are not limited to:
- position descriptions that are classified appropriately in accordance with applicable laws, rules, regulations, classification standards, and the agency needs in alignment with sound position management principles
- documentation of all required classification determinations as identified on the OF-8 or other accepted form/format

Perform Job Analysis includes identifying and documenting the competencies directly related to performance on the job, and demonstrating that there is a clear relationship between the tasks performed on the job and the competencies required to perform the tasks. The outcomes of this service include, but are not limited to:
- documentation of the job analysis that includes: tasks performed, essential competencies (e.g., KSAs), competency tasks linkage, other essential job related requirements (e.g., physical and medical requirements),and the conditions of employment (e.g., drug testing, CDL, etc.).

Conduct Assessment Tools Development and Evaluation includes establishing assessment tools to measure the degree to which an applicant possesses the competencies necessary for successful job performance for a particular position, determining availability of existing selection instruments, or procuring / creating new instruments. Validating whether the selection assessments are predictive of, or significantly correlated with, important elements of job performance and representative of important aspects of performance on the job. The outcomes of this service include, but are not limited to:

- approach for evaluating specific candidate criteria based on available objective evidence (job knowledge, integrity, situational judgement)
- selection instruments / tools for evaluating specific candidate criteria
- studies and results validating that selection instruments / tools predict candidate job performance
- methods for combining selection instruments into multiple hurdle selection batteries that optimize prediction of candidate job performance
- study methodology and plans for re-validating selection instruments / tools with new candidate populations (e.g., new candidate types, new agencies)
- delivery methods for administering selection instruments / tools to candidates
- periodic evaluations of assessment tools for relevance / applicability to positions

Perform Talent Acquisition System Administration and Records Management includes identifying system protocols and administering the system and records. The outcomes of this service include, but are not limited to:
- HC analytics (e.g., dashboards, data analysis, data validation)
- administration protocols / permissions
- user guide(s)

Perform Talent Acquisition Data Capture, Transfer and Reporting includes providing and managing all aspects of Talent Acquisition program tracking and reporting (e.g., user audit trails such as signature, date/time, or duration; metrics on all aspects of Talent Acquisition programs) in accordance with applicable laws, rules, regulations, policies and guidelines. The outcomes of this service include, but are not limited to:
- talent acquisition program / hiring metrics reports
- case file management and audit trails

Perform Candidate Sourcing and Recruitment is the process of attracting strong applicants prepared to perform successfully on the job. VA exercises both mandatory and other helpful advertising channels to recruit qualified individuals from appropriate sources in an endeavor to achieve a workforce from all segments of society while simultaneously ensuring the applicant pool includes underrepresented groups such as disabled Veterans.

Perform Job Announcement Management includes preparing, posting and updating job announcements on internal / external websites in accordance with all applicable laws, rules, regulations, policies and guidelines. The outcomes of this service include, but are not limited to:
- job announcement

Conduct Outreach and Recruitment includes recruiting and talent sourcing activities to identify and cultivate groups of qualified individuals for employment necessary to meet agency talent needs and support the agency mission. The outcomes of this service include, but are not limited to:
- structured processes for identifying groups of qualified individuals for employment (e.g., sourcing, social media, job fairs)
- access to a network of recruiting partners and vendors (e.g. universities, professional associations, and head hunters)
- qualified and diverse applicant pool
- a pipeline of qualified candidates available to fill open positions

Provide Health Professional Education Assistance provides scholarships to attract individuals pursuing specialties needed to achieve the Department's mission. A person receiving assistance shall provide service in the full-time clinical practice of the person's profession as a full-time employee of the Department for the period of obligated service.

Conduct Candidate Assessment and Selection includes developing and implementing general or customized tests, structured interviews, and other assessments to determine qualification for the position and evaluate candidates as to their relative levels of knowledge, skills, and abilities.

Perform Applicant Eligibility and Basic Qualification Review includes reviewing resumes to determine if applicants meet basic qualifications and basic eligibility requirements for positions. The outcomes of this service include, but are not limited to:
- list of candidates who meet eligibility and basic qualification requirements for positions including those for special hiring authorities

Conduct Candidate Assessment includes evaluating and ranking candidates based on the job analysis/occupational questionnaire, resume, and interviews and additional assessment tools and types, as required for specific occupations or positions in order to create Certificate of Eligibles or Referral List. The outcomes of this service include, but are not limited to:
- referral certificate containing a list of highly qualified candidates
Conduct Applicant Screening, Reciprocity, and Investigation Request includes screening applicants for potential issues of suitability concerns; validating the need for an investigation or adjudication in light of law or policy issued by the applicable Executive Agent(s) that background investigations and adjudications shall be mutually and reciprocally accepted by agencies; and, if an agency determines an investigation must be conducted, initiating the Electronic Questionnaires for Investigations Processing (e-QIP) system and forward to NBIB for investigation once the e-QIP application information is validated and complete.
Provide Suitability and Security Clearance Support (HR) includes HR support for the Suitability and Security Clearance activities necessary to onboard. The outcomes of this service include, but are not limited to:
- documented validation of classification requirement for position sensitivity necessary to initiate suitability and security clearance process
- notification to agency security office of candidate requiring a suitability investigation and / or national security clearance as designated in the position description
- completed OF-306, fingerprinting, and other required documentation
- notification to employee and hiring manager of the results of request for suitability investigation and / or national security clearance eligibility.
- final status of employment offer
- updated Official Personnel Folder (OPF) and Electronic OPF with appropriate post-adjudication documentation

Conduct Vetting Adjudication is based on a completed background investigation, agencies will make a suitability, fitness, national security, and/or credentialing adjudication, and report final adjudication to the Central Verification System (government adjudication and clearance system).
Manage New Hire In-Processing and Onboarding includes hiring a candidate, and managing and automating in-processing forms. Onboarding is the process of integrating new employees into an organization and equipping them to become successful and productive. Within the VA this involves obtaining a personal identification verification (PIV) Badge to access VA facilities and its computer network.

Manage New Hire In-processing includes completion of entry on duty forms / documents and / or actions. The outcomes of this service include, but are not limited to:
- completed entry on duty documentation (e.g., SF-50, EOPF, SF-61, I-9)
- completed documentation needed by new hire to begin work activities (e.g., Security, Payroll, benefits)
- administrative and logistical support for in-processing of new hires (e.g., Security, IT)

Administer Onboarding Program Design and Management includes designing, executing, and evaluating an onboarding program. The outcomes of this service include, but are not limited to:
- onboarding objectives for new hires
- onboarding materials for new hires and hiring managers (e.g., handbooks, guides, organizational charts, contact lists)
- onboarding schedules and activity guides (e.g., facility tours, benefits enrollment, security and ID process assistance)
- program evaluation with performance metrics

Develop Employment Offer includes documenting the agreement pertaining to the position, compensation, conditions of employment, entry on duty date, and other pertinent conditions of employment. The outcomes of this service include, but are not limited to:
- completed verification of resume references
- tentative offer
- superior qualification justification
- credible service for annual leave accrual
- recruitment incentive justification
- relocation package
- Permanent Change of Station (PCS) and or other discretionary incentives
- final offer

Execute Talent Development involves implementing and maintaining comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.

Perform Talent Development Planning cultivates a continuous learning and development environment so that an agency's workforce can adapt to constant change, internal restructuring, and/or adaptations that affect how work is performed. Talent Development activities are aligned to an agency's Talent Management process to facilitate succession planning and retention as the organizational philosophy versus possessing the mindset of replacing the required skills sets. The integration of Talent Development with Talent Management includes the analysis of workforce data to determine how an agency will meet its needs through the development/re-development of talent who possesses the required skills.

Perform Talent Development Operational Planning and Management includes implementing the TD strategy and tracking the progress towards goals. The outcomes of this service include, but are not limited to:
- implement the prioritized objectives outlined in the agency TD strategy
- assess and manage resources necessary to perform the activities outlined in detailed implementation plans
- ability to adapt to changing talent development needs or circumstances
- periodic evaluations to monitor, report, and enforce progress against talent development milestones
- assess the overall health and effectiveness of the agency TD through data analysis

Perform Talent Development Knowledge Management includes capturing, developing, sharing, and effectively using organizational knowledge. The outcomes of this service include, but are not limited to:
- identify, document, and provide easy access to organizational knowledge at all levels (e.g. workforce, business unit, individual)
- organizational awareness of the knowledge management capability, its uses, and benefits
- document and communicate expectations for business unit and employee use of the knowledge management capability

Perform Skills and Competencies Assessment and Management includes assessing skills and competencies needed to support workforce and succession planning and individual development and identifying gaps. The outcomes of this service include, but are not limited to:
- identify the skill and competency proficiency levels needed to perform current and future agency work requirements
- assess the current levels of identified skills and competencies in the work force
- gap analysis of current and needed skills and competencies
- plan to close identified skills and competency gaps (e.g. acquire or develop)

Perform Talent Development Strategy involves setting the overarching goals and priorities at the organizational level. The outcomes of this service include, but are not limited to:
- analysis and overview of the environment / climate impacting agency talent development initiatives
- prioritized objectives for the agency's talent development program
- strategic direction for talent development, based on the agency HCM strategy
- communicate strategic talent development priorities to stakeholders
- evaluate, report, and enforce progress against talent development strategic objectives

Manage Talent Development and Training is associated with improving effectiveness within the organization by maintaining trained and certified coaches, identifying objectives for employee learning development plans, matching mentors with mentees and establishing an application process and training for the mentors. This function also includes identifying objectives for curriculum and course design, identifying objectives for job specific programs, and identifying objectives for onboarding and developing interventions to support new hires.

Manage Talent Development and Training designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This Function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs; and evaluating the overall effectiveness of the agency's employee development approach.

Perform Mentoring involves matching mentors with mentees, establishing an application process and training for the mentors, evaluating and monitoring effectiveness of the program, and raising awareness and communicating benefits of the program. The outcomes of this service include, but are not limited to:
- design, provide, and manage a variety of mentoring programs to suit agency needs
- organizational awareness of mentoring opportunities and benefits
- match and connect mentees with appropriate mentors
- manage, track, and evaluate the effectiveness of mentorship programing

Administer Course Design and Management includes identifying objectives for curriculum and course design and developing learning interventions to support desired course objectives and goals. Also includes the provisioning of those interventions, evaluating the extent of which those interventions supported outcomes, monitoring effectiveness, and ensuring the involvement of cross-functional managers outside of the HC organization. The outcomes of this service include, but are not limited to:
- training needs analysis
- agency specific talent development curriculum, courses, and training aids
- analyze and evaluate the effectiveness of TD curriculum, courses, and training aids
- periodically amend and update TD curriculum, courses, and training aids based on current agency needs and results from evaluation

Conduct Individual Development Planning Design and Management includes identifying objectives for employee learning development plans and developing learning interventions to support desired technical competencies and proficiency levels. Also includes the provisioning of those interventions, evaluating to the extent of which those interventions supported performance and career development, and monitoring effectiveness. The outcomes of this service include, but are not limited to:
- IDP program objectives
- support the identification and documentation of individual employee's desired competency and proficiency development in collaboration with supervisors
- document and track progress against the pursuit of employees' established learning and career goals, and remediate as necessary
- periodically assess IDP program's effectiveness in supporting the development of desired competencies and proficiency levels within the employee population

Administer Coaching Program Design and Management includes improving effectiveness within the organization by maintaining trained and certified coaches. The program will establish and implement coaching agreements, provide a results assessment, and recommend next steps for the employee. The outcomes of this service include, but are not limited to:

- objectives for improving agency and employee effectiveness via coaching
- identify and evaluate critical growth areas within the employee population that uses coaching
- maintain and verify trained, qualified, and certified coaches in accordance with agency policy and procedures
- match employees with appropriate coaches to cultivate identified growth areas
- establish, maintain, and track coaching agreements
- provide consistent and effective coaching to employees by trained, qualified, and certified coaches
- assess the professional and personal development impact of coaching on employees and document next steps for the continued improvement of employee effectiveness and performance

Administer Leadership Development Program Design and Management includes identifying objectives for developing leaders and developing interventions to support those leaders. Also includes the provisioning of those interventions, evaluating the extent of which those interventions supported the leader, monitoring effectiveness, and ensuring the involvement of cross-functional managers outside of the HC organization. Programs should be tailored to agency-specific needs. The outcomes of this service include, but are not limited to:

- objectives for developing agency leaders to support agency-specific strategic goals and the agency mission
- learning interventions designed to support agency and federal leadership development objectives
- monitor, report, and evaluate the extent to which the program meets objectives and supports leadership development
- integrate with agency succession planning initiatives

Participate in On-The-Job Training includes those activities such as classroom training, online training, and job rotation that are aimed at increasing the job skills of an employee and/or increasing the range of responsibilities that an employee is capable of performing.

Administer Apprentice Internship involves offering qualified veterans an opportunity for employment within an administration to learn specific trades for permanent VA assignment or life skills outside of the VA; the programs are to identify individuals at risk for homelessness, disabled veterans, and other veterans seeking personal economic progression. Additionally, this function will involve programs to employ personnel under accession plans to bring in talent from traditional and non-traditional apprenticeship communities (university and colleges, community college, trade school, etc..).

Perform Learning Administration is the management and administration of agency talent development processes and programs. It also includes exercising the contracts, processes, procedures, resources etc. to apply workforce development tools (e.g., training classes) and the administrative procedures to ensure proper operation and accounting.

