



U.S. Department of Veterans Affairs

Comprehensive Plan for Processing Legacy Appeals and Implementing the Modernized Appeals System

Public Law 115-55, Section 3

VA's Mission

To fulfill President Lincoln's promise, "To care for him who shall have borne the battle, and for his widow, and his orphan."

November 2018 Update

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Executive Summary

This November 2018 report is the fifth in a series of reports that satisfies the requirements of Section 3 of the Veterans Appeals Improvement and Modernization Act of 2017 (Appeals Modernization Act), *Comprehensive Plan for Processing of Legacy Appeals and Implementing the New Appeals System*.

In addition to overhauling VA's current appeals process and providing Veterans, their families, and their survivors with increased choice in handling disagreements with VA's decisions, the Appeals Modernization Act sets forth specific elements that must be addressed in VA's comprehensive plan. The main topic elements required for this report include the processing of appeals of decisions on legacy claims that the Secretary considers pending; implementing the new appeals system; timely processing under the new appeals system; and monitoring the implementation of the new appeals system, including metrics and goals.

Processing legacy appeals continues to be a priority for VA. As this report will explain, VA is reducing pending legacy appeals both by increasing efficiencies in established practices and by providing Veterans with opportunities to opt into the new appeals system.

The Board of Veterans' Appeals (Board) contributed to reduction of legacy appeals by meeting its historic fiscal year (FY) 2018 dispatch goal of 81,033 decisions and ultimately exceeding that goal by 4,255 decisions. The Board's continued commitment to reducing the pending legacy appeals inventory is further demonstrated by its FY 2019 goal of dispatching 90,050 decisions, and, as will be discussed elsewhere in this report, its continued focus on expediting the current decision drafting process through various initiatives. In addition, both the Veterans Benefits Administration (VBA) and the Board are facilitating legacy appeal drawdown by processing the appeals of Veterans who have opted into the Appeals Modernization Act test programs discussed in more detail below.

VA made significant strides towards implementing the new appeals system. The proposed rule was published in the Federal Register on August 10, 2018, and the public comment period closed 60 days later, on October 9, 2018. The timeline for completing the regulations is tight, but VA will work collaboratively with the Office of Management and Budget (OMB) to obtain final approval of the regulations and timely publication in the Federal Register.

Additionally, VA is conducting the Rapid Appeals Modernization Program (RAMP) and the Board's Early Applicability of Appeals Modernization (BEAAM) to test assumptions in the implementation of the new claims and appeals system. Veterans are opting into RAMP at VBA in increased numbers, and VBA has expanded the number of participating Regional Offices (ROs) from 8 to 12. RAMP has provided VA with additional information that it will use, as necessary, to update and change Standard Operating Procedures (SOPs). The Board's implementation of RAMP, which began October 1, 2018, is allowing the Board to identify and address potential issues and risks relating to implementation of the new framework through a phased test of processes and technology. Adjudication of the BEAAM research program cases is also underway at the Board, and that small-scale research program is providing valuable qualitative feedback and insight that will inform future implementation plans. Each of the foregoing programs is discussed in more detail in Section 4 of this report.

Effective October 1, 2018, VBA established three new Decision Review Operations Centers (DROCs) at the St. Petersburg and Seattle ROs, as well as the former Appeals Resource Center in Washington, DC. The DROCs will consolidate the processing of Board remands in the legacy appeals system, Board full grants in the legacy and new systems, and new system higher-level reviews and remands. Meanwhile, the RO appeals teams will continue to process legacy appeals and claims from RAMP, VBA's Appeals Modernization Act test program, as discussed below.

Since the August 2018 report, VA's Office of Information and Technology (OI&T) has taken additional steps towards modernizing the appeals process through improvements in technology. Those activities remain on track and are continuing to improve internal processes at VA.

VA continues to communicate with Veterans Service Organizations (VSOs) and other stakeholders during this critical time prior to implementation. VA is also working diligently to train employees as regulations are finalized.

VA looks forward to continued support and feedback from Congress and the Government Accountability Office (GAO) regarding these reports, which aim to incorporate the recommendations VA has already received regarding both its progress and best practices in implementing the Appeals Modernization Act.

