



THE SECRETARY OF VETERANS AFFAIRS
WASHINGTON

May 8, 2025

The Honorable Jamieson Greer
Acting Special Counsel
U.S. Office of Special Counsel
1730 M Street, NW, Suite 300
Washington, DC 20036

Re: Office of Special Counsel File No. DI-24-000289

Dear Ambassador Greer:

Enclosed is an update regarding the status report as requested in your January 16, 2025, email to the Department of Veterans Affairs (VA). The enclosed response provides an update on the steps VA is taking to ensure Equal Employment Opportunity Program Managers are properly realigned as mandated by the Elijah E. Cummings Federal Employee Antidiscrimination Act of 2020 and the Appropriations Act of 2023.

Thank you for the opportunity to respond.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Collins", written over a horizontal line.

Douglas A. Collins

Enclosures

Department of Veterans Affairs (VA)

Email Update for the Office of Special Counsel (OSC)

Office of Resolution Management

Washington, D.C.

OSC File No. DI-24-000289

April 2025

On January 16, 2025, OSC requested VA provide an email update regarding the status of the four recommendations to the Office of Resolution Management (ORM) report, dated January 22, 2024.

OSC Question 1

Please clarify the agency's position that non-General Schedule 260 Series Program Managers who are performing tangential Equal Employment Opportunity (EEO) functions are not required to be realigned, given that the Appropriations Act of 2023 requires realignment of "each Equal Employment Opportunity program manager ... with respect to the equal employment functions of the program manager" (emphasis added) (H.R.2617 – 117th Congress (2021-2022): Consolidated Appropriations Act, 2023, Sec. 402(b), H.R.2617, 117th Cong. (2022), <https://www.congress.gov/bill/117th-congress/house-bill/2617/text>).

VA Response

VA established Service Level Agreements for the Office of Information and Technology (OIT), National Cemetery Administration (NCA), and Veterans Benefits Administration (VBA), that state "that the EEO functions for the identified administrations have been realigned to Office of Resolution Management (ORM)." These agreements support VA's position that non-General Schedule 260 Series Program Managers are not performing EEO functions outside of ORM, and ORM continues to be the only office in VA that provides all EEO functions for VBA, NCA, or OIT.

Status: Completed as of March 7, 2025.

OSC Question 2

Given the report's acknowledgement that the VA's Office of Resolution Management (ORM) should be reorganized so that it does not report to the Office of Human Resources and Administration/Operations, Security, and Preparedness (HRA/OSP), please provide a timeline for when you expect this reorganization to be complete so that

ORM reports directly to the Secretary or Deputy Secretary. Based on a comparison of a December 2023 SF-50 versus a December 2024 SF-50 issued to the whistleblower who works within ORM, it appears that the ORM realignment has not yet been effectuated this year as the SF-50s from different years share the same: (i) agency code; (ii) appropriation code; and (iii) subcomponent title. Further, the whistleblower reports that she has not yet received an SF-50 documenting the realignment of her subcomponent.

VA Response

Realignment: The Department's EEO Executive Director reports to the VA Deputy Secretary. On October 1, 2024, ORM functions were realigned from HRA/OSP to the EEO Executive Director. See the August 23, 2024, Secretary Realignment Memorandum attached below. There is no Standard Form (SF)-50 generated by the Executive Director's realignment as it is administrative in nature. However, there is an SF-50 for the realignment of Human Resources Processing Centers from VBA to the Human Resources Service Center (HRSC), VA Central Office (VACO), as ORM changed Personnel Office Identification in accordance with the Guide to Processing Personnel Actions, Chapter 21, page 11, 5, which was effective January 26, 2025, and can be found at: <https://www.opm.gov/policy-data-oversight/data-analysis-documentation/personnel-documentation/processing-personnel-actions/gppa21.pdf>. Of note, as stated in the guide in reference to SF-50/52s "its use for realignments and mass transfers is not required in all cases."



ORMDI Realignment
Memo SecVA Signed

SF-50: The SF-50s for the whistleblower and ORM staff were processed by the VACO HRSC with an effective date of January 26, 2025. Please see the attached redacted SF-50. An automatically generated notification of any personnel action processed by the HRSC is sent by email to the impacted employees. All VA employees have access to their eOPF to review any action that has been processed.