Conduct Course Registration and Delivery Design and Management includes coordinating and maintaining the administrative and the logistical aspects of registration and delivery of courses and related talent development activities(e.g., registrations, tracking participation or attendance, cancellations, scheduling and setting up facilities). The outcomes of this service include, but are not limited to:

- processes and supporting capabilities to register participants for, and administer courses and related talent development activities
- record and track information related to course and talent development activity registration and administration
- manage the various mediums through which a courses and talent development activities may be offered

Perform Talent Development Program Tracking and Reporting includes providing and maintaining all aspects of talent development program tracking and reporting (e.g., user audit trails such as signature, date/time, or duration; training history; metrics on all aspects of TD programs participation such as registration, participation, cancellations, completions, etc.). The outcomes of this service include, but are not limited to::

- collect, view, and edit information related to all aspects of talent development programs, including program planning, design, and administration
- monitor, evaluate, and report information on all formal and informal talent development program activities (e.g., courses, certifications, completions, mentoring, coaching, other non-traditional development opportunities) and their support activities

Administer Job Specific Qualification Program Design and Management includes identifying objectives for job specific programs and developing learning interventions to support desired competencies and proficiency levels. Also includes the provisioning of those interventions, evaluation to the extent of which those interventions supported performance, monitoring effectiveness, and ensuring the involvement of cross-functional managers outside of the HC organization. The outcomes of this service include, but are not limited to:

- training needs analysis
- job specific talent development curriculum, courses, and training aids
- analyze and evaluate the effectiveness of Job specific curriculum, courses, and training aids.
- periodically amend and update Job Specific curriculum, courses, and training aids based on current agency needs and results from evaluation.

Perform Talent Development System Administration includes providing and maintaining TD data (e.g., qualifications, skills, competencies, certification and licensing, training events, learning histories) regardless of federal agency. The outcomes of this service include, but are not limited to:
- record individual employee and workforce data with respect to talent development activities (e.g., qualifications, skills, competencies, certification and licensing, training events, learning histories)
- maintain the accuracy and integrity of individual employee and workforce talent development data
- easy access to individual employee and workforce talent development data, within and outside the agency
- privacy of all individual employee and workforce talent development data
- view, add, and modify talent development data in accordance with agency and federal rules and regulations

Conduct Certification and Credit Management includes providing and maintaining the administrative and the logistical aspects of course certification and credit management. The outcomes of this service include, but are not limited to:
- manage and track all applicable certifications and credits throughout the employee job history
- provide ongoing monitoring and updating of certifications
- maintain and update the employee training and certification history regardless of agency

Administer Employee Performance Management involves creating, implementing, and maintaining comprehensive employee performance management practices, programs, and activities that support mission objectives.

Conduct Employee Performance Management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals. This includes, but is not limited to, setting standards and appraisals. This Function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach.

Conduct Employee Performance Management System Development includes establishing a framework of policies and parameters by an agency for the administration of performance appraisal programs as defined at 5 U.S.C. 4302 and 5 CFR 430.204. The outcomes of this service include, but are not limited to:
- develop agency specific guidelines and policies that govern employee performance management activities in compliance with U.S.C. 4302 and 5 CFR 430.204

Conduct Employee Performance Management Program Development includes creating results-oriented, performance-based Performance Management Program(s) to ensure accountability, fairness, and alignment with the mission and goals of the agency. The outcomes of this service include, but are not limited to:
- define objectives for the EPM programs
- define procedures, methods, and requirements for planning, monitoring, and rating employee performance:
    - developed in accordance with the agency's approved performance appraisal system(s)
    - aligned with the agency's overall employee performance strategy and objectives
- administrative and logistical support for EPM programs

Conduct Employee Performance Management Program Evaluation includes conducting evaluations to help agencies ensure that their Performance Management Programs are compliant with policy. The outcomes of this service include, but are not limited to:
- evaluation methodology to assess Performance Management Program's:
    - policy compliance
    - extent to which the program is meeting agency performance management objectives and goals
- evaluate program policy compliance
- evaluate extent to which the program is meeting agency performance management objectives and goals
- verify remediation of non-compliance

Conduct Employee Performance Management Cycle Administration includes developing, communicating, monitoring, appraising, and rewarding individual employee performance in accordance with policy. The outcomes of this service include, but are not limited to:
- communicate employee work and performance expectations
- monitor and rate employee performance
- communicate employee performance ratings
- initiate employee reward and/or remediation based on employee performance rating
- manage and facilitate all logistical aspects (e.g. workflow management, furnishing of documents, tracking of process progress) associated with the performance management process

Conduct Employee Performance Management Data Capture, Transfer, and Reporting includes maintaining employee performance management records in accordance with policy. Provides the ability to extract reports on captured data. The outcomes of this service include, but are not limited to:
- method to capture and store employee performance records
- transfer of employee performance data in accordance with policy
- method for generating standard and ad hoc employee performance reports
- ability to view and edit employee performance records to ensure records are accurate and current

Perform Recognition Management involves defining appropriate types of recognition (e.g. cash, non-monetary, honor awards), analyzing current recognition and reward programs and practices so that they are aligned to organizational business and people strategies and motivate individual/team/organizational achievement, so that award criteria are sufficiently met.
Perform Recognition Programs Development includes creating awards programs. The outcomes of this service include, but are not limited to:
- the objectives for the employee rewards program
- the procedures, methods, and requirements to provide rewards to employees
- administrative and logistical support for processing employee rewards
Manage Performance Appraisal System Certification for SES and SL/ST performance appraisal systems involves designing and implementing a performance appraisal system covering Senior Executive Service employees, or covering Senior-Level (SL) and Scientific and Professional (ST) employees, respectively, in a manner that achieves certification by OPM, with OMB concurrence, that the appraisal system, as designed and applied, makes meaningful distinctions based on relative performance, thus authorizing use of a higher maximum pay cap and aggregate pay limit than would otherwise apply to employees covered by the applicable appraisal system(s).
Manage Compensation and Benefits involves designing, developing, and implementing compensation, benefits, and retention programs to support agency mission and workforce strategy.
Administer Compensation Management (Payroll) designs, develops, and implements compensation policies and programs that attract, retain, and compensate employees in accordance with law and regulations; develops and implements strategic and cost effective use of pay flexibilities to address agency recruitment and retention needs in support of their missions and goals; coordinates with appropriate organizations to promote policies, programs, and human resources, payroll, and time and attendance systems which support accurate and timely benefits for employees.

Conduct Work Schedule and Leave Management designs, develops, and implements leave and work schedule policies and programs that attract, retain, and meet the work-life needs of employees in accordance with law and regulations. Develops and implements policies to administer leave and work schedules in support of agency missions and goals. Coordinates with organizations to provide for the appropriate conveyance of policies, programs, human resources, payroll, and time and attendance systems supporting accurate and timely benefits for employees.
Perform Benefits Management is a collaborative process of establishing and maintaining a quality and competitive portfolio of insurance and tax-saving benefits for federal employees, retirees, and their families. The portfolio of benefits includes health insurance, life insurance, dental and vision insurance, long-term care insurance, and flexible spending accounts. Management includes administering and negotiating various contracts and oversight of day-to-day program activities, contract performance, customer service, and conducting Open Season. Program quality, competition, and innovation are maintained and improved through a continuous review and development of effective strategies, goals and policies.

Manage Benefits Policy and Procedure includes interpreting and advising on Federal and Agency benefit policies and designing agency benefits strategy, policies, and procedures.
Perform Agency Benefits Administration includes managing eligibility and enrollment for benefits programs.
Perform Benefits Counseling and Communications involves implementing a benefits communication strategy to educate and counsel employees.
Manage Work-life Strategy and Policy includes developing Agency Work-Life strategies, programs, and, policies.
Manage Work-life Program Administration includes administering Work-life Programs.

Conduct Work-Life Wellness/Employee Assistance Program is associated with developing and administering employees assistance programs. This function also includes maintaining or improving employee's quality of life. This includes developing policies, future plans, revenue-producing and cost saving initiatives to support Work-Life Wellness programs, providing budget and program related guidance, and policy oversight.
Manage Separation and Retirement involves conducting efficient and accurate HC processing actions in support of employee separations and retirement.
Perform Separation Counseling involves determining the terms, entitlements, and benefits options of separation (e.g. leave balance payout or transfer of account, severance, pension, and Temporary Continuation of Coverage, to name a few) and conducting counseling activities, when appropriate or requested, to assist the separating employee and/or his or her family with the transition and helping complete necessary documents.
Perform Retirement Planning and Processing includes retirement counseling between the HR department and the prospective retiree and retirement application processing (which includes input from the prospective retiree, HR, and payroll).
Manage Employee Relation and Continuous Vetting includes designing, developing, and implementing programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.
Administer Employee Accountability for Conduct involves developing policies and procedures for addressing conduct or behavior that detracts from the efficiency of the service.
Administer Employee Accountability for Performance involves developing policies and procedures that address unacceptable performance when an employee fails to meet established performance standards in one or more critical elements of such employee's position.

Manage Administrative Grievances and Third-Party Proceedings for employee accountability matters refer to the processes and procedures agencies use to objectively review and resolve a matter related to personnel actions taken for employee performance, misconduct or resulting from whistleblowing. These processes are also used to resolve concerns or dissatisfaction relating to working conditions or employment decisions affecting an employee not covered by a labor agreement with a union, including engagement in alternative methods of dispute resolution, as appropriate, (e.g., mediation, fact finding, ombudsman meeting, dispute panels, and facilitated discussion).

Establish Reasonable Accommodation refers to formal procedures for handling requests for an adjustment or change to some aspect of one's job or benefit of employment for reasons related to a disability or medical condition, and available provisions that make it easier for an employee to successfully perform the essential functions of his or her position.

Execute Continuous Vetting involves conducting periodic and aperiodic (as applicable) assessments as to whether: (i) the individual continues to meet the standard for eligibility for logical or physical access to agency systems and facilities; (ii) the individual continues to meet the standard for eligibility to hold a position that is national security sensitive (including a position that requires eligibility for access to classified information); or (iii) there is evidence that suggests the employee's removal would promote the efficiency of the service.

Manage Equal Opportunity and Grievance Processes includes all activities associated with administering EEO processes and employee grievances including anti-harassment/prevention of the VA workforce.

Manage Labor Relations involves managing the relationship between the agency and the respective management associations and unions.

Perform Labor Management Relations involves managing bargaining unit recognition requests, establishing an environment and resources conducive for ongoing communication between management and labor organizations representing Federal employees, and pursuing union negotiations, contracts, and agreements that are legal and compliant with government-wide laws, rules, and regulations. Labor Management Relations also involves consulting and communicating with non-labor organizations whose members are Federal employees and with other organizations on matters related to agency operations and personnel management. Such consultations and communications do not take on the character of negotiations or consultations regarding conditions of employment of bargaining unit employees.

Evaluate Negotiated Grievances and Third-Party Proceedings refer to the procedures and guidelines to be followed by employees, management, and/or the union when resolving complaints or disputes concerning a claimed breach of the collective bargaining agreement, or any claimed violation, misinterpretation, or misapplication of any law, rule, or regulation affecting conditions of employment. For any grievance not satisfactorily settled under the negotiated grievance procedures, parties may voluntarily elect to settle disputes informally through the alternative dispute resolution (ADR) process and/or invoke arbitration for the case to be heard before a third-party arbitrator who will make a final and binding decision.

Administer Collective Bargaining means the performance of the mutual obligation of the representative of an agency and the exclusive representative of employees in an appropriate unit in the agency to meet at reasonable times and to consult and bargain in a good-faith effort to reach agreement with respect to the conditions of employment affecting such employees and to execute, if requested by either party, a written document incorporating any collective bargaining agreement reached, but the obligation referred to in this paragraph does not compel either party to agree to a proposal or to make a concession.
Conduct Workforce Analytics and Employee Records involves implementing a systematic, flexible, and inclusive process to review workforce and performance data, metrics, and results, to anticipate and plan for future strategic and operational requirements, and to make holistically informed Human Capital Management decisions.

Manage Employee Inquiry Processing refers to the process of handling, responding to, and maintaining information associated with employee questions, concerns, complaints, or suggestions.
Perform Employee Research involves the use of surveys, focus groups, and other data-gathering methods to reveal the attitudes, opinions, and feelings of employees that could influence the organization.
Conduct Workforce and Performance Analytics provide evidence-based metrics allowing government-wide and agency leadership to enhance recruitment, staffing, training and development, and facilitate compensation and benefits modeling, as well as the application of statistical models on such human resources issues as retention rates, time to on-board, retirement trends and employee engagement.
Conduct Workforce and Performance Reporting involves communicating organizational composition, resources utilization, and/or achievements data to relevant stakeholders to inform goal creation and drive positive change.
Evaluate Employee Records Recordkeeping is the coordinated policies and procedures, normally based on statutory/regulatory requirements or business need, that define obligations for the creation and maintenance of records by an organization.

Manage Records Disclosure refers to the maintenance, protection, making of decisions about furnishing and withholding, and amendment of records within a system of records as defined by the Privacy Act of 1974, the Freedom of Information Act, as amended, and other applicable laws.
Provide Information Technology Services includes the coordination of information technology infrastructure, resources and systems required to support an IT service.

Provide and Maintain IT Infrastructure involves the planning, design, and maintenance of an IT Infrastructure to effectively support automated needs (i.e. platforms, networks, servers, printers, etc.).
Manage Data Center is associated with creating and maintaining a large group of networked computer servers for the remote storage, processing, or distribution of large amounts of data. This includes managing the data center facility, lab, disaster recovery services, high-security level services, cloud services, DCIM, infrastructure and network design, power/energy services, environmental control services and fire protection services.

Perform Availability and Capacity Management manages the IT service availability requirements of the business. This function plans, measures, monitors and continuously strives to improve the availability of the IT infrastructure and supporting organization to ensure the agreed requirements are consistently met. It also matches the capacity of the IT services and infrastructure to the current and future identified needs of the business. Capacity Management ensures that IT resources are right-sized to meet current and future business requirements in a cost-effective manner.

Manage Web Infrastructure includes equipment/services to support delivery of services over the Internet or similar networks. These include supporting: Network Services which consists of protocols defining the format and structure of data and information either accessed from a directory or exchanged through communications; Service Transport which consists of protocols defining the format and structure of data and information either accessed from a directory or exchanged through communications.