Comprehensive Plan

Implementation Plan Requirements

Section 3(a)(1) – Processing of Legacy Appeals

(a) PLAN REQUIRED.—*Not later than 90 days after the date of the enactment of this Act, the Secretary of Veterans Affairs shall submit to the appropriate committees of Congress and the Comptroller General of the United States a comprehensive plan for—*

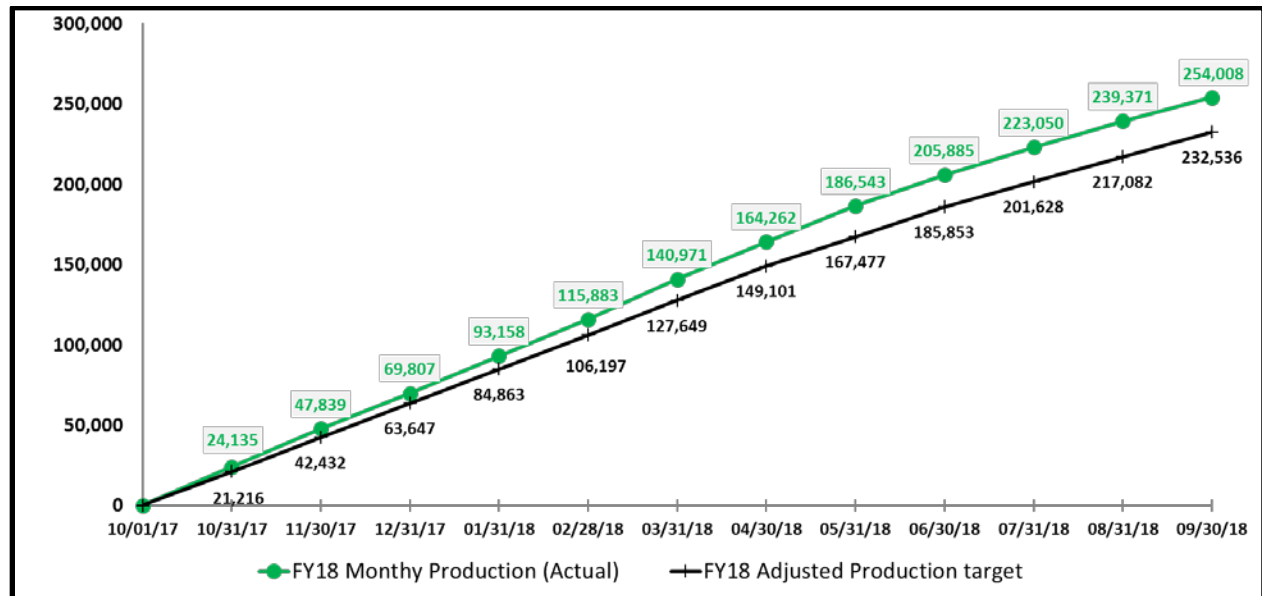
(1) the processing of appeals of decisions on legacy claims that the Secretary considers pending;

VBA is employing several strategies to reduce the pending inventory of its legacy compensation appeals. These include workload redistribution across ROs, increased oversight and accountability, dedicated resources, increased efficiencies by leveraging technology, and the opt-in opportunities made available through RAMP.