Sec VA Realignment
EEO PMs.pdf

Status: This action item is complete and considered closed as of January 26, 2025.

OSC Question 3

Please provide an update on the agency's review of the placement of its Harassment Prevention Program (HPP). Please indicate when you expect to establish a standalone HPP within ORM, reporting directly to the Secretary or Deputy Secretary, and not organized under the Complaint Processing Office, as required by Management Directive 715 and VA Handbook 5979, *Background* (p. 3).

VA Response

On August 23, 2024, SECVA signed the EEO Function Realignment memorandum that included direction to review and provide recommendations to the Veterans Affairs Operations Board on the realignment of HPP and other functions within VA by January 15, 2025, or earlier.

Status: This action is ongoing, with a final decision expected no later than July 2025.



12864784 VA
ARRP.pdf

OSC Question 4

Please provide the exhibits that were attached to the Office of Accountability and Whistleblower Protection's Report of Investigation (January 26, 2024) (Report Attachment below).



Tab 1D 11316982
OSVA OSC File No. 2

VA Response: VA has attached the 19 specific exhibits from the January 26, 2024, Report of Investigation that OSC later identified. If OSC determines that the documents should be included in the public file, please request a redacted version from VA to protect the identity of the whistleblowers.

Status: This action item is complete and considered closed as of April 3, 2024.

Date: August 23, 2024

From: Assistant Secretary for Human Resources and Administration/Operations, Security, and Preparedness (006)

Subj: Equal Employment Opportunity Function Realignment (VIEWS 11995728)

To: Secretary (00)

1. **Purpose.** Obtain a decision on the alignment of the equal employment opportunity (EEO) functions in the Department of Veterans Affairs (VA) that best complies with existing guidance, legislation, and regulations.

2. **Background.** Before 2019, EEO functions were performed by two separate organizations, then known as the Office of Resolution Management (ORM) and the Office of Diversity and Inclusion (ODI). Most of VA's EEO functions are currently aligned in the Office of Resolution Management, Diversity, and Inclusion (ORDMI) under the Office of Human Resources and Administration/Operations, Security, and Preparedness (HRA/OSP). The Assistant Secretary for HRA/OSP is designated as the EEO Director.

- a. Previously, while there was some commonality between the two organizations, the significant distinction was the assigned responsibilities. ORM was responsible for providing EEO complaints processing services and monitoring compliance with EEO decisions. On the other hand, ODI was responsible for VA's affirmative employment program, including national and regional EEO plans, reports, and other matters to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity.
- b. Until 2021, the Alternative Dispute Resolution (ADR) program was also a component of ORDMI as part of the EEO complaint process and has since been realigned under the Office of the Chief Human Capital Officer (OCHCO) in HRA/OSP.
- c. On June 25, 2021, Executive Order (EO) 14035 on Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce, dated June 25, 2021, created the position of Chief Diversity Officer at VA. This is currently a single-person office reporting to the Deputy Secretary.

3. **Legal Provisions.** The existing statutes governing EEO functions at VA conflict in two key areas: (1) the organizational misalignment of the EEO functions and (2) the misalignment of the EEO Director's reporting structure within the Department. VA must reconcile these conflicts and, depending on whether and how it chooses to align its EEO functions, may require curative legislation.

- a. 38 U.S.C. § 308 states that the VA Secretary must assign "equal opportunity functions" and "functions regarding the investigation of complaints of employment

Subj: Equal Employment Opportunity Function Realignment (VIEWS 11995728)

discrimination” to an Assistant Secretary and limits the number of Assistant Secretaries to no more than seven in VA.