Provide Networks and Telecommunications includes identification and implementation of technology standards, software, monitoring capability and hardware for computer networking and telecommunications throughout VA.
Manage Networks and Connectivity is associated with maintaining LAN/WAN equipment and services, data networks, domain services, internet connectivity, VPN services, Unified Communication Services, satellite services, remote access, load balancing, Wi-Fi network design and management, cellular data networks, software defined networking, mobile device management, instant messaging services, Internet of Things management, firewall services, routing and switching network services, and network design and architecture.
Manage Voice Communications entails the enablement or distribution of voice services through on premise equipment including PBX, VoIP, voicemail and handsets (excludes telecom and communication services).
Manage Audio/ Video Conferencing Services entails providing communication capabilities across long distances with audio and/ or video contact that may also include graphics and data exchange and includes all equipment, software, hardware, networks, etc. necessary to perform these functions. Audio and video conferencing equipment are typically used in conference rooms and dedicated telepresence rooms to enable workforce communications.
Manage Email Services entails enabling the exchange and storing of digital messages between people using digital devices such as computers and mobile phones within the VA network and to external recipients.
Manage Data Exchanges supports the interchange of information between multiple systems and applications; includes verification that transmitted data was received unaltered. This includes the ability to extract, transform and load data from a source to enable aggregation and reporting.
Provide Platforms and Storage includes evaluation and determination of standards, hardware, and software platforms that will support computing applications and data storage in VA's technical environment.
Monitor Systems Resource Usage includes supporting the balance and allocation of memory, usage, disk space and performance on computers and their applications.

Provide Data Recovery and Backup Services entails providing the set of capabilities to support the restoration, backup and stabilization of data sets to a consistent and desired state.

Provide Data Storage includes supporting online storage, offline storage, networked storage, distributed storage, block chain, multimedia storage, mainframe online storage, and storage destruction.

Enable Collaboration and Electronic Workplace evaluates and enables multi-vendor end user devices support for collaboration between Veterans, VA employees, and contractors. This includes tools and systems such as SharePoint, MAX, Web Conferencing, Cisco TelePresence, etc.

Provide Assistive Technology (AT) Services provides the infrastructure and capabilities required for the hardware and software that help people who are physically or visually impaired, as well as ensuring electronic and information technology is accessible to people with disabilities, including VA employees and members of the public (i.e. 508 Compliant). This includes developing standards for all electronic and information technology for AT Services. Factors influencing support of a particular AT product by the Department include but are not limited to 1) compatibility with the Department's enterprise architecture 2) compatibility with the Department's information security policies and directives 3) availability of VA-provided AT training 4) whether AT is supported by scripts and macros to ensure successful operation of the AT with VA legacy applications.

Perform IT Operations defines and supports management and administration of VA's IT enterprise and its associated facilities, assets, programs, and projects. The objective is to monitor and control the IT services and IT infrastructure, and to make sure that IT services are delivered effectively and efficiently.

Provide End User Services involves the management of a service center to respond to government and contract employees' technical and administrative questions. This process provides the capability to identify trends for the customer's satisfaction of issue resolution. This activity also involves delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.

Perform Event Management is the activity that monitors all Events that occur through the IT infrastructure. It allows for normal operation and also detects and escalates exception conditions. The objective of Event Management is to make sure Configuration Items (CIs) and services are constantly monitored. The Event Management process aims to filter and categorize Events in order to decide on appropriate actions if required.

Perform Incident Management aims to manage the lifecycle of all Incidents (unplanned interruptions or reductions in quality of IT services). The primary objective of this process is to return the IT service to users as quickly as possible. The Incident Management activity ensures that normal service operation is restored as quickly as possible and the business impact is minimized.

Perform Configuration Management aims to maintain information about Configuration Items (CIs) required to deliver an IT service, including their relationships. This function identifies, controls, maintains, and verifies the versions of CIs and their relationships in a logical model of the infrastructure and services.

Perform Service Execution and Service Management delivers operational services to VA business lines by matching resources to business objectives and by matching resources to commitments and employing the IT infrastructure to conduct IT operations. This function includes negotiating Service Level Agreements with the customers and to design services in accordance with the agreed service level targets. This function is also responsible for ensuring that all Operational Level Agreements and Underpinning Contracts are appropriate, and to monitor and report on service levels.

Manage Enterprise Licenses and Software includes license management and software distribution; it supports the purchase, upgrade and tracking of legal usage contracts for system software and applications and support the propagation, installation and upgrade of written computer programs, applications and components.

Monitor End to End System Performance and Availability includes activities that are primarily for viewing and analyzing the most recent performance data that is received from agents in a monitored system. The performance data identifies, collects, monitors and reports on the overall operational health of a computer system. It is a performance monitoring activity that enables end users, administrators and organizations to gauge and evaluate the performance of a given system.

Certify and Accredit IT Systems, Applications, and Devices includes the set of capabilities to support the certification and accreditation (C&A) of federal information systems, applications, and devices as described in NIST SP800-37.

Manage IT Systems Lifecycle encompasses all program management functions for the complete life-cycle of IT business systems. This includes overseeing system development/ integration, system enhancements, operational sustainment and decommissioning of these IT systems.

Perform Planning and Requirements Analysis includes defining program/project scope and objectives, development of business and technical requirements, completion and approval of a business case, and related activities necessary to budget, fully resource and plan for project execution. It includes the development of a project management plan and analysis of user needs to develop user requirements.

Perform Design transforms detailed requirements into complete and detailed System Design Document, which focuses on how to deliver the required functionality. This includes the set of activities necessary to define and document the automated software solution necessary to meet the requirements developed during planning and requirements analysis.

Perform Development includes the set of activities required to build the software solution and associated IT environment necessary to operationalize the design. This function includes acquiring and installing systems environment; creating and testing databases; preparing test case procedures; preparing test files, coding, compiling, and refining programs; performing test readiness review and procurement activities.

Perform Integration and Testing involves the execution of the developed software in a controlled manner to demonstrate that when implemented the software will behave as designed, as specified in the Functional Requirements Document. Elements of the software testing may validate: it meets the requirements that guided its design and development; it responds correctly to all variations of input; it is sufficiently usable, responsive and scalable; it can be securely installed and run in its intended environment; and it achieves the general results desired by the business process owner.

Perform Implementation involves systematically integrating the tested software into the operational environment. Depending on the complexity of an implementation; these activities may also include updating operational procedures, implementation preparation, resolution of problems identified in the Integration and Test Phases, training, change management activities, data conversions and contingency planning in the event that a software rollback is required due to the software not meeting pre-defined performance characteristics.

Perform Evolution, Maintenance, and Disposition includes the product life-cycle management of software from initial operational capability through end of life-cycle decommissioning of the software and any associated IT environment software and hardware. This includes on-going maintenance of the software and associated IT environment, installation and management of patches and upgrades, performance monitoring and periodic evaluation of the ability of the software to meet user community needs.

Conduct IT Project Management encompasses organization, planning, control and monitoring of all tasks and resources required to achieve the defined project goals and objectives (e.g. execution of the VIP lifecycle).

Perform Release Management controls the introduction of changes to hardware and software into the IT production environment through a release strategy which minimizes the risk associated with the changes. Activities of this function include planning, monitoring and implementation of respective Rollouts or Rollins in co-ordination with Change Management.

Conduct IT Change Management manages the life cycle of an IT change request and activities that measure the effectiveness of the process as well as provide for its continued enhancement. The primary objective of this function is to enable beneficial changes to be made, with minimum disruption to IT services.

Conduct IT Portfolio Management is the application of systematic management of IT investments to ensure the enterprise service provider has the right mix of products and services to balance the investment in IT with the ability to meet business outcomes.

Manage IT Security includes those activities related to cybersecurity, system forensics, and system vulnerability assessments.

Maintain Cybersecurity Reporting Data includes those activities associated with collecting and maintaining the data necessary to meet cybersecurity reporting needs.

Provide Cyber Threat Intelligence includes collecting and reviewing cyber threat intelligence to identify threats relevant to the VA.

Conduct System Forensics Analysis includes performing investigations on computer-based crimes, establishing documentary or physical evidence of such crimes, analyzing digital evidence, and researching computer security incidents to derive useful information in support of enhanced system/network security.
Assess System and Network Vulnerabilities includes identifying systems/networks that deviate from acceptable configurations or local policy, including measuring the effectiveness of defense-in-depth architecture against known vulnerabilities. It also incorporates performing penetration testing on enterprise network assets, identifying security requirements/gaps across the enterprise, and performing external assessments of such activities as phishing, web/mobile application use, database scanning, and cyber exercise coordination.
Conduct Mail Operations Management includes managing interoffice and interagency mail; USPS and other carrier services; and dealing with any special handling delivery mail.
Manage Interoffice and Interagency Mail service describes the requirements and activities necessary to execute and manage the administrative and non administrative functions related to interoffice and interagency mail.
Manage Interoffice Mail Delivery includes collecting, sorting, and delivering interoffice mail from designated mail stops.
Manage Interagency Mail Delivery includes collecting, sorting, and delivering interagency mail.
Manage USPS and Other Carrier Mail service describes the requirements and activities necessary to execute and manage the administrative and non administrative functions related to the delivery of USPS and Other Carrier Mail.
Manage USPS Mail Delivery includes receiving, sorting, and delivering incoming USPS, other mail carrier, and courier mail; Scan and track incoming mail.
Manage Mail Delivery to USPS includes designing, addressing, sorting, and delivering mail pieces to U.S. Postal Service (USPS).
Conduct Mail Carrier Selection compares real-time information from multiple carriers and identifies the most cost-efficient carrier based on weight, destination, and time sensitivity of delivery.
Manage Special Handling and Delivery Mail service describes the requirements and activities necessary to execute and manage the administrative and non administrative functions related to the Special Handling and Delivery Mail.
Provide Special Courier Services "hand carry" message and courier services.
Provide Special Handling Services handles services for certified, registered, and foreign mail and hazardous materials (per federal guidelines).
Provide Special Delivery Services including proof of delivery, overnight delivery, and domestic and international express and ground shipment.
Perform Property Management involves the design of the property and its' development; property acquisition and control and operations.

Perform Property Acquisition and Control service is associated with property acquisition and receipt. It accepts real property and the associated capital costs into the VA real property inventory. It ensures compliance with all property acceptance criteria. Steps include: inspect and verify the property; identify deficiencies, make determination of acceptability, collect and validate property documentation such as as-build drawings and warranty information; sign and certify evidence of acceptance. It also includes property inventory management and control activity that verifies the existence, location, and quantity of property to ensure accountability and enable accurate valuation of property. It also includes physically counting/verifying of assets to ensure accountability (existence, quantity and condition) to enable accurate valuation of existing assets. The function includes property clean-up and maintenance, transfer, disposal or retirement and control reporting.

Perform Property Acquisition/Receipt includes physical control or delivery of property; Acquire or receive title to property; Record receipt of property and results of initial physical inspection regarding the condition of property; Capture initial and adjustments to acquisition/receipt costs. Includes acquiring/receiving purchased, leased, loaned, granted, transferred, constructed, or donated property.
Place Property into Service involves all activities required to make an asset fully operational (for both new assets and improvements to existing assets). This may include distribution, assembly, installation, and testing of an asset to ensure that it meets specifications.
Conduct Property Inventorying and Monitoring Conduct includes periodic inventories and inspections of real property; Monitor property utilization and impairment; Includes use of barcode scanners with Web-based data to assist property custodians with physical inventory management and barcode tags for all accountable assets received.

Conduct Property Clean-up and Maintenance captures clean-up or maintenance costs and determines increase in property life.
Manage Property Transfer, Disposal, or Retirement includes Transfer, dispose of, or retire property; Capture transfer, disposal, or retirement costs; Determine losses or gains when property is sold, donated, scrapped, lost, or retired; Includes processing intra-departmental transfers and transfers of applicable federal surplus real property to states and local units of government and 501(c)(3) tax-exempt nonprofit organizations.

Determine Property Valuation includes determining property expected life and value; Includes determining capitalization of labor costs, changes in capital lease costs, increased value, depreciation, amortization, depletion of capitalized assets, and value of work in progress.
Establish Property Control and Accountability maintains property records, including custodian, location, quantity, expected life, and value.
Provide Property Acquisition and Control Reporting reports information on property acquisition/receipt, status, costs, valuation, and control.

Develop Facilities and Grounds Capital Investment includes the acquisition and development of facilities and grounds in geographic areas with a large Veteran population that are under-served for Veteran's benefits and services. This includes canvasing the local area for sites of the size needed to meet demographic forecasts and evaluating potential sites for their suitability. Potential sites being evaluated consist of property purchased at fair market value or property donated to VA; or Federal and state lands transferred to VA. Before the final sales contract is signed, the Department of Justice, acting on behalf of VA, reviews all documents to ensure that the contract and title meet all the requirements for a legal transfer of ownership. This review and evaluation ensures that required forms are provided, projects comply with Environmental Policy and Historic Preservation acts, master plans are provided, appropriate design documents are submitted, and that all proposals meet evaluation criteria.

Execute Licensing and Permits consists of all activities associated with obtaining the appropriate construction and occupancy permits and managing the associated inspections and approvals in accordance will all applicable Federal, State and municipal requirements. The primary purpose of this activity is to ensure work performed meets building, mechanical, plumbing, electrical and environmental requirements necessary for construction completion and occupancy.

Perform Property Design and Development develops strategies for procuring space and relevant professional services; Assist federal agency customers in acquiring leases and space within federal buildings, provides space design and construction project and acquisition planning management support; review proposals and contracts for construction and coordinates direct contracts and assists with move-in.

Conduct Property Strategy Development develops strategies for procuring space and professional services; Assist federal agency customers in acquiring leases and space within federal buildings .

Conduct Property Space Design and Construction provides space design and construction management; Review proposals and contracts for construction; Coordinate direct contracts; Assist with move-in.

Develop and Prepare New or Enhanced Grounds includes all activities associated with new cemetery planning and design or expansion of current cemetery assets. (http://www.cem.va.gov/cem/docs/factsheets/newcemdev.pdf)

Provide Construction, Engineering Architecture, and Project Management oversight and support includes technical support to the dismantlement, demolition, and Construction of Real Property, and Alterations of Real Property including guidance on facility condition assessments, technical/building studies, critical path method scheduling and training.

Perform Property Operations Management activity is associated with maintaining property to keep them in standard working condition, and extending their capacity, capability, or useful life through fabrication, assembly, mixing, separating, forming, machining and chemical processes. It also includes sub activities such as parking, space and relocation management.

Perform Facilities Operation and Maintenance operates and maintains government-owned plumbing, heating, ventilation, and air conditioning systems; Provide cleaning, landscaping, window washing, snow removal, and pest control services; Provide energy management and emergency backup power systems; Perform lock work; Provide waste removal, recycling, and shredding services; Perform utilities management and energy audits; Provide building maintenance service call management; Consult on operational issues and service contracts; Serve as a liaison between customers and GSA or building owners on building operations issues; Provide environmental and building safety services and fire extinguisher maintenance.