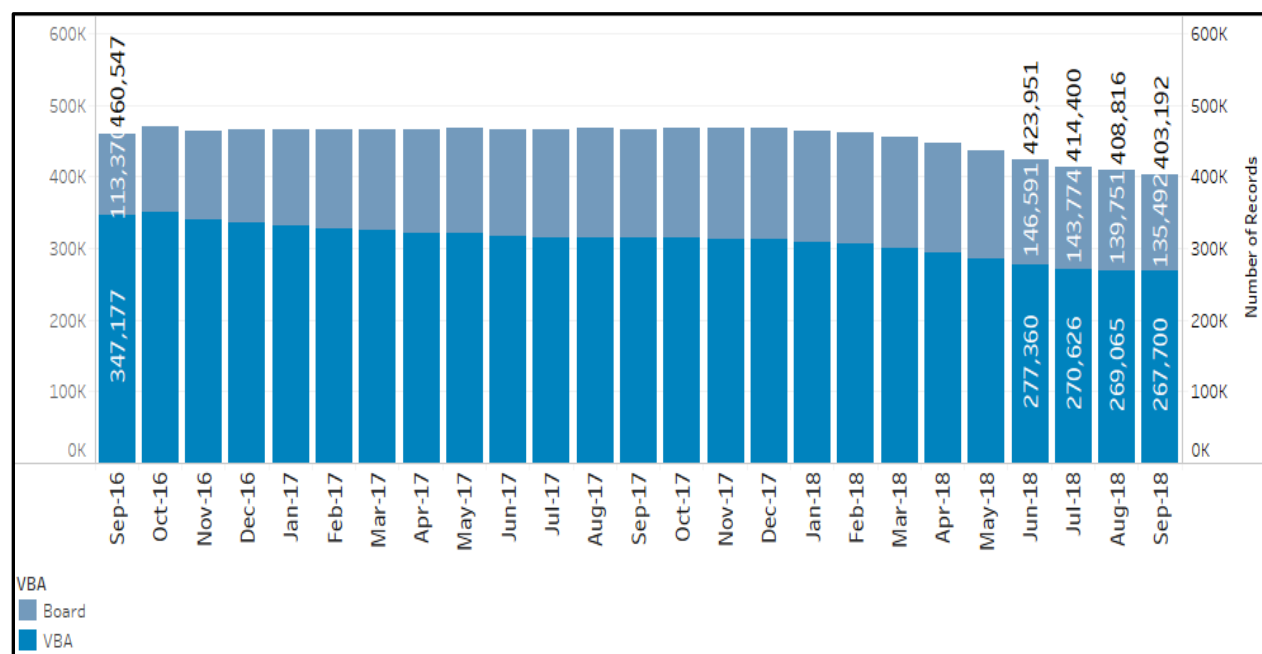
As participation in RAMP increases, VA will continue to see an overall reduction in the inventory of its pending legacy compensation appeals. Since November 2017, VBA has mailed more than 300,000 RAMP notices to eligible Veterans, inviting them to take advantage of the new process. Please see Sections 3(b)(17) and 4 for more information on RAMP.

As Veteran interest in RAMP has increased, VBA has increased the number of regional offices participating in RAMP from 8 as of August 20, 2018, to a total of 12 as of the end of October 2018. VBA continues leveraging the National Work Queue to distribute RAMP and legacy

appeals work-tracking end products (EPs) across various ROs. These strategies have resulted in a 14.5 percent reduction of the legacy appeals inventory since the beginning of fiscal year (FY) 2018 through the end of September 2018. Aggressive workload management has also increased production so it currently exceeds FY 2018 targets for appeals actions by 9.2 percent (see chart below).



From November 1, 2017, through September 30, 2018, over 60,000 legacy compensation appeals have been opted into RAMP, and this has further reduced the FY 2018 compensation legacy appeals inventory. During the 2-year period from the end of September 2016 to September 2018, the total legacy appeals inventory under the control of VBA has decreased 23 percent (see chart below).



Starting in May 2018, the Appeals Management Office (AMO) began brokering legacy compensation appeals from ROs participating in RAMP to ensure continued focus on processing this workload. AMO's brokering formula uses capacity and proficiency to determine which offices are most appropriate to receive work. VBA distributes appeals by considering a station's inventory, the average days to process each stage of the appeal, and the full-time equivalents (FTEs) authorized.

Following congressional approval of additional funds requested in the President's FY 2019 Budget for the processing of appeals, VBA is moving forward with plans to hire an additional 605 FTEs. This hiring will increase the available resources for processing compensation and pension appeals from 1,495 to 2,100 FTEs. VBA will allocate all new resources to maintain timeliness in the new framework while dedicating the other existing FTEs to reducing the legacy appeals inventory.