- b. Consistent with 29 C.F.R. § 1614.102, Equal Employment Opportunity Commission (EEOC) Management Directive 110 specifies the responsibilities of agency EEO Directors and requires they report directly to the agency head. It also requires agencies to ensure fair and impartial processing of complaints by keeping personnel functions separate from EEO functions.
- c. The Elijah E. Cummings Federal Employee Anti-Discrimination Act of 2020 (P.L. 116-283 § 1137) requires “the head of agency EEO programs” report directly to the head of the agency.
- d. Title IV, section 402 of the Joseph Maxwell Cleland and Robert Joseph Dole Memorial Veterans Benefits and Health Care Improvement (Cleland-Dole) Act of 2022 (Division U of P.L. 117-328) amended 38 U.S.C. § 516 which now requires the VA EEO Director report directly to the Deputy Secretary and not serve in a position that has the responsibility over personnel functions or other functions that conflict with EEO functions.
- e. EO 14035 directs Federal agencies to take several actions to promote DEIA, including a requirement to “seek opportunities to establish a position of chief diversity officer (as distinct from an equal employment opportunity officer), with sufficient seniority to coordinate efforts to promote diversity, equity, inclusion, and accessibility within the agency.” Many (but not all) of the actions required of Federal agencies in this executive order overlap with the responsibilities of the EEO Director provided in EEOC Management Directive 110.

4. Discussion. External oversight entities continue to raise concerns regarding VA’s EEO reporting structure. The Government Accountability Office (GAO) published a report in June 2020 that included a finding that the VA’s EEO Director position was misaligned and that it did not adhere to a key directive in EEOC Management Directive 110. Additionally, in September 2023, GAO reported that VA had not implemented the recommendation to realign the EEO Director position and ensure this position is not responsible for personnel functions.

VA established a working group in March 2024 to develop courses of action to realign VA’s EEO functions in accordance with legislative requirements and oversight office directions. Working group members included representatives from the Office of the Chief of Staff for VA, HRA/OSP, Office of the Chief Diversity Officer, Office of General

Subj: Equal Employment Opportunity Function Realignment (VIEWS 11995728)

Counsel, Office of Accountability and Whistleblower Protection (OAWP), and Office of Management.

- a. To develop potential EEO function realignment courses of action, the working group reviewed the comprehensive list of EEO functions (see Attachment A), the current functions of ORMDI, and the statutes governing EEO.
- b. Based on this analysis, the group identified eight possible courses of action (COA):
 - Maintain status quo;
 - Establish an EEO Executive Director;
 - Establish an ORMDI Executive Director;
 - Establish an eighth Assistant Secretary for EEO;
 - Establish an eighth Assistant Secretary for ORMDI;
 - Realign EEO functions to an existing Assistant Secretary;
 - Establish a seventh Assistant Secretary for EEO by consolidating two existing Assistant Secretariats; and
 - Move those EEO functions that align with OAWP's statutory obligations to OAWP.
- c. The Secretary of VA has the authority to reorganize functions and offices, including fixing the duties and powers of executive heads of offices within VA so long as the action is not inconsistent with law. However, before executing a reorganization, the Consolidated Appropriations Act, 2024, (P.L. 118-122) Division J, Title II, § 227 requires the Secretary to provide written notification to the Committees on Appropriations of both Houses of Congress 15 days prior to organizational changes which result in the transfer of 25 or more full-time equivalents from one organizational unit of VA to another.
- d. The Associate Director of EEOC's Office of Federal Operations informally advised that VA is an exception to the general rule in EEOC Management Directive 110. As such, the VA EEO Director is not required to report to the agency head but should report to the VA Deputy Secretary based on VA's more specific, later enacted legislative requirements of the Cleland-Dole Act. The Associate Director advised that VA will be compliant if the EEO Director reports directly to the Deputy Secretary and does not serve in a position that has the responsibility over personnel functions or other functions that conflict with EEO functions.

Subj: Equal Employment Opportunity Function Realignment (VIEWS 11995728)

5. Proposed Way Ahead. The working group recommends establishing a stand-alone EEO office, led by an Executive Director, reporting directly to the Deputy Secretary. The working group also recommends that four EEO functions should be reviewed to determine if further organizational changes are necessary to mitigate conflicts and support organizational effectiveness. To effectively implement these recommendations, the working group suggests:

- a. All ORMDI functions be transferred from HRA/OSP to a new Executive Director reporting to the Deputy Secretary
- b. ORMDI be directed to review the four EEO functions, diversity and inclusion (D&I), reasonable accommodations (RA), the harassment prevention program (HPP), and the EEO ADR program. Following their review, ORMDI will return to the VA Operations Board (VAOB) with recommendations on their best organizational alignment within VA.