Perform Enhanced Use Lease Management includes all activities associated with leasing under-utilized VA property to private sector partners.
Manage Non-Recurring Maintenance of Real Property includes the development and award of contracts to address facility maintenance backlogs, clinical service initiatives, green energy programs, infrastructure improvement programs, and infrastructure sustainment.
Perform Parking Management acquires parking spaces; Distributes parking permits; Provides customer parking services; Formulates parking policies; Communicates and reports parking information.
Perform Storage Management manages general storage and specialized custom storage to meet customer-driven requirements to include temperature-controlled and secure environments; Secure short-term or long-term storage; Acquire materiel storage and management including potency/dating surveillance; Provide 24-hour video monitoring, as well as secure storage locations and climate control, recorded for reporting capabilities; Coordinate transportation and delivery services, disposal services, and special handling programs for materials; Maintain accountable property receiving and storage records; Provide accountable property storage information.

Perform Room Management provides a centralized reservation system, room configuration (furniture), meeting setup and breakdown, and coordination of technical support (IT, audio-visual and teleconference lines) and standard janitorial services on a routine basis.
Perform Property Relocation and Moving Services manages relocations of personal property, office items and equipment; Pickup, transport, and unloading of materials for interoffice moves and building relocations by professional workers; Assembly and disassembly of furniture and components; Pickup and delivery of boxes and packages; Rearrangement of office space; Labor services for other non-personal service requirements.
Manage Grounds is the function of managing the grounds for VA buildings and facilities other than Cemeteries.

Develop and Oversee Facility Policies includes all activities necessary to provide upkeep in order to maintain VA facilities.
Manage Occupational Health and Safety Act and Environmental Hazards Policies and Programs includes the development and oversight of VA facility, including leased facilities, compliance with applicable laws and regulations.

Manage VA Asset Sales encompasses the activities associated with the acquisition, oversight, tracking, and sale of non-internal assets managed by the federal government with a commercial value and sold to the private sector.

Perform Space Management is the process of managing and assigning office space.

Manage Inventory and Equipment involves the full life-cycle management of inventory and equipment owned and used by VA in the normal course of business. This includes accounting for, maintaining, administering, certification, and operation of fleets, machinery, equipment, IT hardware and software, and consumable inventory owned and leased by VA.

Plan Inventory and Equipment involves development of planning strategies to fulfill both existing and forecasted requirements. The development of planning strategies includes the use of demand management to correctly interpret existing and forecasted requirements and determine inventory fulfillment strategies through maintenance and operations of inventory and equipment owned and leased by VA. This process will also involve maintenance of a comprehensive and accurate listing of inventory available to fill purchase requisitions.

Source/Order Inventory and Equipment is the process of identifying and executing inventory fulfillment against a specific source for maintenance, administration, certification, and operations of inventory and equipment owned and leased by VA. Factors such as lead time, capacity and cost enter into the decision-making process. Goods determined to be purchased will follow a process involving requirements identification, sourcing, contract management, purchasing, payment management, and receipt/debt management. Goods determined to be repaired or refurbished will follow a process that includes conversion of planned orders into production/repair orders, scheduling, capacity and material availability checks, order confirmations (shop reporting), goods receipt into inventory and order close-out.

Receive/Accept Inventory and Equipment is a multi-step process involving formal receipt, acceptance and warehousing of inventory. The receipt process involves confirmation by an authorized official that inventory (including in-transit inventory and returns) was received. The acceptance process involves either a formal acceptance of delivery by the government or a return or other action when formal acceptance of delivery was not rendered. Warehousing includes taking physical custody and providing appropriate storage.

Distribute Inventory and Equipment involves transferring inventory to selected destinations in anticipation of buyer demands, taking physical custody at receiving sites, assigning storage locations, preparing shipments to buyers, and updating inventory records.

Perform Inventory and Equipment Administration involves proper identification, handling, storage, tracking, maintaining readiness, and disposition of inventory for issuance and periodic audit of materials. In addition, this process includes reconciliations between staff office activities and enterprise level reporting as well as inventory valuation adjustments as required.

Produce and Manage Long-range and Annual Capital Investments involves the activities outlined in the VA Strategic Capital Investment Planning (SCIP) process including linking expected outcomes of capital investments (including IT assets) to strategic goals and objectives, analyzing and ranking potential investments, considering capital investment partners and managing systems to support informed decisions and reporting.

Prioritize Capital Investments involves providing a comprehensive plan to improve the quality, access, and cost efficiency of the delivery of VA benefits and services through modern (i.e., newer and/or better conditioned) facilities that match the location and needs of current and future demand - locating VA facilities where our Nation's Veterans live. The capital investments in the plan are ranked and projects are selected based on established criteria.

Develop Legislative Analysis for Capital Programs and Investments involves analyzing new and emerging legislation to provide requirements or opportunities to develop capital investment proposals.

Coordinates Capital Planning with Federal, State, and Local Government Partners involves the consideration of joint-venture projects and other alternatives to satisfy VA capital needs to serve Veterans.

Manages Capital Investment Information Systems provides business systems support for VA's Capital Asset Management program (Capital Asset Inventory System, SCIP Automation Tool, SCIP SharePoint sites, OAEM Records Management tool (Records Center), EUL Information system, and OAEM SharePoint sites).

Perform Sales Order and Fulfillment Management is associated with the sales ordering; conducting sales inventory/fulfillment management and customer relationship.

Perform Sales Ordering Management function includes all activities associated with the intake, processing and reporting of sales orders.

Manage Sales Order Intake manages order intake through sales channels (e.g., direct mail, phone, web, Point of Sale (POS) systems); Manage shipping and handling options and preferences; Manage subscription and membership orders; Manage e-certificate orders and redemption; Manage household order limit processing.

Manage Sales Order Processing manages first-in first-served processing and release to fulfillment; Track order status; Generate sales order invoices; Process payments; Manage returns, exchanges, backorders, and exception orders; Generate sales order credit memos; Manage fraud detection and resolution; Manage unpaid orders and delinquent accounts.

Provide Sales Order Reporting reports information on sale order volumes, patterns, and trends.

Conduct Sales Inventory/Fulfillment Management is associated with receiving a product or material that is ordered (and may be configured), maintains inventory ordered (and/or configured) and other order fulfillment activities such as generating, filling, delivering and servicing customer orders. At the operational level, the order fulfillment process focuses on transactions and is largely executed within the logistics function, but at the strategic level, it focuses on making critical decisions about the process that influence the performance of the organization, its customers and its suppliers. This requires integration of all the key functions and is enhanced through collaboration and coordination with key suppliers and customers. Order fulfillment is a key service in managing the supply chain.

Manage Product Manufacturer Receipts and Returns includes receiving, inspecting, returning, documenting, and storing sales products delivered from manufacturer.

Conduct Sales Product Costing and Pricing collects, analyzes, and determines sales products' costs and price.

Conduct Sales Product Inventory Management conducts physical inventories of sales products; Place orders for replenishment with manufacturer; Track product components; Perform sales product quality inspections; Manage sales product returns and disposal.

Manage Sales Order Fulfillment manages warehouse facilities and operations; Manage order fulfillment hardware and software; Accept and fulfill individual and bulk orders; Perform product kitting, component light assembly, shrink-wrapping, packaging, labeling, and gift services; Manage shipping contracts, signatures, and bill auditing; Manage third-party insurance services; Process and ship promotional materials with orders.

Manage Operational Materials and Services refers to the administration of business practices to create the highest level of efficiency possible within an national cemetery. Operations management is concerned with converting materials and labor into goods and services as efficiently as possible to maximize the veterans experience of an national cemetery.

Manage Sales Order Warranty and Repair includes all activities related to processing, accepting returns, providing replacements or repairs of items. This includes both returned items sold as a reseller where items are returned to the original supplier under warranty or repaired and returned to the customer.

Perform Sales Customer Relationship Management encompasses all customer interaction associated with the sales order management process where VA is responsible for accepting, processing, fulfilling orders as the "seller." This customer interaction includes establishing and maintaining customer accounts, managing customer contacts, and on-going customer support and out-reach associated with the sales order management process.

Conduct Customer Account Management manages user and group accounts; Manages subscriptions and memberships; Maintains customer accounts (e.g., merge, purge, de-dupe, verify/validate/standardize addresses).

Conduct Customer Contact Management includes tracking and managing inbound and outbound customer contacts across channels (e.g., phone, email, mail, chat). Also includes maintaining customer support history.

Conduct Customer Support and Outreach Services maintains and makes available knowledge base and Frequently Asked Questions (FAQs); Manages social media integration; Manages email and other marketing campaigns; Manages customer surveys.

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BFF Comments	BFF Level	BFF Node Type	BFF UID
	0	Summary	1
Provide Access to Care represents an important concept in health care provisioning with regard to one's ability to obtain health services. "Access" refers to entry into or granting use of the health care system, including decisions points that influence entry or use. The specific dimensions represented by the functions of this LOB include availability and accessibility.	1	Summary	2
	2	Summary	6
	3	Leaf	11
	3	Leaf	7
	3	Leaf	13
	3	Leaf	15
	3	Leaf	30

	3	Leaf	765
	2	Summary	31
	3	Leaf	34
This function includes providing information about available benefits, eligibility requirements, and how to apply for benefits.	3	Leaf	17
	2	Leaf	656
	2	Leaf	22
Manage Veteran Self-Service Options captures steps the VA takes to put in place self-service access to health care for Veterans. It does not include the actual use of these self-services. The use of self-services is covered by the particular business function that is enabled by self-service. Examples of improving access through self-service include Kiosks, Blue Button and Virtual Lifetime Electronic Record (VLER) Veterans Authorizations and Preferences (VAP).	2	Leaf	752
Provide Public Health was added to capture VHA public and population health activities such as epidemiological studies and medical registry management. Provide Public Health was initially called “Manage Population Health” to be more in line with the Federal Enterprise Architecture (FEA) Business Reference Model (BRM) Health Business Area Population Health Management and Consumer Safety LOB. During the Health System subject matter expert interviews, it was determined that “Manage Public Health” was a more appropriate name for this LOB because this LOB is broader than just population health.	1	Summary	657
	2	Leaf	226
	2	Leaf	658

Topics addressed by these materials include human immunodeficiency virus, Hepatitis C, smoking and tobacco use, influenza, health care associated infections, and other emerging public health issues. Related programs: Tobacco and Health Policy Programs, The National HIV, Hepatitis C, and Public Health Pathogens Program, Infection, Don't Pass it On campaign, and public surveillance and research.	2	Leaf	39
Also includes epidemiological assessments, which involves surveillance and epidemiological studies on Veterans' health and health care.	2	Leaf	660
	2	Leaf	133
	2	Leaf	225
Provide Health Care Administration involves overseeing the day to day operations of a hospital, health care facility, or medical service. Personnel executing the functions in this LOB are making decisions about how to save money, managing staff, and handling any financial and legal problems that arise. Components represented herein comprise the necessary functions to provide the best patient care, while interpreting and ensuring compliance with laws that affect healthcare providers and administrators.	1	Summary	47
	2	Summary	813
	3	Leaf	816
	3	Leaf	815
	3	Summary	293

	4	Leaf	286
	4	Leaf	671
Included are code sets, ICD-9, ICD-10, SNOMED, clinical terminology dictionaries, medical terminology databases, and other lexicons.	4	Leaf	759
	4	Leaf	767
	3	Leaf	817
	3	Leaf	29
	3	Leaf	317
	3	Leaf	305
	2	Summary	278
	3	Summary	663

	4	Leaf	664
	4	Leaf	199
	4	Leaf	665
Patient Safety communications generate awareness and educate the field on best practices to avoid adverse events and enhance patient safety.	4	Leaf	666
	4	Leaf	145
This includes information such as ventilator associated pneumonia (VAP) infections, blood stream infections, Methicillin-Resistant Staphylococcus Aureus (MRSA), device related infections, urinary tract infections, emerging pathogens, and use of antibiotics.	4	Leaf	667

Canteen services include, but are not limited to: health and beauty care, snack shops, ladies' and men's departments, Special Order Call Center (to place catalog orders), barber and beautician services, laundry and dry cleaning services, and concessionaire sales.	3	Leaf	812
	3	Leaf	693
	3	Summary	18
	4	Leaf	23
This will include scheduling follow up appointments, follow up care, providing educational materials/discharge instructions, and pharmacy services including comprehensive medication lists.	4	Leaf	756
	4	Leaf	24
	4	Leaf	806
Includes activities that promote occupational safety and protect staff and volunteers such as making occupational policies and procedural guidance available, maintaining the effectiveness of safety and health management systems, ensuring compliance with OSHA regulations, implementing workplace standards, providing occupational safety and health training, and sharing workplace safety information and best practices.	3	Leaf	289
	3	Leaf	63
	3	Leaf	288

	3	Summary	291
	4	Leaf	267
	4	Leaf	270
	4	Leaf	404
Track Location of Patients Receiving Care includes managing patient bed and room assignments. Track missing patients (patients lost or eloped) is also included. At risk patients may wear locator devices or a bracelet that triggers an alarm when the patient crosses a specific barrier.	3	Leaf	768
	3	Leaf	751
	3	Summary	25
	4	Leaf	26
	4	Leaf	27
	2	Summary	818

	3	Leaf	668
	3	Summary	290
	4	Leaf	669
	4	Leaf	48
This business function covers accreditation related activities in all parts of the health care system, including, but not limited to, VA Medical Centers, Community Based Outpatient Clinics and similar VA facilities. It also includes functions that support necessary health care accreditation at extended care facilities such as Community Living Centers, Contract Nursing Homes, or State Veterans Homes.	3	Leaf	814
This business function involves managing Veterans funds used for health care and ancillary to receiving care (such as Canteen Accounts). It is performed due to statutory requirements on VHA. This function specifically applies to Veterans receiving health care and is different from general benefits or financial management services that are unrelated to health care.	3	Leaf	325
	2	Summary	326
	3	Leaf	330