Using the factors described above, VBA has a current target to reduce the legacy inventory to a steady state in FY 2020. VBA defines *steady state* as the elimination of all legacy inventory in the notice of disagreement (NOD) and substantive appeal (Form 9) stages, with an inventory of remands that equals the number of appeals resolved per year. Prior to FY 2020, VBA projects that 1,388 FTEs across all ROs and the DROC in Washington, D.C. will be dedicated to eliminating legacy appeals. At the end of FY 2020, VBA projects that it will require 400 FTEs to maintain the steady state of legacy work returned from the Board.

Turning to the processing of legacy appeals at the Board, the Board met and exceeded its historic goal of dispatching 81,033 decisions by the end of FY 2018, providing answers to Veterans at an unprecedented rate. Specifically, 85,288 Board decisions were dispatched to Veterans in FY 2018, as compared to 52,011 Board decisions in FY 2017—an increase of 33,277 decisions. The Board is continuing to prioritize resources to address the pending legacy appeals inventory in FY 2019. The Board has set a FY 2019 decision dispatch goal of 90,050, representing another unprecedented target. Through Week 4 of FY 2019, the Board dispatched 5,013 decisions to Veterans.

Initiatives focused on more efficient adjudication of legacy appeals are continuing in FY 2019. For example, the "One Touch" program that was rolled out in April 2018 and was discussed in the August 2018 Comprehensive Plan Update is continuing to enable Veterans Law Judges to identify and quickly adjudicate hearing cases that are within docket range and have immediately clear dispositions. Through the first week of FY 2019, Veterans Law Judges have issued 350 "One Touch" decisions to waiting Veterans.

The Board's specialized case program directs cases dealing with certain specialized areas of law to a dedicated team of attorneys for adjudication. The 43 attorneys currently on the specialty case team efficiently adjudicate unusual or difficult cases while also handling cases dealing with more common areas of law. As noted in the August 2018 Comprehensive Plan Update, in addition to drafting decisions, the specialty case team attorneys have drafted issue-specific language for incorporation into the Board's interactive decision template (IDT). Since then, the specialty case team attorneys have also created issue-specific training materials for review and use by the Board's Office of Knowledge Management (KM).

Regarding contract support to aid legal staff in reviewing case files, 12 summer law student interns worked over a 12-week period from May 28, 2018, to August 24, 2018. During that period, the interns prescreened 1,072 cases, averaging, when fully staffed and trained, 147 cases reviewed per week or 12.25 cases each. The primary efficiency gained from the law

student interns' prescreening of case files stemmed from their identification of common unaddressed administrative issues (such as translation, hearing, or Freedom of Information Act (FOIA) requests) that would typically prevent an attorney from immediately adjudicating an assigned case.

Shortly after completing the intern program, the Board completed the solicitation of contract bids discussed in the August 2018 Comprehensive Plan Update. Although the Board initially considered awarding two contracts, internal process and review found that the second contract was not necessary. The Board awarded the contract prior to the end of FY 2018 as anticipated. The Board will use that contract support to institute a program for document reviewers to conduct initial review of legacy claims files. The document reviewers will identify evidence that is relevant to the issue(s) on appeal, creating further efficiencies for Board legal staff as implementation of the Appeals Modernization Act approaches. Lessons learned from the intern program will assist the Board in crafting document review policies, and updates on the success of the contract will be provided after the document reviewers are onboarded and trained.

As was explained in the August 2018 report, the Board is working with U.S. Digital Service at VA (Digital Service) to ensure that legacy appeals are a priority in case distribution. Digital Service developed an algorithm that will distribute cases across the Board's workforce and that will continuously adjust the case distribution ratio among all Board dockets based on actual data. Adjusting the case distribution ratio will allow the Board to meet its commitment to processing direct review cases in an average of 365 days while distributing the legacy appeals inventory and processing the new system's hearing and evidence docket appeals in a manner proportionate to the scale of each docket's inventory.

VA's goal to eliminate the inventory of legacy appeals as quickly as possible while also maintaining timely processing in the new system has not changed. Reduction of that inventory will be accomplished by timely processing of both pending legacy appeals and appeals under the new system, as Veterans with pending legacy appeals may choose to opt into the new system. For more information on Veterans' opt-in options, see Section 3(b)(16), below.