A table depicting the legislative compliance of this recommendation is in Attachment B. The pros and cons are listed below:

- a. Pros:
 - The authority to establish an Executive Director rests with the VA Secretary and does not require congressional approval to enact, only congressional notification.
 - Organizational conflicts will be mitigated and better functional alignment achieved.
- b. Cons:
 - Legislative amendments may be necessary to fully address conflicting authorities.
 - Enlarges the size of the Deputy Secretary's direct reporting structure.

6. Recommendations. The SECVA review and approve the working group's recommendations. The VAOB concurred with the recommendations and proposed specific deadlines for each action on July 25, 2024.

/s/

Cassandra M. Law

Attachment

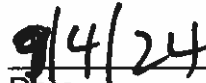
Subj: Equal Employment Opportunity Function Realignment (VIEWS 11995728)

Recommendation 1: Establish an EEO Executive Director that reports to the VA Deputy Secretary and realign all ORMDI functions from HRA/OSP to the EEO Executive Director by October 1, 2024.

☒ Approve/Disapprove (Circle one)



Denis McDonough




Date

Recommendation 2: Review and provide recommendations to the VAOB on the realignment of D&I, RA, HPP, and EEO ADR functions within VA by January 15, 2025, or earlier.

☒ Approve/Disapprove (Circle one.)



Denis McDonough



Date

ATTACHMENT A: Department of Veterans Affairs Equal Employment Opportunity Program Key Functions and Responsible Offices

The following tables summarize the Department of Veterans Affairs' (VA) Equal Employment Opportunity (EEO) Program key functions and responsible offices. This document does not include functions that are specific to VA (for example, the External Complaints Program). Additional information about VA's EEO Program are found in the fiscal year 2023 Management Directive (MD)-715 Report (VIEWS 11338315).

Table 1. Agency Officials Responsible for Oversight of EEO Program(s)

EEO Program Staff	Office	Title
Principal EEO Director/Official	Office of Human Resources and Administration/Operations, Security, and Preparedness (HRA/OSP)	Assistant Secretary for Human Resources and Administration/ Operations, Security, and Preparedness (ASHRA/OSP)
Affirmative Employment Program Manager	Office of Resolution Management, Diversity, and Inclusion (ORMDI)	Deputy Assistant Secretary (DAS), ORMDI
Complaint Processing Program Manager	ORMDI	Deputy Assistant Secretary, ORMDI
Diversity and Inclusion Officer	Secretary of VA	Acting Chief Diversity Officer (CDO)
Hispanic Program Manager	ORMDI	Acting Departmental Hispanic Program Manager
Women's Program Manager	ORMDI	Departmental Federal Women's Program Manager
Disability Program Manager	ORMDI	Departmental People with Disabilities Program Manager
Special Placement Program Coordinator (Individuals with Disabilities)	ORMDI	Departmental Selective Placement Program Coordinator
Reasonable Accommodation Program Manager	ORMDI	Chief of Reasonable Accommodation Services
Anti-Harassment Program Manager	ORMDI	Chief of Harassment Prevention Program Office
Alternative Dispute Resolution (ADR) Program Manager	Office of the Chief Human Capital Officer (OCHCO)	Director, ADR

Compliance Manager	ORMDI	Chief of Policy and Compliance
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Table 2. Counts of EEO Functions by High-level Category

Category of the EEO Function	Count
EEO Complaint Processing	19
EEO Discrimination Prevention	15
Resources and Staffing	15
Accountability - Managers / Supervisor Appraisals	12
EEO Policy	12
EEO Program Management	9
Human Resources Coordination	9
Oversight and Compliance	9
Data Systems / Collection	7
ADR	6
Barrier Analysis	6
Training/Skills Development	5
Trend Analysis	5
Affirmative Action Planning	4
EEO Advisory Role	4
Strategic Planning	4
Accountability - Disciplinary Action Following Findings	3
Audits	3
Barrier Mitigation	3
Reports	3
Assessments	1
Employee Recognition	1
Special Emphasis Programs	1
Grand Total	156

Table 3. Key EEO Functions with Responsible Offices

Source	MD-715 Element	Function Category	Function/Action	Current Accountable Office
29 C.F.R. § 1614.102(c)	N/A	EEO Advisory Role	Advise on the preparation of national and regional EEO plans, procedures, regulations, reports, and other matters pertaining to the policy in §	EEO Director (ASHRA/OSP)