3	Leaf	328
3	Leaf	120
3	Leaf	327
2	Summary	295
3	Leaf	242
3	Leaf	670
2	Leaf	672

Deliver Health Care contains the business functions that are involved with the patient encounter. HL7 defines a patient encounter as “an interaction between a patient and healthcare participant(s) for the purpose of providing patient service(s) or assessing the health status of a patient. For example, outpatient visit to multiple departments, home health support (including physical therapy), inpatient hospital stay, emergency room visit, field visit (e.g., traffic accident), office visit, occupational therapy, telephone call and provider communication health care to patients.” Deliver Health Care also contains the business functions that are involve the clinical documentation that must take place to indicate what happened in patient/provider encounters and the results of ancillary actions. Finally, Clinical Decision Support is documented in the Deliver Health Care LOB, as it is used to link health observations with health knowledge to influence choices by clinicians for the direct care of patients.	1	Summary	46
	2	Summary	807
Such a professional can be a primary care physician, such as a general practitioner or family physician, nurse practitioner, physician assistant, or a specialist such as an internist.	3	Leaf	129
Examples include: cardiology care, urology, endocrinology, Women’s Health (e.g., OBGYN, In Vitro Fertilization/IVF), gastroenterology, optometry, behavioral health, and pulmonology. The list of VHA specialties can be found in the VHA Clinical Service Lines located in the Business Architecture Repository (BAR) in the References section under the Business heading.	3	Leaf	85
Provide Mental Health Care Treatment recognizes other functions including Mental Health Residential Rehabilitation and Treatment, Evidence-Based Psychotherapy (EBP), Psychosocial Rehabilitation and Recovery Treatment, Post Traumatic Stress Disorder (PTSD) Care, and Geropsychiatry Treatment, which are addressed by Provide Rehabilitation Services [4.2.9] and Manage Extended Care Treatment [4.1.9]; Mental Health Informatics Analysis, which is addressed by Provide Patient Assessments [4.3.1.2]; and Veteran Readjustment Counseling, which is addressed by Provide Social Work Services [4.2.10] and Provide Chaplain Services [4.2.11].	3	Leaf	77

Examples include: podiatry, orthopedic, vascular, thoracic, colon and rectal surgery.	3	Leaf	153
	3	Leaf	753
VA nurses provide a continuum of care across primary, ambulatory, acute, geriatrics, rehabilitation and extended care settings. They may provide care in acute, episodic, chronic illness, wellness and palliative situations in all VHA settings and programs. Four career paths are available for VA nurses: clinical nursing; Advanced Practice Nursing (APN) which includes Clinical Nurse Specialist, Nurse Practitioner and Certified Nurse Anesthetist; supervisory/administrative (nurse executive); or consultative (infection control, informatics, community health, research and education).	3	Leaf	176
Provide Dental Care Treatment recognizes other related functions: Advise Oral Health Field is addressed by Develop Clinical Policy, Guidelines, and Protocols [3.6.1]; Provide Dental Prosthetic Services is addressed by Provide Personal Medical Devices [4.2.13]; administrative guidance for program integration is addressed by Administer Health Care Business [3.1]; and back-up to military medicine in time of national emergency is addressed by Backup Department of Defense Health Care Resources [3.5.2].	3	Leaf	56
	3	Leaf	54
	3	Summary	71
Veterans with chronic stable conditions including dementia, those requiring rehabilitation or short term specialized services such as respite or intravenous therapy, or hospice and palliative care are served through institutional long-term care. Patients admitted to these subacute care settings receive medications using a hybrid model of inpatient and outpatient pharmacy services.	4	Leaf	74

Extended non-institutional care programs and services include: VA and State adult day health care, home-based primary care, purchased skilled home health care and other home-based long term care programs. Includes Veteran-Directed Home and Community-Based Services where the Veteran and Veteran's family caregiver will: manage a flexible budget; decide for themselves what mix of services will best meet their personal care needs; hire their own personal care aides, including family or neighbors; and purchase items or services to live independently in the community.	4	Leaf	75
	2	Summary	64
	3	Summary	66
	4	Leaf	69
	4	Leaf	70
	3	Leaf	681
	3	Leaf	94
	3	Summary	683
	4	Leaf	68
	4	Leaf	684

	3	Leaf	682
	3	Leaf	62
	3	Leaf	678
This includes activities associated with the blood bank. Obtaining Blood Products from external sources provides interaction with an external blood bank system or other source to support orders for blood products including discontinuance orders. Use of such products in the provision of care is captured. Blood bank or other functionality that may come under jurisdictional law or other regulation (e.g. by the FDA in the United States) is not required; functional communication with such a system is required.	3	Leaf	645
Includes organ and tissue for transplant, research, etc.	3	Leaf	758
	3	Summary	116
	4	Leaf	121

	4	Leaf	123
	4	Leaf	679
	4	Leaf	334
	4	Leaf	118
	4	Leaf	117
This business function deals with general information about medications and immunizations – it is not patient specific. Lists that capture a patient's medication and immunization information fall under BFF Maintain Patient Summary Lists [4.3.6.8].	4	Leaf	247
	3	Leaf	180

	3	Leaf	93
	3	Leaf	134
	2	Summary	808
	3	Summary	259
	4	Leaf	809
Executive function skills help patients manage time, pay attention, switch focus, plan and organize, remember details, and other skills. Patient assessments determine how well patients perform Activities of Daily Living (ADL) including bathing, dressing, toileting, transferring (functional mobility), continence, and feeding.	4	Leaf	200
	4	Leaf	238
	4	Leaf	810
	4	Leaf	766
	4	Leaf	674
	4	Leaf	754

	4	Leaf	211
	4	Leaf	677
	3	Summary	235
The medication reconciliation process performs multiple business functions in sequence. The functions that are part of medication reconciliation are: Maintain Patient Summary Lists [4.3.6.8], Provide Medication Order Checks [4.3.2.4], and Deliver Alerts for Patient Care [4.3.2.1].	4	Leaf	257
	4	Leaf	258
	4	Leaf	216
The medication order checks provided by this business function are an important tool to identify potential adverse drug events and to support clinician's decision making during the medication reconciliation process.	4	Leaf	122
	4	Leaf	264

	4	Leaf	215
Examples of the many types of orders supported include ADT Orders, Consult and Referral Orders, Medication Orders, Prescriptions, Controlled Substance Orders, Vaccination Orders, Infusion Orders, Allergy Orders, Non-Medication Orders, Nursing Orders, Nutrition and Food Service Orders, Lab Orders, Pathology Orders, Radiology Orders, Therapy Orders, Home Oxygen Orders, Personal Medical Devices (prosthetics) Orders, etc.	3	Summary	206
This may include the use of order sets.	4	Leaf	208
	4	Leaf	676
	4	Leaf	213
	4	Leaf	769
	3	Summary	146
	4	Leaf	811
	4	Leaf	51
	4	Leaf	262

	4	Leaf	212
	4	Leaf	755
	3	Summary	246
May include pamphlets, online resources, MyHealtheVet, portals, mobile apps and so forth.	4	Leaf	37
May include pamphlets, online resources, MyHealtheVet, portals, mobile apps and so forth.	4	Leaf	673
Entry may be performed utilizing manual entry, mobile applications, web based applications or telehealth devices.	3	Summary	182
	4	Leaf	186
	4	Leaf	190

	4	Leaf	184
	4	Leaf	686
	4	Leaf	188
	4	Leaf	185
	4	Leaf	205
Manage Notes may include Progress notes, History and Physical Assessments, notes from other allied healthcare disciplines, test and/or consult results, among others.	4	Leaf	201
The medication reconciliation process performs multiple business functions in sequence. The functions that are part of medication reconciliation are: Maintain Patient Summary Lists [4.3.6.8], Provide Medication Order Checks [4.3.2.4], and Deliver Alerts for Patient Care [4.3.2.1].	4	Leaf	194
	4	Leaf	28
Conduct Health Care Research LOB serves as a centralized location for health care research topics in the BFF. Biomedical Laboratory, Health Services, Clinical and Rehabilitation research topics are covered by this LOB.	1	Summary	3

2	Summary	770
3	Leaf	771
3	Leaf	772
3	Leaf	773
3	Leaf	774
2	Summary	775
3	Leaf	776
3	Leaf	777
2	Summary	778
3	Leaf	779
3	Leaf	780
3	Leaf	781
2	Summary	782
3	Leaf	783
3	Leaf	784
3	Leaf	785

	3	Leaf	786
	2	Summary	787
	3	Leaf	788
	3	Leaf	789
	3	Leaf	790
	3	Leaf	791
	2	Summary	792
	3	Leaf	793
	3	Leaf	794
	2	Leaf	795
Provide Health Care Education serves as a centralized location for health care education topics in the BFF. Health Care Education is provided to allied health professionals and medical and dental students and residents. Allied health professionals are students that are being mentored by VA employees or someone from their training institution. E.g. psychologists, social workers, specialty care, etc. - a wide range of health care providers. The VHA employee education and training components can be found under the Human Resource function in Managing Business Enabling Services.	1	Summary	4
	2	Summary	796
	3	Leaf	800

	3	Leaf	801
	3	Leaf	802
	3	Leaf	803
	3	Leaf	804
	3	Leaf	805
	2	Leaf	798
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Business Enabling Services [7.0]	1	Summary	277
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Acquisitions [7.3]	2	Summary	761
	3	Summary	10003
	4	Leaf	10004
	4	Leaf	10005

4	Leaf	10006
4	Leaf	10007
4	Leaf	10008
4	Leaf	10009
3	Summary	10010
4	Leaf	10011
4	Leaf	10012
4	Leaf	10013
4	Leaf	10014
4	Leaf	10015
4	Leaf	10016
4	Leaf	10017

4	Leaf	10018
4	Leaf	10019
4	Leaf	10020
4	Leaf	10021
4	Leaf	10022
4	Leaf	10023
3	Summary	10024
4	Leaf	10025
4	Leaf	10026
4	Leaf	10027
4	Leaf	10028
4	Leaf	10029
4	Leaf	10030
4	Leaf	10031
4	Leaf	10032

Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Contracts [7.3.2]	3	Summary	720
	4	Leaf	10034
	4	Leaf	10035
	4	Leaf	10036
	4	Leaf	10037
	4	Leaf	10038
	4	Leaf	10039
	4	Leaf	10040
	4	Leaf	10041
	4	Leaf	10042
	4	Leaf	10043
	4	Leaf	10044
	4	Leaf	10045
	3	Summary	10046
	4	Leaf	10047

	4	Leaf	10048
	4	Leaf	10049
	4	Leaf	10050
	4	Leaf	10051
Business Function renamed as part of migration to BFF 3.0. Previous name was: Acquire Assets, Equipment, and Supplies [7.3.1]	3	Summary	716
	4	Leaf	10053
	4	Leaf	10054
	4	Leaf	10055
	2	Summary	10002
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Employee Travel [7.1.3]	3	Summary	694
	4	Leaf	10057
	4	Leaf	10058
	4	Leaf	10059

4	Leaf	10060
4	Leaf	10061
4	Leaf	10062
4	Leaf	10063
4	Leaf	10064
4	Leaf	10065
4	Leaf	10066
3	Summary	10067
4	Leaf	10068

4	Leaf	10069
4	Leaf	10070
4	Leaf	10071
4	Leaf	10072
4	Leaf	10073

3	Summary	10074
4	Leaf	10075
4	Leaf	10076
4	Leaf	10077
4	Leaf	10078
4	Leaf	10079
3	Summary	10080
4	Leaf	10081
4	Leaf	10082
4	Leaf	10083
4	Leaf	10084
4	Leaf	10085
3	Summary	10086

4	Leaf	10087
4	Leaf	10088
4	Leaf	10089
2	Summary	10090
3	Summary	10091
4	Leaf	10092
4	Leaf	10093
4	Leaf	10094
4	Leaf	10095
4	Leaf	10096
4	Leaf	10097
3	Summary	10098
4	Leaf	10099
4	Leaf	10100
3	Leaf	10101
3	Leaf	10102

	2	Summary	10103
	3	Summary	10104
Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Strategic Planning [7.6.4]	4	Leaf	745
	4	Leaf	10106
	4	Leaf	10107
	4	Leaf	10108
	4	Leaf	10109
	3	Summary	10110
	4	Leaf	10111
	4	Leaf	10112
	4	Summary	10113

	5	Leaf	10114
	5	Leaf	10115
	4	Summary	10116
	5	Leaf	10117
	5	Leaf	10118
	5	Leaf	10119
Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Management Improvement [7.6.6]	3	Summary	747
	4	Leaf	10121
	4	Leaf	10122
	4	Leaf	10123
	4	Summary	10124
	5	Leaf	10125

	5	Leaf	10126
	4	Leaf	10127
	4	Leaf	10503
	3	Summary	10128
	4	Summary	10129
	5	Leaf	10130
	5	Leaf	10131
	5	Leaf	10132
	4	Leaf	10133
Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Budget and Performance Integration [7.6.7]	4	Leaf	748

	4	Leaf	10135
	3	Summary	10504
	4	Leaf	10505
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage VHA-Wide Administrative Services [7.1]	2	Summary	690
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Administration Policy Support [7.1.4]	3	Leaf	757
	3	Summary	10138
	4	Leaf	10139
	4	Leaf	10140
	4	Leaf	10141
	4	Leaf	10142
	4	Leaf	10143
	4	Leaf	10144
	4	Leaf	10145

	4	Leaf	10146
	4	Leaf	10147
	4	Leaf	10148
	2	Leaf	10149
	2	Summary	10150
	3	Leaf	10151
	3	Leaf	10152
	3	Leaf	10153
	3	Summary	10154
	4	Leaf	10155
	3	Leaf	10156
	2	Summary	10157
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Security Services [7.1.2]	3	Leaf	281
	3	Leaf	10159

Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Information Management [7.2.5]	2	Summary	219
	3	Summary	10393
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Business Architecture [7.6.3]	4	Leaf	744
	4	Leaf	10395
	4	Leaf	10396
	4	Leaf	10397

Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Information Security [7.2.5.1]	3	Summary	706
	4	Leaf	10500
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Identity Management [7.2.3]	4	Leaf	651
	4	Leaf	10501
	4	Leaf	10403
	4	Leaf	10404
Business Function renamed as part of migration to BFF 3.0. Previous name was: Share Enterprise Information [7.2.2]	3	Summary	271
	4	Leaf	10411
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Enterprise Reporting [7.7]	4	Leaf	749
	4	Leaf	10415
	4	Leaf	10410
	4	Leaf	10493
	4	Leaf	10495

Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Record Retention [7.2.5.2]	3	Leaf	708
	3	Leaf	10502
	3	Summary	10418
Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Data Quality Verification and Validation [7.2.5.4]	4	Leaf	223
	4	Leaf	10419
	4	Leaf	10420
	4	Leaf	10421
	3	Summary	10425
	4	Leaf	10422
	4	Leaf	10494
	4	Leaf	10426
Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Planning and Budgeting [7.6]	2	Summary	741
	3	Summary	10161
	4	Leaf	10162

	4	Leaf	10163
Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Budget Formulation [7.6.1]	3	Summary	742
	4	Leaf	10165
	4	Leaf	10166
	4	Leaf	10167
	3	Summary	10168
	4	Leaf	10169
	4	Leaf	10170
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Financial Management [7.5]	2	Summary	300
Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Budget Execution [7.6.5]	3	Summary	746

	4	Leaf	10173
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Funds Control [7.5.1.4]	4	Leaf	740
Business Function renamed as part of migration to BFF 3.0. Previous name was: Report Financial Information [7.5.1.5]	4	Leaf	738
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Accounting Services [7.5.1]	3	Summary	309
	4	Leaf	10177
	4	Leaf	10178
	4	Leaf	10179
	3	Summary	10180
	4	Leaf	10181

	4	Leaf	10182
	4	Leaf	10183
	4	Leaf	10184
	4	Leaf	10185
	3	Leaf	10186
	3	Summary	10187
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Construction Accounts [7.5.1.3]	4	Leaf	737
	4	Leaf	10189
	4	Leaf	10190
	4	Leaf	10191
	4	Leaf	10192

Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Payments [7.5.2]	3	Summary	316
	4	Leaf	10194
	4	Leaf	10195
Business Function renamed as part of migration to BFF 3.0. Previous name was: Process Payments [7.5.2.4]	4	Leaf	733
	4	Leaf	10197
	4	Leaf	10198
	4	Leaf	10199
Business Function renamed as part of migration to BFF 3.0. Previous name was: Disposition Invoices [7.5.2.2]	4	Leaf	762
	4	Leaf	10201

Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Payroll [7.5.2.3]	4	Leaf	739
	4	Leaf	10203
	4	Leaf	10204
	4	Leaf	10205
	4	Leaf	10206
	4	Leaf	10207
	3	Summary	10208
	4	Leaf	10209
	4	Leaf	10210
Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Billing and Claims Submissions [7.5.3.4]	3	Summary	306

	4	Leaf	10212
	4	Leaf	10213
	4	Leaf	10214
	4	Leaf	10215
	4	Leaf	10216
	4	Leaf	10217
	4	Leaf	10218
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Collections and Receivables [7.5.3]	3	Summary	301
	4	Leaf	10220
	4	Leaf	10221
	4	Leaf	10222

Business Function renamed as part of migration to BFF 3.0. Previous name was: Process Receipt of Payment [7.5.3.1]	4	Leaf	302
	4	Leaf	10224
Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Collections Processing [7.5.3.2]	4	Leaf	304
Business Function renamed as part of migration to BFF 3.0. Previous name was: Disposition Collection Disputes [7.5.3.3]	3	Summary	763
	4	Leaf	10227
	4	Leaf	10228
	4	Leaf	10229
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Cost Accounting and Performance Measurement [7.5.4]	3	Summary	314

	4	Leaf	10231
	4	Leaf	10232
	4	Leaf	10233
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage General Ledger [7.5.1.1]	3	Summary	310
	4	Leaf	10235
	4	Leaf	10236
	4	Leaf	10237
	4	Leaf	10238
	2	Summary	10239
	3	Summary	10240

4	Leaf	10241
4	Leaf	10242
3	Summary	10243
4	Leaf	10244
4	Leaf	10245
3	Summary	10246

4	Leaf	10247
4	Leaf	10248
3	Summary	10249
4	Leaf	10250
4	Leaf	10251

4	Leaf	10252
4	Leaf	10253
4	Leaf	10254
3	Summary	10255

4	Leaf	10256
4	Leaf	10257
3	Summary	10258
4	Leaf	10259
4	Leaf	10260

Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Human Resources [7.4]	2	Summary	721
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Human Resources Strategy [7.4.8]	3	Summary	729
	4	Leaf	10263
	4	Leaf	10264
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Organization and Position Management [7.4.7]	4	Leaf	382
	4	Leaf	10266

	4	Leaf	10267
	3	Leaf	10268
	3	Leaf	10269
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Staff Recruitment and Retention [7.4.2]	3	Summary	723
	4	Summary	10271
	5	Leaf	10272
	5	Leaf	10273

5	Leaf	10274
5	Leaf	10275
5	Leaf	10276
5	Leaf	10277

5	Leaf	10278
4	Summary	10279
5	Leaf	10280
5	Leaf	10281
5	Leaf	10282
4	Summary	10283
5	Leaf	10284

5	Leaf	10285
4	Summary	10286
5	Leaf	10287
4	Leaf	10288
4	Summary	10289
5	Leaf	10290

	5	Leaf	10291
	5	Leaf	10292
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Human Resources Development [7.4.6]	3	Summary	381
	4	Summary	10294
	5	Leaf	10295

	5	Leaf	10296
	5	Leaf	10297
	5	Leaf	10298
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Employee Development Training [7.4.6.2]	4	Summary	624

5	Leaf	10300
5	Leaf	10301
5	Leaf	10302

5	Leaf	10303
5	Leaf	10304
5	Leaf	10496
5	Leaf	10510

	4	Summary	10305
	5	Leaf	10306
Business Function renamed as part of migration to BFF 3.0. Previous name was: Monitor Employee Training [7.4.6.1]	5	Leaf	727
	5	Leaf	10308

	5	Leaf	10309
	5	Leaf	10310
	3	Summary	10311
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Employee Performance [7.4.1]	4	Summary	722
	5	Leaf	10313

5	Leaf	10314
5	Leaf	10315
5	Leaf	10316
5	Leaf	10317

	4	Summary	10318
	5	Leaf	10319
	4	Leaf	10320
	3	Summary	10321
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Employee Compensation [7.4.9]	4	Leaf	730
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Workforce Time and Attendance [7.4.4]	4	Leaf	725
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Employee Benefits [7.4.10]	4	Summary	731

	5	Leaf	10325
	5	Leaf	10326
	5	Leaf	10327
	5	Leaf	10328
	5	Leaf	10329
	4	Leaf	10330
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Employee Separations [7.4.5]	3	Summary	726
	4	Leaf	10332
	4	Leaf	10333
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Employee Relations [7.4.3]	3	Summary	724
	4	Leaf	10335
	4	Leaf	10336

	4	Leaf	10337
	4	Leaf	10338
	4	Leaf	10339
	4	Leaf	10340
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Labor Relations [7.4.11]	3	Summary	732
	4	Leaf	10342
	4	Leaf	10343

	4	Leaf	10344
	3	Summary	10345
	4	Leaf	10346
	4	Leaf	10347
	4	Leaf	10348
	4	Leaf	10349
	4	Leaf	10350
	4	Leaf	10351
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Information Management/ Information Technology Services [7.2]	2	Summary	152
Business Function renamed as part of migration to BFF 3.0. Previous name was: Maintain Non-Medical Assets and Equipment [7.1.1.7]	3	Summary	760
	4	Leaf	10354

	4	Leaf	10355
	4	Leaf	10356
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Electronic Information Exchange [7.2.2.2]	4	Summary	273
	5	Leaf	10358
	5	Leaf	10359
	5	Leaf	10360
	5	Leaf	10361
Business Function renamed as part of migration to BFF 3.0. Previous name was: Establish Standards for Data Interchange [7.2.5.3]	5	Leaf	221
Business Function renamed as part of migration to BFF 3.0. Previous name was: Support Communication with Medical Devices [7.2.2.1]	4	Summary	276
	5	Leaf	10364

5	Leaf	10365
5	Leaf	10366
5	Leaf	10367
4	Leaf	10370
3	Summary	10371
4	Leaf	10372
4	Leaf	10373
4	Leaf	10374
4	Leaf	10375

	4	Leaf	10377
	4	Leaf	10378
	4	Leaf	10379
	4	Leaf	10406
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Systems Development Lifecycle Management [7.2.4]	3	Summary	712
	4	Leaf	10381
Business Function renamed as part of migration to BFF 3.0. Previous name was: Conduct Technology Assessments [7.2.1]	4	Leaf	764
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide System Development [7.2.4.1]	4	Leaf	705

	4	Leaf	10384
	4	Leaf	10385
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide System Maintenance [7.2.4.2]	4	Leaf	714
	4	Leaf	10387
	4	Leaf	10388
	4	Leaf	10389
	3	Leaf	10398
	3	Summary	10399
	4	Leaf	10497
	4	Leaf	10490

	4	Leaf	10491
	4	Leaf	10492
	2	Summary	10427
	3	Summary	10428
	4	Leaf	10429
	4	Leaf	10430
	3	Summary	10431
	4	Leaf	10432
	4	Leaf	10433
	4	Leaf	10434
	3	Summary	10435
	4	Leaf	10436
	4	Leaf	10437
	4	Leaf	10438
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Facilities, Assets and Equipment, and Supply Chain [7.1.1]	2	Summary	691

	3	Summary	10440
	4	Leaf	10441
	4	Leaf	10516
	4	Leaf	10442
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Facility Housekeeping [7.1.1.4]	4	Leaf	282
	4	Leaf	10444
	4	Leaf	10445
	4	Leaf	10446
	4	Leaf	10447

4	Leaf	10448
4	Leaf	10449
3	Summary	10450
4	Leaf	10451
4	Leaf	10452
4	Leaf	10453
4	Leaf	10454
3	Summary	10455

Business Function renamed as part of migration to BFF 3.0. Previous name was: Maintain Facilities [7.1.1.1]	4	Leaf	280
	4	Leaf	10457
	4	Leaf	10458
	4	Leaf	10459
	4	Leaf	10460
	4	Leaf	10461
	4	Leaf	10462
Business Function renamed as part of migration to BFF 3.0. Previous name was: Provide Facility Waste Management [7.1.1.5]	4	Leaf	285
	4	Summary	10464
	5	Leaf	10465

	4	Leaf	10466
	4	Leaf	10467
Business Function renamed as part of migration to BFF 3.0. Previous name was: Manage Assets and Equipment [7.1.1.8]	3	Summary	715
	4	Leaf	10517
	4	Leaf	10518
	4	Leaf	10519
	4	Leaf	10520
	4	Leaf	10521

Business Function renamed as part of migration to BFF 3.0. Previous name was: Perform Capital Planning [7.6.2]	3	Summary	743
	4	Leaf	10470
	4	Leaf	10471
	4	Leaf	10472
	4	Leaf	10473
	2	Summary	10474
	3	Summary	10475
	4	Leaf	10476
	4	Leaf	10477
	4	Leaf	10478

Business Function renamed as part of migration to BFF 3.0. Previous name was: Conduct Supply Chain Operations [7.1.1.3]	3	Summary	313
	4	Leaf	10480
	4	Leaf	10481
	4	Leaf	10482
Business Function renamed as part of migration to BFF 3.0. Previous name was: Conduct Facility Shipping and Receiving [7.1.1.2]	4	Leaf	284
	4	Leaf	10484
	4	Leaf	10485
	3	Summary	10486
	4	Leaf	10487
	4	Leaf	10488

4	Leaf	10489

Parent Business Function
The Health Care Segment [0]
Provide Access to Health Care [1.0]
Provide Member Access [1.1]
Provide Member Access [1.1]
Provide Member Access [1.1]
Provide Member Access [1.1]
Provide Member Access [1.1]

Provide Member Access [1.1]

Provide Access to Health Care [1.0]

Provide Communications and Outreach [1.2]

Provide Communications and Outreach [1.2]

Provide Access to Health Care [1.0]

Provide Access to Health Care [1.0]

Provide Access to Health Care [1.0]

The Health Care Segment [0]

Provide Public Health [2.0]

Provide Public Health [2.0]

Provide Public Health [2.0]

Provide Public Health [2.0]

Provide Public Health [2.0]

Provide Public Health [2.0]

The Health Care Segment [0]

Provide Health Care Administration [3.0]

Administer Health Care Business [3.1]

Administer Health Care Business [3.1]

Administer Health Care Business [3.1]

Manage Clinical Performance [3.1.3]

Manage Clinical Performance [3.1.3]

Manage Clinical Performance [3.1.3]

Manage Clinical Performance [3.1.3]

Administer Health Care Business [3.1]

Administer Health Care Business [3.1]

Administer Health Care Business [3.1]

Administer Health Care Business [3.1]

Provide Health Care Administration [3.0]

Perform Hospital Administration [3.2]

Manage Patient Safety [3.2.1]

Manage Patient Safety [3.2.1]

Manage Patient Safety [3.2.1]

Manage Patient Safety [3.2.1]

Manage Patient Safety [3.2.1]

Manage Patient Safety [3.2.1]

Perform Hospital Administration [3.2]

Perform Hospital Administration [3.2]

Perform Hospital Administration [3.2]

Manage Patient Administration [3.2.2]

Manage Patient Administration [3.2.2]

Manage Patient Administration [3.2.2]

Manage Patient Administration [3.2.2]

Perform Hospital Administration [3.2]

Perform Hospital Administration [3.2]

Perform Hospital Administration [3.2]

Perform Hospital Administration [3.2]

Manage Health Care Resources [3.2.6]

Manage Health Care Resources [3.2.6]

Manage Health Care Resources [3.2.6]

Perform Hospital Administration [3.2]

Perform Hospital Administration [3.2]

Perform Hospital Administration [3.2]

Assign Patient to Care Provider [3.2.9]

Assign Patient to Care Provider [3.2.9]

Provide Health Care Administration [3.0]

Provide Health Care Support Services [3.3]

Provide Health Care Support Services [3.3]