Outside of VBA's work to reduce the pending compensation appeals inventory, the following updates regarding its other lines of business are provided (please note that data is as of September 30, 2018):

Pension and Fiduciary (P&F) Service has 134 legacy fiduciary appeals and 7,405 legacy pension appeals remaining. P&F anticipates processing all remaining fiduciary appeals by December 31, 2018 and all pension appeals by February 14, 2020.

VA Insurance Service has approximately 80 pending legacy appeals in different stages of the appeals process, including 17 certified to the Board. To resolve legacy cases with NODs as quickly as possible, the goal of the Insurance Center is to quickly issue Statements of the Case. A work team is focusing on resolving these appeals prior to February 2019.

Education Service had 939 legacy cases pending in various stages of the appeals process, of which 174 were actionable. Those legacy cases with an NOD that are not actionable are generally those where the appellant has been issued a statement of the case, and Education Service is awaiting a response from the appellants if they wish to continue as appeals to the Board. Three regional processing offices (RPOs) work appeals based on original jurisdiction and capacity. RPOs provide monthly updates to Education Service on their legacy appeal workload. During FY 2018, Education Service reduced its actionable pending legacy inventory

over 70 percent, from 643 to 174 appeals. Education Service anticipates finalizing the review of its remaining legacy appeals no later than 60 days after implementation of the new process.

Vocational Rehabilitation and Employment (VR&E) Service has actively worked with its field staff to develop strategies to reduce pending legacy appeals. These efforts have reduced the total number of pending legacy appeals almost 40 percent, from 263 in mid-June 2018 to 160 at the end of September 2018. VR&E Service will continue to provide oversight and guidance to resolve all legacy appeals.

Since the initial November 2017 report, Loan Guaranty Service (LGY) has processed 139 legacy appeals and expects to complete the processing of its remaining appeals by November 2018. LGY will use a “fast lane” track for some decisions, or contact the Veteran/Claimant to provide options for resolving the legacy appeals.

VA’s agencies of original jurisdiction continue to prioritize their processing of legacy appeals outside of RAMP. The Veterans Health Administration (VHA) and NCA continue to participate in the enterprise-wide appeals reform implementation and collaborate with the Board in addressing legacy appeals.

Section 3(a)(2) – Implementing the New Appeals System

(2) implementing the new appeals system;

VA continues to take coordinated steps to prepare for implementation of the new appeals system in February 2019. Representatives from VBA, the Board, VHA, and NCA meet regularly to coordinate efforts and resolve issues. The meetings enable ongoing updates to the Integrated Master Schedule (IMS) at the enterprise level. See Appendix A.

The Chairman of the Board, Cheryl L. Mason, conducts regular meetings with her team, Digital Service, VHA, VBA, change management professionals, and others. Chairman Mason closely collaborates with the Under Secretary for Benefits, Dr. Paul R. Lawrence, to ensure timely implementation of the statute.

VBA leadership is highly involved with ensuring timely implementation of the new appeals system. Dr. Lawrence regularly meets with his team to guide and direct the progress of appeals modernization. As described in the August 2018 report, the Under Secretary has maintained the practice of holding monthly meetings with each line of business in VBA, i.e., meetings with the leadership of each of the statutory benefit programs, which include Compensation Service, P&F Service, Insurance Service, Education Service, LGY, and VR&E Service. During these meetings, the Under Secretary for Benefits assesses the performance of VBA’s lines of business, which includes their progress towards modernization initiatives. Beyond the regular meeting that the Under Secretary for Benefits holds, the AMO also conducts weekly meetings on appeals modernization with the project management leads in each VBA line of business. These meetings facilitate regular updates, exchanges of ideas and best practices, identification of risks, and dissemination of guidance.

Beyond the leadership and oversight activities noted above, VA is continuing to use RAMP to test and assess VA’s implementation of the new appeals system. As described in Section 4 of this report, RAMP reduces the legacy appeals inventory, validates forecasts and planning assumptions, and allows VA to collect data on the efficiency and effectiveness of elements of the new framework.