Source	MD-715 Element	Function Category	Function/Action	Current Accountable Office
			1614.101 and the Agency program.	
29 C.F.R. § 1614.102(c)	N/A	EEO Advisory Role	Evaluate, as needed, on the sufficiency of the total Agency EEO program and recommend improvements or corrections needed, including remedial or disciplinary action with respect to managerial, supervisory, or other employees who have failed in their responsibilities.	EEO Director (ASHRA/OSP)
29 C.F.R. § 1614.102(c)	N/A	EEO Program Management	Make changes in programs and procedures designed to eliminate discriminatory practices and to improve the Agency's program for EEO.	EEO Director (ASHRA/OSP)
29 C.F.R. § 1614.102(c)	N/A	EEO Complaint Processing	Provide for counseling to aggrieved individuals and for the receipt and processing of individual and class complaints of discrimination.	DAS, ORMDI (Complaint Processing Manager)
29 C.F.R. § 1614.102(c)	N/A	EEO Complaint Processing	Assure that individual complaints are fairly and thoroughly investigated and that final action is taken in a timely manner.	DAS, ORMDI (Complaint Processing Manager)
MD-715	A.1.a	EEO Policy	Annual signed and dated EEO policy statement on Agency letterhead that clearly communicates the Agency's commitment to EEO for all employees and applicants.	ORMDI
MD-715	A.1.b	EEO Policy	EEO policy statement that address all protected bases contained in the	ORMDI

Source	MD-715 Element	Function Category	Function/Action	Current Accountable Office
			laws the Equal Employment Opportunity Commission (EEOC) enforces	
MD-715	A.2.a	EEO Policy	Disseminate the following policies and procedures to all employees:	
MD-715	A.2.a.1	EEO Policy	1. Anti-harassment policy; and	ORMDI
MD-715	A.2.a.2	EEO Policy	2. Reasonable accommodation procedures.	ORMDI
MD-715	A.2.b	EEO Policy	Post the following information throughout the workplace and on its public website:	
MD-715	A.2.b.1	EEO Policy	1.The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director;	ORMDI
MD-715	A.2.b.2	EEO Policy	2. Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process; and	ORMDI
MD-715	A.2.b.3	EEO Policy	3. Reasonable accommodation procedures	ORMDI
MD-715	A.2.c	EEO Policy	Does the Agency inform (provide training) for employees about the following topics:	
MD-715	A.2.c.1	EEO Policy	1. EEO complaint process;	ORMDI
MD-715	A.2.c.2	EEO Policy	2. ADR process;	OCHCO
MD-715	A.2.c.3	EEO Policy	3. Reasonable accommodation program;	ORMDI
MD-715	A.2.c.4	EEO Policy	4. Anti-harassment program; and	ORMDI

Source	MD-715 Element	Function Category	Function/Action	Current Accountable Office
MD-715	A.2.c.5	EEO Policy	5. Behaviors that are inappropriate in the workplace and could result in disciplinary action.	ORMDI
MD-715	A.3.a	Employee Recognition	Provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity.	ORMDI
MD-715	A.3.b	Assessments	Use the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce.	ORMDI
MD-715	B.1.c	Reports	"State of the Agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process.	EEO Director
MD-715	B.1.d	EEO Program Management	Participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues.	EEO Director
MD-715	B.2.a	EEO Program Management	Implement a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices.	EEO Director
MD-715	B.2.b	EEO Program Management	Oversee the completion of EEO counseling.	EEO Director
MD-715	B.2.c	EEO Program Management	Oversee the fair and thorough investigation of EEO complaints.	EEO Director