Maintain Health Care Provider Information [3.3.2]

Maintain Health Care Provider Information [3.3.2]

Provide Health Care Support Services [3.3]

Provide Health Care Support Services [3.3]

Provide Health Care Administration [3.0]

Conduct Disaster Preparedness Programs [3.4]

Conduct Disaster Preparedness Programs [3.4]

Conduct Disaster Preparedness Programs [3.4]

Conduct Disaster Preparedness Programs [3.4]

Provide Health Care Administration [3.0]

Manage Policy Formulation and Implementation [3.5]

Manage Policy Formulation and Implementation [3.5]

Provide Health Care Administration [3.0]

The Health Care Segment [0]

Deliver Health Care [4.0]

Provide Clinical Care Services [4.1]

Provide Clinical Care Services [4.1]

Provide Clinical Care Services [4.1]

Provide Clinical Care Services [4.1]

Provide Clinical Care Services [4.1]

Provide Clinical Care Services [4.1]

Provide Clinical Care Services [4.1]

Provide Clinical Care Services [4.1]

Provide Clinical Care Services [4.1]

Manage Extended Care Treatment [4.1.9]

Manage Extended Care Treatment [4.1.9]

Deliver Health Care [4.0]

Provide Ancillary Services [4.2]

Provide Radiology Services [4.2.1]

Provide Radiology Services [4.2.1]

Provide Ancillary Services [4.2]

Provide Ancillary Services [4.2]

Provide Ancillary Services [4.2]

Provide Imaging Services [4.2.12]

Provide Imaging Services [4.2.12]

Provide Ancillary Services [4.2]

Provide Ancillary Services [4.2]

Provide Ancillary Services [4.2]

Provide Ancillary Services [4.2]

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Provide Ancillary Services [4.2]

Provide Pharmacy Services [4.2.6]

Provide Pharmacy Services [4.2.6]

Provide Pharmacy Services [4.2.6]

Provide Pharmacy Services [4.2.6]

Provide Pharmacy Services [4.2.6]

Provide Pharmacy Services [4.2.6]

Provide Pharmacy Services [4.2.6]

Provide Ancillary Services [4.2]

Provide Ancillary Services [4.2]

Provide Ancillary Services [4.2]

Deliver Health Care [4.0]

Provide Common Clinical Support [4.3]

Perform Patient Care Encounter [4.3.1]

Perform Patient Care Encounter [4.3.1]

Perform Patient Care Encounter [4.3.1]

Perform Patient Care Encounter [4.3.1]

Perform Patient Care Encounter [4.3.1]

Perform Patient Care Encounter [4.3.1]

Perform Patient Care Encounter [4.3.1]

Perform Patient Care Encounter [4.3.1]

Perform Patient Care Encounter [4.3.1]

Provide Common Clinical Support [4.3]

Provide Clinical Decision Support [4.3.2]

Provide Clinical Decision Support [4.3.2]

Provide Clinical Decision Support [4.3.2]

Provide Clinical Decision Support [4.3.2]

Provide Clinical Decision Support [4.3.2]

Provide Clinical Decision Support [4.3.2]

Provide Common Clinical Support [4.3]

Manage Orders [4.3.3]

Manage Orders [4.3.3]

Manage Orders [4.3.3]

Manage Orders [4.3.3]

Provide Common Clinical Support [4.3]

Provide Care Management [4.3.4]

Provide Care Management [4.3.4]

Provide Care Management [4.3.4]

Provide Care Management [4.3.4]

Provide Care Management [4.3.4]

Provide Common Clinical Support [4.3]

Provide Care Support Education [4.3.5]

Provide Care Support Education [4.3.5]

Provide Common Clinical Support [4.3]

Manage Health Records [4.3.6]

Manage Health Records [4.3.6]

Manage Health Records [4.3.6]

Manage Health Records [4.3.6]

Manage Health Records [4.3.6]

Manage Health Records [4.3.6]

Manage Health Records [4.3.6]

Manage Health Records [4.3.6]

Manage Health Records [4.3.6]

Manage Health Records [4.3.6]

The Health Care Segment [0]

Conduct Health Care Research [5.0]

Establish Research Strategic Direction [5.1]

Establish Research Strategic Direction [5.1]

Establish Research Strategic Direction [5.1]

Establish Research Strategic Direction [5.1]

Conduct Health Care Research [5.0]

Write Research Proposals [5.2]

Write Research Proposals [5.2]

Conduct Health Care Research [5.0]

Evaluate Research Proposals [5.3]

Evaluate Research Proposals [5.3]

Evaluate Research Proposals [5.3]

Conduct Health Care Research [5.0]

Manage Research Environment [5.4]

Manage Research Environment [5.4]

Manage Research Environment [5.4]

Manage Research Environment [5.4]

Conduct Health Care Research [5.0]

Perform Health Care Research [5.5]

Perform Health Care Research [5.5]

Perform Health Care Research [5.5]

Perform Health Care Research [5.5]

Conduct Health Care Research [5.0]

Share Research Results [5.6]

Share Research Results [5.6]

Conduct Health Care Research [5.0]

The Health Care Segment [0]

Provide Health Care Education [6.0]

Provide Oversight for VHA Clinical Health Profession Trainees [6.1]

Provide Oversight for VHA Clinical Health Profession Trainees [6.1]

Provide Oversight for VHA Clinical Health Profession Trainees [6.1]

Provide Oversight for VHA Clinical Health Profession Trainees [6.1]

Provide Oversight for VHA Clinical Health Profession Trainees [6.1]

Provide Oversight for VHA Clinical Health Profession Trainees [6.1]

Provide Health Care Education [6.0]

The Health Care Segment [0]

Manage Government Resources [7.0]

Conduct Acquisition Management [7.1]

Conduct Acquisition Planning [7.1.1]

Conduct Acquisition Planning [7.1.1]

Conduct Acquisition Planning [7.1.1]

Conduct Acquisition Planning [7.1.1]

Conduct Acquisition Planning [7.1.1]

Conduct Acquisition Planning [7.1.1]

Conduct Acquisition Management [7.1]

Conduct Acquisition Package Preparation [7.1.2]

Conduct Acquisition Package Preparation [7.1.2]

Conduct Acquisition Package Preparation [7.1.2]

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Conduct Acquisition Package Preparation [7.1.2]

Conduct Acquisition Package Preparation [7.1.2]

Conduct Acquisition Management [7.1]

Conduct Acquisition Source Selection [7.1.3]

Conduct Acquisition Source Selection [7.1.3]

Conduct Acquisition Source Selection [7.1.3]

Conduct Acquisition Source Selection [7.1.3]

Conduct Acquisition Source Selection [7.1.3]

Conduct Acquisition Source Selection [7.1.3]

Conduct Acquisition Source Selection [7.1.3]

Conduct Acquisition Source Selection [7.1.3]

Conduct Acquisition Source Selection [7.1.3]

Conduct Acquisition Management [7.1]

Conduct Contracts Administration [7.1.4]

Conduct Contracts Administration [7.1.4]

Conduct Contracts Administration [7.1.4]

Conduct Contracts Administration [7.1.4]

Conduct Contracts Administration [7.1.4]

Conduct Contracts Administration [7.1.4]

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Conduct Contracts Administration [7.1.4]

Conduct Contracts Administration [7.1.4]
Conduct Contracts Administration [7.1.4]

Conduct Contracts Administration [7.1.4]

Conduct Contracts Administration [7.1.4]

Conduct Acquisition Management [7.1]

Perform Purchase Card Management [7.1.5]

Perform Purchase Card Management [7.1.5]

Perform Purchase Card Management [7.1.5]

Perform Purchase Card Management [7.1.5]

Perform Purchase Card Management [7.1.5]

Conduct Acquisition Management [7.1]

Perform Purchase Catalog Management [7.1.6]

Perform Purchase Catalog Management [7.1.6]

Perform Purchase Catalog Management [7.1.6]

Manage Government Resources [7.0]

Conduct Travel, Relocation and Fleet Management [7.10]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Manage Temporary Duty and Local Travel Processing [7.10.1]

Conduct Travel, Relocation and Fleet Management [7.10]

Process Temporary and Permanent Change of Station Processing [7.10.2]

Process Temporary and Permanent Change of Station Processing [7.10.2]

Process Temporary and Permanent Change of Station Processing [7.10.2]

Process Temporary and Permanent Change of Station Processing [7.10.2]

Process Temporary and Permanent Change of Station Processing [7.10.2]

Process Temporary and Permanent Change of Station Processing [7.10.2]

Conduct Travel, Relocation and Fleet Management [7.10]

Conduct Travel and Fleet Card Management [7.10.3]

Conduct Travel and Fleet Card Management [7.10.3]

Conduct Travel and Fleet Card Management [7.10.3]

Conduct Travel and Fleet Card Management [7.10.3]

Conduct Travel and Fleet Card Management [7.10.3]

Conduct Travel, Relocation and Fleet Management [7.10]

Perform Fleet Management [7.10.4]

Perform Fleet Management [7.10.4]

Perform Fleet Management [7.10.4]

Perform Fleet Management [7.10.4]

Perform Fleet Management [7.10.4]

Conduct Travel, Relocation and Fleet Management [7.10]

Perform Subsidy Program Management [7.10.5]

Perform Subsidy Program Management [7.10.5]

Perform Subsidy Program Management [7.10.5]

Manage Government Resources [7.0]

Conduct Congressional, Legislative, and Regulatory Affairs [7.11]

Manage VA's Legislative Strategy and Priorities [7.11.1]

Manage VA's Legislative Strategy and Priorities [7.11.1]

Manage VA's Legislative Strategy and Priorities [7.11.1]

Manage VA's Legislative Strategy and Priorities [7.11.1]

Manage VA's Legislative Strategy and Priorities [7.11.1]

Manage VA's Legislative Strategy and Priorities [7.11.1]

Conduct Congressional, Legislative, and Regulatory Affairs [7.11]

Conduct Regulatory Development [7.11.2]

Conduct Regulatory Development [7.11.2]

Conduct Congressional, Legislative, and Regulatory Affairs [7.11]

Conduct Congressional, Legislative, and Regulatory Affairs [7.11]

Manage Government Resources [7.0]

Conduct Enterprise Governance [7.12]

Conduct Enterprise Requirements Management [7.12.1]

Conduct Enterprise Requirements Management [7.12.1]

Conduct Enterprise Requirements Management [7.12.1]

Conduct Enterprise Requirements Management [7.12.1]

Conduct Enterprise Requirements Management [7.12.1]

Conduct Enterprise Governance [7.12]

Ensure Accountability and Compliance [7.12.2]

Ensure Accountability and Compliance [7.12.2]

Ensure Accountability and Compliance [7.12.2]

Develop and Evaluate Internal Controls [7.12.2.3]

Develop and Evaluate Internal Controls [7.12.2.3]

Ensure Accountability and Compliance [7.12.2]

Conduct and Manage Audits and Audit Findings [7.12.2.4]

Conduct and Manage Audits and Audit Findings [7.12.2.4]

Conduct and Manage Audits and Audit Findings [7.12.2.4]

Conduct Enterprise Governance [7.12]

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Manage Performance and Risk [7.12.3]

Manage Performance and Risk [7.12.3]

Manage Performance and Risk [7.12.3]

Conduct Enterprise Risk Management [7.12.3.4]

Conduct Enterprise Risk Management [7.12.3.4]

Manage Performance and Risk [7.12.3]

Manage Performance and Risk [7.12.3]

Conduct Enterprise Governance [7.12]

Manage Performance Improvement [7.12.4]

Manage Innovation Programs [7.12.4.1]

Manage Innovation Programs [7.12.4.1]

Manage Innovation Programs [7.12.4.1]

Implement Innovation Programs [7.12.4.1.3]

Manage and Oversee Transformation Initiatives [7.12.4.2]

Manage Enterprise Process Improvement [7.12.4.3]

Conduct Enterprise Governance [7.12]

Manage Advisory Committees and Councils [7.12.5]

Manage Government Resources [7.0]

Provide Organizational Leadership and Administrative Support [7.13]

Provide Organizational Leadership and Administrative Support [7.13]

Perform Office Administrative Support Functions [7.13.2]

Perform Office Administrative Support Functions [7.13.2]

Perform Office Administrative Support Functions [7.13.2]

Perform Office Administrative Support Functions [7.13.2]

Perform Office Administrative Support Functions [7.13.2]

Perform Office Administrative Support Functions [7.13.2]

Perform Office Administrative Support Functions [7.13.2]

Perform Office Administrative Support Functions [7.13.2]

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Perform Office Administrative Support Functions [7.13.2]

Manage Government Resources [7.0]

Manage Government Resources [7.0]

Conduct Service Continuity [7.15]

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Conduct Service Continuity [7.15]

Manage Government Resources [7.0]

Manage Physical and Personnel Security [7.16]

Manage Physical and Personnel Security [7.16]

Manage Government Resources [7.0]

Manage Information [7.17]

Develop Enterprise Architecture [7.17.1]

Develop Enterprise Architecture [7.17.1]

Develop Enterprise Architecture [7.17.1]

Develop Enterprise Architecture [7.17.1]

Manage Information [7.17]

Manage Information Security [7.17.2]

Manage Information Security [7.17.2]

Manage Information Security [7.17.2]

Manage Information Security [7.17.2]

Manage Information Security [7.17.2]

Manage Information [7.17]

Manage Knowledge Capture and Sharing [7.17.3]

Manage Knowledge Capture and Sharing [7.17.3]

Manage Knowledge Capture and Sharing [7.17.3]

Manage Knowledge Capture and Sharing [7.17.3]

Manage Knowledge Capture and Sharing [7.17.3]

Manage Knowledge Capture and Sharing [7.17.3]

Manage Information [7.17]

Manage Information [7.17]

Manage Information [7.17]

Perform Enterprise Data Management [7.17.6]

Perform Enterprise Data Management [7.17.6]

Perform Enterprise Data Management [7.17.6]

Perform Enterprise Data Management [7.17.6]

Manage Information [7.17]

Provide Business Intelligence Services [7.17.7]

Provide Business Intelligence Services [7.17.7]

Provide Business Intelligence Services [7.17.7]

Manage Government Resources [7.0]

Conduct Budget Formulation [7.2]