The Board is running two test programs concurrently while preparing for implementation. Specifically, it is still adjudicating BEAAM appeals and noting lessons learned while also beginning adjudication of RAMP appeals. New functionality was deployed in Caseflow and training on that functionality was completed. Training was also completed on the finer points of adjudication of RAMP appeals at the Board. An SOP was put into place in the Board's Purplebook, a tool to provide internal guidance to Board staff, for adjudication of RAMP appeals. The Board is documenting lessons learned in anticipation of on-time implementation. Several sections of this report expound further on these activities.

The Board is executing its change management plan and has conducted the following key activities since August 2018:

- Published a press release announcing the Board's historic achievement of delivering over 81,000 decisions to Veterans in FY 2018;
- Designed a SharePoint page to house materials in one central repository;
- Collaborated with VHA National Center for Organizational Development (NCOD) on training for supervisors on employee engagement and effective communication styles to prepare supervisors to coach Board staff through appeals modernization changes;
- Held biweekly meetings with supervisors to share change management updates and build sponsorship among various levels of Board leadership;
- Formed a team of change champions (Change Network) to communicate with Board staff about Appeals Modernization, encourage participation in Appeals Modernization activities, provide feedback and input on appeals modernization materials, and recommend the best methods to help Board staff understand and embrace change;
- Held two sessions with Board change champions to share and collect information about Appeals Modernization implementation activities to encourage lasting adoption of changes;
- Distributed the first change management readiness survey, developed recommendations to address survey results, and initiated activities to implement recommendations;
- Developed a Board 2.0 logo, with "Every Decision Matters" tagline and hashtag;
- Developed and delivered training on Caseflow and Appeals Modernization Act Policy Guidance; and
- Shared progress updates with VA Administrations to ensure appropriate alignment, synchronization, and integration of appeals change management efforts.

In addition to the foregoing activities, the Board contracted with the Veterans Experience Office, which utilizes the Medallia tool/database to conduct surveys of Veterans who have an active appeal at the Board. These surveys will provide valuable insight regarding the Veteran experience at various stages of the appeals process, both in the legacy system and in the new appeals system. Medallia is currently conducting surveys that include interviews of both legacy and Appeals Modernization Act appellants, including Veterans who appealed their RAMP rating decisions to the Board.

The survey dashboard went live on October 1, 2018 and allows the Board to view the data through various filters such as age, gender, and geographic location. This information will provide the Board with important comparative data regarding the Veteran experience, as the surveys will identify whether an appellant is in the legacy system or the new appeals system. This data can then be reviewed in the aggregate to assist with program improvement and implementation of the new system by informing the Board's policies and procedures. For

example, the survey results may identify areas in which the Board can provide Veterans with more clear information regarding their appeals through VA forms and letters.

In addition to the work that VA has already done to integrate and synchronize all appeals modernization implementation plan efforts across the Department, VA is also taking the following steps to implement the new process for VBA's individual lines of business:

In August 2018, Compensation Service began coordinating with the Office of Field Operations (OFO), the Office of Business Process Integration (OBPI), and Digital Service to establish the business rules and requirements for intake of supplemental claims according to the routing rules of the National Work Queue and the newly created electronic work tracking end products (EPs) that will track and identify supplemental claims. Beyond the work that Compensation Service is doing to assist in the development of proper tracking systems, Compensation Service is also collaborating with the AMO to resolve policy and procedural considerations related to higher-level reviews and supplemental claims and make appropriate updates to the M21-1, Adjudication Procedures Manual.

P&F Service drafted revisions to its pension procedures manual to incorporate higher-level reviews and supplemental claims. Although VBA's Compensation Service will create most of the training for the Pension Management Centers (PMCs) on the new appeals/review framework, P&F Service is creating pension-specific training materials that it anticipates presenting by January 2019. In addition, P&F Service submitted the business requirements to OI&T to implement the necessary VBMS system changes to process initial and supplemental burial claims, as well as requests for higher-level reviews. P&F Service is in the process of standardizing language for rating claims, non-rating claims, and higher-level reviews. P&F Service expects to complete this task by the end of November 2018. P&F Service is developing a quality assurance framework to ensure that feedback related to overturned decisions and errors discovered during higher-level reviews is forwarded to the PMCs that issued the decisions. The Service expects to complete the quality assurance framework by the end of November 2018.