NOTIFICATION OF PERSONNEL ACTION

1. Name (Last, First, Middle)						2. Social Security Number		3. Date of Birth		4. Effective Date 01/26/2025					
FIRST ACTION						SECOND ACTION									
5-A. Code 790		5-B. Nature of Action REALIGNMENT				6-A. Code		6-B. Nature of Action							
5-C. Code UNM		5-D. Legal Authority VAOB APPROVED 07/25/2024				6-C. Code		6-D. Legal Authority							
5-E. Code		5-F. Legal Authority				6-E. Code		6-F. Legal Authority							
7. FROM: Position Title and Number EQUAL EMPLOYMENT SPEC PD: 38893-0 POSITION:						15. TO: Position Title and Number EQUAL EMPLOYMENT SPEC PD: 388930 POSITION:									
8. Pay Plan GS		9. Occ. Code 0260	10. Grade or Level 13	11. Step or Rate 06	12. Total Salary \$140,677.00	13. Pay Basis PA	16. Pay Plan GS		17. Occ. Code 0260	18. Grade or Level 13	19. Step or Rate 06	20. Total Salary/Award \$140,677.00	21. Pay Basis PA		
12A. Basic Pay \$105,030.00		12B. Locality Adj. \$35,647.00		12C. Adj. Basic Pay \$140,677.00		12D. Other Pay \$0		20A. Basic Pay \$105,030.00		20B. Locality Adj. \$35,647.00		20C. Adj. Basic Pay \$140,677.00		20D. Other Pay \$0	
14. Name and Location of Position's Organization DEPUTY ASST SECY FOR OFFICE OF RESOLUTION MANAGEMENT ORMDI EEO LIAISON OFFICE-VBA WASHINGTON DC USA						22. Name and Location of Position's Organization OFFICE OF THE SECRETARY ORMDI EEO LIAISON OFFICE-VBA WASHINGTON DC USA									
EMPLOYEE DATA															
23. Veterans Preference 6 1 - None 3 - 10-Point/Disability 5 - 10-Point/Other 2 - 5-Point 4 - 10-Point/Compensable 6 - 10-Point/Compensable/30%						24. Tenure 1 0 - None 2 - Conditional 1 - Permanent 3 - Indefinite			25. Agency Use RW		26. Veterans Preference for RIF YES X NO				
27. FEGLI B0 WAIVED						28. Annuitant Indicator 3 RET ENLISTED			29. Pay Rate Determinant 0						
30. Retirement Plan KF FERS FRAE AND FICA (FULL)				31. Service Comp. Date (Leave) 03/18/2014		32. Work Schedule F FULL TIME			33. Part-Time Hours Per Biweekly Pay Period						
POSITION DATA															
34. Position Occupied 1 1 - Competitive Service 3 - SES General 2 - Excepted Service 4 - SES Career Reserved				35. FLSA Category E E - Exempt N - Nonexempt		36. Appropriation Code 1421-1000			37. Bargaining Unit Status 8888						
38. Duty Station Code 24-0765-027				39. Duty Station (City - County - State or Overseas Location)											
40. Agency Data 705(D		41.		42.		43.		44.							
45. Remarks															
46. Employing Department or Agency OFFICE OF THE SECRETARY						50. Signature/Authentication and Title of Approving Official ELECTRONICALLY SIGNED BY:									
47. Agency Code VAAA		48. Personnel Office ID 1713		49. Approval Date 01/26/2025		(b) (6) DIRECTOR HR SERVICES									

Date: March 4, 2025

From: Chief of Staff (00A)

Subj: Department of Veterans Affairs Agency Reduction in Force (RIF) and Reorganization Plan (ARRP) (VIEWS 12864784)

To: Under Secretaries, Assistant Secretaries, and Other Key Officials

1. This memorandum initiates the Department of Veterans Affairs (VA) Department-wide review of mission, organization, and structure in order to achieve efficiencies dictated by President Trump's February 11, 2025, Executive Order Implementing the President's "Department of Government Efficiency" (DOGE) Workforce Optimization Initiative (Workforce Optimization) and the subsequent February 26, 2025, Office of Personnel Management (OPM) and Office of Management and Budget (OMB) guidance document on RIF and Reorganization Plans. VA, in partnership with our DOGE leads, will move out aggressively, while taking a pragmatic and disciplined approach to identify and eliminate waste, reduce management and bureaucracy, reduce footprint, and increase workforce efficiency. Additionally, a portion of the savings garnered will be reinvested in the Veterans we serve and the systems required to support our workforce and execute our mission. Following a thorough review of mission and structure, the Department will affect a VA-wide RIF in August to resize and tailor the workforce to the mission and revised structure.

2. This effort will require the entirety of VA staff and organizations to work together in a collaborative fashion, as well as to coordinate actions with DOGE and the Administration as a whole, to achieve the desired results within the allotted time. For planning purposes, the Department's initial objective is to return to our 2019 end-strength numbers of 399,957 employees. Furthermore, VA Administrations and Staff Offices will need to detail sufficient personnel to support this effort as outlined in this memorandum to focus on implementation and to synergize VA efforts.