Conduct Budget Preparation Analysis [7.2.1]

Conduct Budget Preparation Analysis [7.2.1]

Conduct Budget Formulation [7.2]

Manage Budget Request Planning and Submission [7.2.2]

Manage Budget Request Planning and Submission [7.2.2]

Manage Budget Request Planning and Submission [7.2.2]

Conduct Budget Formulation [7.2]

Perform Budget Spend Planning and Monitoring [7.2.3]

Perform Budget Spend Planning and Monitoring [7.2.3]

Manage Government Resources [7.0]

Conduct Financial Management [7.3]

Perform Budget Execution [7.3.1]

Perform Budget Execution [7.3.1]

Perform Budget Execution [7.3.1]

Conduct Financial Management [7.3]

Perform Financial Reconciliation [7.3.10]

Perform Financial Reconciliation [7.3.10]

Perform Financial Reconciliation [7.3.10]

Conduct Financial Management [7.3]

Perform Financial / Performance Reporting [7.3.11]

Perform Financial / Performance Reporting [7.3.11]

Perform Financial / Performance Reporting [7.3.11]

Perform Financial / Performance Reporting [7.3.11]

Perform Financial / Performance Reporting [7.3.11]

Conduct Financial Management [7.3]

Conduct Financial Management [7.3]

Perform Financial Asset Information Management [7.3.2]

Perform Financial Asset Information Management [7.3.2]

Perform Financial Asset Information Management [7.3.2]

Perform Financial Asset Information Management [7.3.2]

Perform Financial Asset Information Management [7.3.2]

Conduct Financial Management [7.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Payable Management [7.3.3]

Conduct Financial Management [7.3]

Conduct Revenue Management [7.3.4]

Conduct Revenue Management [7.3.4]

Conduct Financial Management [7.3]

Perform Reimbursable Management [7.3.5]

Perform Reimbursable Management [7.3.5]

Perform Reimbursable Management [7.3.5]

Perform Reimbursable Management [7.3.5]

Perform Reimbursable Management [7.3.5]

Perform Reimbursable Management [7.3.5]

Perform Reimbursable Management [7.3.5]

Perform Reimbursable Management [7.3.5]

Conduct Financial Management [7.3]

Perform Receivable and Collection Management [7.3.6]

Perform Receivable and Collection Management [7.3.6]

Perform Receivable and Collection Management [7.3.6]

Perform Receivable and Collection Management [7.3.6]

Perform Receivable and Collection Management [7.3.6]

Perform Receivable and Collection Management [7.3.6]

Conduct Financial Management [7.3]

Conduct Delinquent Debt Management [7.3.7]

Conduct Delinquent Debt Management [7.3.7]

Conduct Delinquent Debt Management [7.3.7]

Conduct Financial Management [7.3]

Perform Cost Management [7.3.8]

Perform Cost Management [7.3.8]

Perform Cost Management [7.3.8]

Conduct Financial Management [7.3]

Perform General Ledger Management [7.3.9]

Perform General Ledger Management [7.3.9]

Perform General Ledger Management [7.3.9]

Perform General Ledger Management [7.3.9]

Manage Government Resources [7.0]

Perform Grants Management [7.4]

Perform Grant Program Administration [7.4.1]

Perform Grant Program Administration [7.4.1]

Perform Grants Management [7.4]

Perform Grant Pre-Award Management [7.4.2]

Perform Grant Pre-Award Management [7.4.2]

Perform Grants Management [7.4]

Conduct Grant Award Management [7.4.3]

Conduct Grant Award Management [7.4.3]

Perform Grants Management [7.4]

Conduct Grant Post-Award Management and Closeout [7.4.4]

Conduct Grant Post-Award Management and Closeout [7.4.4]

Conduct Grant Post-Award Management and Closeout [7.4.4]

Conduct Grant Post-Award Management and Closeout [7.4.4]

Conduct Grant Post-Award Management and Closeout [7.4.4]

Perform Grants Management [7.4]

Administer Grant Program Oversight [7.4.5]

Administer Grant Program Oversight [7.4.5]

Perform Grants Management [7.4]

Administer Grant Recipient Oversight [7.4.6]

Administer Grant Recipient Oversight [7.4.6]

Manage Government Resources [7.0]

Conduct Human Capital Management [7.5]

Develop Agency Human Capital Strategy, Policy, and Operation Plan [7.5.1]

Develop Agency Human Capital Strategy, Policy, and Operation Plan [7.5.1]

Develop Agency Human Capital Strategy, Policy, and Operation Plan [7.5.1]

Develop Agency Human Capital Strategy, Policy, and Operation Plan [7.5.1]

Develop Agency Human Capital Strategy, Policy, and Operation Plan [7.5.1]

Conduct Human Capital Management [7.5]

Conduct Human Capital Management [7.5]

Conduct Human Capital Management [7.5]

Perform Talent Acquisition [7.5.2]

Perform Talent Acquisition Management [7.5.2.1]

Perform Talent Acquisition Management [7.5.2.1]

Perform Talent Acquisition Management [7.5.2.1]

Perform Talent Acquisition Management [7.5.2.1]

Perform Talent Acquisition Management [7.5.2.1]

Perform Talent Acquisition Management [7.5.2.1]

Perform Talent Acquisition Management [7.5.2.1]

Perform Talent Acquisition [7.5.2]

Perform Candidate Sourcing and Recruitment [7.5.2.2]

Perform Candidate Sourcing and Recruitment [7.5.2.2]

Perform Candidate Sourcing and Recruitment [7.5.2.2]

Perform Talent Acquisition [7.5.2]

Conduct Candidate Assessment and Selection [7.5.2.3]

Conduct Candidate Assessment and Selection [7.5.2.3]

Perform Talent Acquisition [7.5.2]

Conduct Applicant Screening, Reciprocity, and Investigation Request [7.5.2.4]

Perform Talent Acquisition [7.5.2]

Perform Talent Acquisition [7.5.2]

Manage New Hire In-Processing and Onboarding [7.5.2.6]

Manage New Hire In-Processing and Onboarding [7.5.2.6]

Manage New Hire In-Processing and Onboarding [7.5.2.6]

Conduct Human Capital Management [7.5]

Execute Talent Development [7.5.3]

Perform Talent Development Planning [7.5.3.1]

Perform Talent Development Planning [7.5.3.1]

Perform Talent Development Planning [7.5.3.1]

Perform Talent Development Planning [7.5.3.1]

Execute Talent Development [7.5.3]

Manage Talent Development and Training [7.5.3.2]

Manage Talent Development and Training [7.5.3.2]

Manage Talent Development and Training [7.5.3.2]

Manage Talent Development and Training [7.5.3.2]

Manage Talent Development and Training [7.5.3.2]

Manage Talent Development and Training [7.5.3.2]

Manage Talent Development and Training [7.5.3.2]

Execute Talent Development [7.5.3]

Perform Learning Administration [7.5.3.3]

Perform Learning Administration [7.5.3.3]

Perform Learning Administration [7.5.3.3]

Perform Learning Administration [7.5.3.3]

Perform Learning Administration [7.5.3.3]

Conduct Human Capital Management [7.5]

Administer Employee Performance Management [7.5.4]

Conduct Employee Performance Management [7.5.4.1]

Conduct Employee Performance Management [7.5.4.1]

Conduct Employee Performance Management [7.5.4.1]

Conduct Employee Performance Management [7.5.4.1]

Conduct Employee Performance Management [7.5.4.1]

Administer Employee Performance Management [7.5.4]

Perform Recognition Management [7.5.4.2]

Administer Employee Performance Management [7.5.4]

Conduct Human Capital Management [7.5]

Manage Compensation and Benefits [7.5.5]

Manage Compensation and Benefits [7.5.5]

Manage Compensation and Benefits [7.5.5]

Perform Benefits Management [7.5.5.3]

Perform Benefits Management [7.5.5.3]

Perform Benefits Management [7.5.5.3]

Perform Benefits Management [7.5.5.3]

Perform Benefits Management [7.5.5.3]

Manage Compensation and Benefits [7.5.5]

Conduct Human Capital Management [7.5]

Manage Separation and Retirement [7.5.6]

Manage Separation and Retirement [7.5.6]

Conduct Human Capital Management [7.5]

Manage Employee Relation and Continuous Vetting [7.5.7]

Manage Employee Relation and Continuous Vetting [7.5.7]

Manage Employee Relation and Continuous Vetting [7.5.7]

Manage Employee Relation and Continuous Vetting [7.5.7]

Manage Employee Relation and Continuous Vetting [7.5.7]

Manage Employee Relation and Continuous Vetting [7.5.7]

Conduct Human Capital Management [7.5]

Manage Labor Relations [7.5.8]

Manage Labor Relations [7.5.8]

Manage Labor Relations [7.5.8]

Conduct Human Capital Management [7.5]

Conduct Workforce Analytics and Employee Records [7.5.9]

Conduct Workforce Analytics and Employee Records [7.5.9]

Conduct Workforce Analytics and Employee Records [7.5.9]

Conduct Workforce Analytics and Employee Records [7.5.9]

Conduct Workforce Analytics and Employee Records [7.5.9]

Conduct Workforce Analytics and Employee Records [7.5.9]

Manage Government Resources [7.0]

Provide Information Technology Services [7.6]

Provide and Maintain IT Infrastructure [7.6.1]

Provide and Maintain IT Infrastructure [7.6.1]

Provide and Maintain IT Infrastructure [7.6.1]

Provide and Maintain IT Infrastructure [7.6.1]

Provide Networks and Telecommunications [7.6.1.4]

Provide Networks and Telecommunications [7.6.1.4]

Provide Networks and Telecommunications [7.6.1.4]

Provide Networks and Telecommunications [7.6.1.4]

Provide Networks and Telecommunications [7.6.1.4]

Provide and Maintain IT Infrastructure [7.6.1]

Provide Platforms and Storage [7.6.1.5]

Provide Platforms and Storage [7.6.1.5]

Provide Platforms and Storage [7.6.1.5]

Provide Platforms and Storage [7.6.1.5]

Provide and Maintain IT Infrastructure [7.6.1]

Provide Information Technology Services [7.6]

Perform IT Operations [7.6.2]

Perform IT Operations [7.6.2]

Perform IT Operations [7.6.2]

Perform IT Operations [7.6.2]

Perform IT Operations [7.6.2]

Perform IT Operations [7.6.2]

Perform IT Operations [7.6.2]

Perform IT Operations [7.6.2]

Provide Information Technology Services [7.6]

Manage IT Systems Lifecycle [7.6.3]

Manage IT Systems Lifecycle [7.6.3]

Manage IT Systems Lifecycle [7.6.3]

Manage IT Systems Lifecycle [7.6.3]

Manage IT Systems Lifecycle [7.6.3]

Manage IT Systems Lifecycle [7.6.3]

Manage IT Systems Lifecycle [7.6.3]

Manage IT Systems Lifecycle [7.6.3]

Manage IT Systems Lifecycle [7.6.3]

Provide Information Technology Services [7.6]

Provide Information Technology Services [7.6]

Manage IT Security [7.6.5]

Manage IT Security [7.6.5]

Manage IT Security [7.6.5]

Manage IT Security [7.6.5]

Manage Government Resources [7.0]

Conduct Mail Operations Management [7.7]

Manage Interoffice and Interagency Mail [7.7.1]

Manage Interoffice and Interagency Mail [7.7.1]

Conduct Mail Operations Management [7.7]

Manage USPS and Other Carrier Mail [7.7.2]

Manage USPS and Other Carrier Mail [7.7.2]

Manage USPS and Other Carrier Mail [7.7.2]

Conduct Mail Operations Management [7.7]

Manage Special Handling and Delivery Mail [7.7.3]
Manage Special Handling and Delivery Mail [7.7.3]

Manage Special Handling and Delivery Mail [7.7.3]

Manage Government Resources [7.0]

Perform Property Management [7.8]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Acquisition and Control [7.8.1]

Perform Property Management [7.8]

Perform Property Design and Development [7.8.2]

Perform Property Design and Development [7.8.2]

Perform Property Design and Development [7.8.2]

Perform Property Design and Development [7.8.2]

Perform Property Management [7.8]

Perform Property Operations Management [7.8.3]

Perform Property Operations Management [7.8.3]

Perform Property Operations Management [7.8.3]

Perform Property Operations Management [7.8.3]

Perform Property Operations Management [7.8.3]

Perform Property Operations Management [7.8.3]

Perform Property Operations Management [7.8.3]

Perform Property Operations Management [7.8.3]

Perform Property Operations Management [7.8.3]

Develop and Oversee Facility Policies [7.8.3.7]

Perform Property Operations Management [7.8.3]

Perform Property Operations Management [7.8.3]
Perform Property Management [7.8]

Manage Inventory and Equipment [7.8.4]

Manage Inventory and Equipment [7.8.4]

Manage Inventory and Equipment [7.8.4]

Manage Inventory and Equipment [7.8.4]

Manage Inventory and Equipment [7.8.4]

Perform Property Management [7.8]

Produce and Manage Long-Range and Annual Capital Investments [7.8.5]

Produce and Manage Long-Range and Annual Capital Investments [7.8.5]

Produce and Manage Long-Range and Annual Capital Investments [7.8.5]

Produce and Manage Long-Range and Annual Capital Investments [7.8.5]

Manage Government Resources [7.0]

Perform Sales Order and Fulfillment Management [7.9]

Perform Sales Ordering Management [7.9.1]

Perform Sales Ordering Management [7.9.1]

Perform Sales Ordering Management [7.9.1]

Perform Sales Order and Fulfillment Management [7.9]

Conduct Sales Inventory/Fulfillment Management [7.9.2]

Conduct Sales Inventory/Fulfillment Management [7.9.2]

Conduct Sales Inventory/Fulfillment Management [7.9.2]

Conduct Sales Inventory/Fulfillment Management [7.9.2]

Conduct Sales Inventory/Fulfillment Management [7.9.2]

Conduct Sales Inventory/Fulfillment Management [7.9.2]

Perform Sales Order and Fulfillment Management [7.9]

Perform Sales Customer Relationship Management [7.9.3]

Perform Sales Customer Relationship Management [7.9.3]

Perform Sales Customer Relationship Management [7.9.3]