

**HUMAN RESOURCES MANAGEMENT PROGRAM EVALUATION**

- 1. REASON FOR ISSUE:** To establish Department of Veteran Affairs (VA) policies for human resources management (HRM) program evaluation in support of overall human resources accountability.
- 2. SUMMARY OF CONTENTS/MAJOR CHANGES:** This directive sets forth policies for evaluating the VA human resources management program. The former policy issuance was rescinded on April 15, 2002 when the new System of VA Human Resources Management Directives and Handbooks was issued.
- 3. RESPONSIBLE OFFICE:** The Human Resources Management Office of Oversight and Effectiveness (054), Office of the Deputy Assistant Secretary for Human Resources Management.
- 4. RELATED HANDBOOK:** VA Handbook 5024, Human Resources Management Program Evaluation.
- 5. RESCISSIONS:** None

**CERTIFIED BY:**

**BY DIRECTION OF THE SECRETARY  
OF VETERANS AFFAIRS:**

/S/  
Robert N. McFarland  
Assistant Secretary for  
Information and Technology

/S/  
William H. Campbell  
Assistant Secretary for Management  
Office of Human Resources and Administration

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## HUMAN RESOURCES MANAGEMENT PROGRAM EVALUATION

**1. PURPOSE.** This directive establishes VA policies for human resources management (HRM) program evaluations, and outlines responsibilities for the conduct and review of such evaluations. The provisions of this directive do not apply to the Office of Inspector General.

### **2. POLICY**

a. The VA HRM accountability program is the responsibility of top VA management, line managers, and human resources (HR) officials working together to ensure Federal and VA's HRM programs, policies and delegated HR authorities are carried out and are in accord with merit systems principles, Title 5 and Title 38 provisions, or other applicable laws, rules, and regulations related to human resources management.

b. All VA elements are required by Executive Order 13197 (January 2001) to maintain an effective internal HRM accountability system for monitoring and evaluating HRM programs, results, and accountability. An effective VA human capital program depends on attracting, developing, and retaining quality employees from diverse backgrounds and ensuring that they perform at high levels. Sound investment in human capital is essential if VA organizations are to achieve their missions. The VA HRM accountability program also ensures that there is an assessment of VA facilities use of human capital processes. These processes should enable organizations to achieve program goals and objectives that accomplish VA's mission.

c. The objectives of HRM evaluations in VA are to ensure standards and measures are in place to assure that:

(1) HRM programs are responsive in carrying out the VA's mission;

(2) The spirit and intent of Federal HRM programs including laws, Executive Orders, rules, and regulations are being adhered to;

(3) Major HRM objectives contained in 5 U.S.C. Chapter 23 and 38 U.S.C. Chapter 74 are being achieved;

(4) Management's goals and objectives that are established giving special emphasis to certain program activities are given sufficient attention; and

(5) Action plans are developed and implemented as necessary to improve programs.

d. To meet these objectives:

(1) The effectiveness of the VA-wide HRM program will be reviewed and evaluated on a continuing basis;

(2) Analysis and evaluation of HRM will be accomplished annually at each management level with HRM authority. Findings will be coordinated with appropriate line and staff officials at field stations and in VA Central Office (VACO);

(3) The Office of Human Resources Management (OHRM) reports annually to the Secretary and other top management officials on the operational status of HRM programs so that the impact of findings can be taken into account in formulating management decisions; and

(4) Each field station will conduct an annual HRM self-evaluation as an integral part of local management's systematic internal review system. Documentation used to prepare the self-evaluation will be maintained for review during on-site visits. A self-evaluation will be conducted by the end of each fiscal year and posted to the OHRM Web site. These evaluations should be updated preceding the regularly scheduled on-site visit by OHRM representatives. OHRM is responsible for maintaining the current self-evaluation questionnaire and schedule of on-site reviews on the OHRM Web site.

### 3. RESPONSIBILITIES

a. The Assistant Secretary for Human Resources and Administration, in collaboration with Under Secretaries, Assistant Secretaries, Other Key Officials, and Deputy Assistant Secretaries, has overall program responsibility for assessment and evaluation of HRM programs, results, and accountability within VA.

b. The Deputy Assistant Secretary (DAS) for HRM is responsible for the design and operation of VA's HRM evaluation system consistent with this Directive and 38 U.S.C. 527 as it pertains to human resources management, and will:

(1) Appraise internal VA HRM activities through on-site surveys, assistance visits, review of records, and analysis of management information systems reports;

(2) Develop methods of utilizing evaluation information to improve and strengthen VA's HRM. Identify program activities that should be given additional attention department-wide, publicize these needs to all field stations, and measure established goals and objectives where needed. (The authority to evaluate HRM objectives is found in VA Handbook 5001, Part II, paragraph 7a. This includes HRM objectives found in VA Handbook 5001, Part II, paragraph 4, and specific objectives described in individual directives and handbooks.)

(3) Establish appropriate procedures and provide follow-up action to overcome identified HRM deficiencies and recommend needed improvements;

(4) Coordinate evaluation findings with appropriate management levels and annually provide necessary reports to top management officials;

(5) Ensure appropriate collection, maintenance, and dissemination of information needed to accomplish the purpose of this directive and the requirements of 38 USC 527;

(6) Coordinate HRM evaluation activities with the Administrations and with the Office of Personnel Management (OPM), to maximize program coverage and strive toward consistency in program assessment; and

(7) Utilize appropriate procedures during on-site reviews to observe the rights of labor organizations.

c. Under Secretaries, Assistant Secretaries, Other Key Officials, Deputy Assistant Secretaries, Veterans Integrated Service Network (VISN) Directors, Area Directors, Memorial Service Network Directors, equivalent officials or designee will:

(1) Ensure that self-assessment of HRM is performed in their respective organizations, and that methods used are sufficient to support viable assessment and evaluation of HRM within their organizations;

(2) Report at the request of the DAS for HRM on the adequacy of HRM within their organizations and offices;

(3) Respond to requests for information or action from the DAS for HRM, and ensure that subordinate activities comply with required actions within specified timeframes; and

(4) Use assessment and evaluation information to improve HRM practices.

d. Facility Directors will:

(1) Perform annual self-assessments of HRM as required by 2.d.(4) above;

(2) Provide information requested by the DAS for HRM;

(3) Host on-site verification of HRM results by OHRM designated officials;

(4) Furnish necessary support to representatives of the DAS for HRM in support of assessment requirements;

(5) Use self-assessment results to improve HRM within their chain of command; and

(6) Actively cooperate in supporting HRM accountability within their organizational scope of authority.

e. Human Resources Management Officers will cooperate fully with on-site evaluations conducted by OHRM representatives and provide assistance to organizations in carrying out HRM self-assessment programs that:

(1) Are consistent with facility size and mission;

(2) Ensure HRM services provided are the most effective, efficient, and compliant as possible;

(3) Comply with technical and legal requirements while being responsive to customer concerns; and

(4) Exemplify highly effective HRM products and services that transcend the entire organization.

**4. REFERENCES**

- a. Executive Order 13197 (January 2001)
- b. VA Directive 5001, System of VA Human Resources Management Directives and Handbooks, General Introduction and Administration
- c. 5 CFR and 38 CFR
- d. 5 USC 2301 (Merit Systems Principles)
- e. 38 USC Chapters 3, 71, 73, 74 and 78
- f. 38 USC Chapter 5, Subchapter II, Sections 501 and 527