3. Implementation Timeline.

a. Information Gathering (due March 10, 2025): Administrations and Staff Offices will gather required information as outlined in Attachment 1. Additionally, a separate memorandum on RIF procedures will be released, which will include required information and actions.

b. Line of Effort (LOE) 1: Administrations and Staff Offices will conduct an internal review and analysis of their organizations with required products to be delivered by April 10, 2025, to provide responses to OMB and OPM Phase 2 requirements by April 14, 2025.

Subj: Department of Veterans Affairs Agency Reduction in Force and Reorganization Plan (ARRP) (VIEWS 12864784)

c. LOE 2 (Intra-Department): A Department-wide review will be completed by May 9, 2025.

d. VA will publish its Reorganization Plan in June 2025 with a subsequent Department-wide RIF prior to the end of fiscal year 2025, as required by OMB and OPM.

e. Throughout all phases of the operation, there will be ongoing reviews and interim briefings and decision points. Additional implementation guidance is forthcoming.

4. Program Implementation.

a. VA Reorganization Implementation Cell (VA RIC): The Office of Human Resources and Administration/Operations, Security, and Preparedness (HRA/OSP) will stand-up the VA RIC to serve as the program manager and focus on implementation actions. The VA RIC will expand to execute necessary functions for the reorganization. The following Administrations and Staff Offices are required to detail a minimum of one individual at a grade level of General Schedule-14 or higher to support the VA RIC activities and serve as the liaison to their organization: Veterans Health Administration, Veterans Benefits Administration, National Cemetery Administration, HRA/OSP, Office of Information Technology, Office of Acquisition, Logistics, and Construction, Office of Enterprise Integration, Office of General Counsel, Office of Management, and Board of Veterans' Appeals. Name(s) should be submitted to VACO006FrontOfficeActions@va.gov by March 5, 2025. The start date will commence on March 6, 2025 (location will be provided by March 5). Initial details will be for a period of 120 days. In addition, VA liaisons to DOGE will be integrated into VA RIC operations ensuring positive and continuous communications with the Administration through all phases of the operation.

b. Administrations and Staff Offices will designate a senior leader (Senior Executive Service level) to serve as a central point of contact for time sensitive issues, or where senior-level contact is needed to resolve issues. Name(s) should be submitted to VACO006FrontOfficeActions@va.gov by March 5, 2025.

c. Under Secretaries, Assistant Secretaries, and other Key Officials will serve on the Executive Review Group (ERG). Membership will also include Senior Advisors and VA DOGE liaisons. The ERG will address issues and make recommendations to the Secretary for decision. The Secretary or his designee will chair the ERG.

Page 3.

Subj: Department of Veterans Affairs Agency Reduction in Force and Reorganization Plan (ARRP) (VIEWS 12864784)

5. The Secretary will chair an initial senior level meeting on March 5, 2025. Invitation is forthcoming.


Christopher D. Syrek

Attachment

**Initial Data Call - Information/Data Gathering
(February 28 – March 10)**

- Provision of Organization Charts and Structures for all organizations down to lowest level.
- Provision of unit manpower documents by organization.
- List of statutorily mandated functions / entities – certification that these have been interpreted to cover only what functions they explicitly require.
- List of regulatory directed functions.
- List of organizations and total number of positions:
 - That provide direct service to Veterans;
 - That support operations; and
 - Those that are management overhead.
- List of positions:
 - Essential positions that excluded from potential reduction / RIF; and
 - NOT mandated as essential during a lapse in appropriations (using the Agency Contingency Plans submitted to OMB in 2019).
- Installations: List of installations across the Department with assigned personnel and capacity (excess).
- Technology/Systems: Identification of all systems utilized by the Department for its mission to include costs, contract, and associated personnel.
- Initial input of any identified organization, unit, or mission should be eliminated or consolidated; and which specific subcomponents or functions, if any, should be expanded to deliver on the President's priorities.
- The suggested plan for Congressional engagement to gather input and agreement on major restructuring efforts and the movement of fundings between accounts, as applicable, including compliance with any Congressional notification requirements.

Additional implementation guidance is forthcoming.