The Fiduciary Service has captured the system requirements for higher-level reviews in its processing system, the Beneficiary Fiduciary Field System (BFFS). The Service has completed some work and anticipates finishing adding these functions by the end of November 2018. The fiduciary team has completed a program guide with step-by-step instructions for processing higher-level reviews in BFFS. P&F Service anticipates adding supplemental claim functionality by December 31, 2018, with accompanying step-by-step instructions. In addition, P&F Service drafted its fiduciary procedures manual to incorporate higher-level reviews and supplemental claims. The Service has drafted appeal notices for all its fiduciary decisions. Furthermore, VA published the new Fiduciary regulations, 38 C.F.R. Part 13, on July 13, 2018. The fiduciary team is currently drafting the necessary amendments to Part 13 to incorporate the Appeals Modernization Act. Meanwhile, the Service will issue new procedures to ensure the fiduciary hubs can resolve legacy appeals, higher-level reviews, and supplemental claims.

Insurance Service has created an integrated work team of subject matter experts (SMEs) (comprised of staff members who oversee operations, policy and procedures, and systems support) to develop and execute the workplan for the new appeals and claims processes. Currently, legacy appeals are processed by Senior Veterans Claims Examiners (SVCEs) and Unit Chiefs. Under the new system, Insurance Service Veterans Claims Examiners (VCEs) will process supplemental claims, and Unit Chiefs and SVCEs will process higher-level reviews. Insurance Service provided overview training on the new claims and appeals processes to all

employees in May 2018 and will conduct a series of additional trainings in November and December of 2018. These sessions will address process flows, responses to customer inquiries, relevant regulations, adjustments to notices, Insurance manual changes, and the use of updated appeals tracking tools. Following the scheduled training in November and December, Insurance Service will provide additional training for higher-level review adjudication in January 2019.

In addition, Insurance Service has completed several revisions to its procedures manual and expects final revisions to be completed in November 2018. Beyond the work the Insurance Service is doing on its procedures manual, it is revising 14 letters impacted by the law and is working to integrate the new letters into its current system. Insurance Service is also establishing a new letter database. If it is unable to release the database before February 2019, Insurance Service plans to mitigate that risk by manually processing the affected letters.

During August 2018, Digital Service worked with VR&E to ensure that the VR&E tracking/IT systems were updated and available to accurately capture appeal metrics. VR&E anticipates systems testing in November 2018, with training conducted soon thereafter. In addition, VR&E is currently updating its quality review instruments, to include standards to monitor the quality of higher-level reviews and supplemental claims. VR&E uses these instruments monthly to assess quality and provide feedback at the local level, while using the Systematic Technical Accuracy Review (STAR) at the national level.

LGY has developed a revised policy for higher-level reviews and supplemental claims, which will be published as a new chapter within the LGY Guaranteed Loan Processing Manual. In addition, LGY is developing a support program that will include system testing, instructional systems design, and training of approximately 160 employees, to include all Loan Specialists and Loan Production management in all Regional Loan Centers (RLCs), and Program Analysts in Central Office.

VHA is partnering with the Office of General Counsel (OGC) and the Board to identify and address policy and regulation gaps and inconsistencies that would hamper implementation of the new system, and will resolve those issues prior to Appeals Modernization Act implementation. In addition, VHA is working with VBA and OI&T to secure access to VA's benefits eFolder and integrate VHA higher-level review and supplemental claim tracking data into Caseflow, the appeals management system that will replace VACOLS.

NCA's quality assurance plan, internal procedures, and other systems implementation have been developed and are being updated as needed. NCA continues to work with the Board, Office of Enterprise Integration, and other VA agencies of original jurisdiction to develop processes to comply with the Appeals Modernization Act.

Section 3(a)(3) – Timely Processing Under New Appeals System

(3) timely processing, under the new appeals system, of—

(A) supplemental claims under section 5108 of title 38, United States Code, as amended by section 2(i);

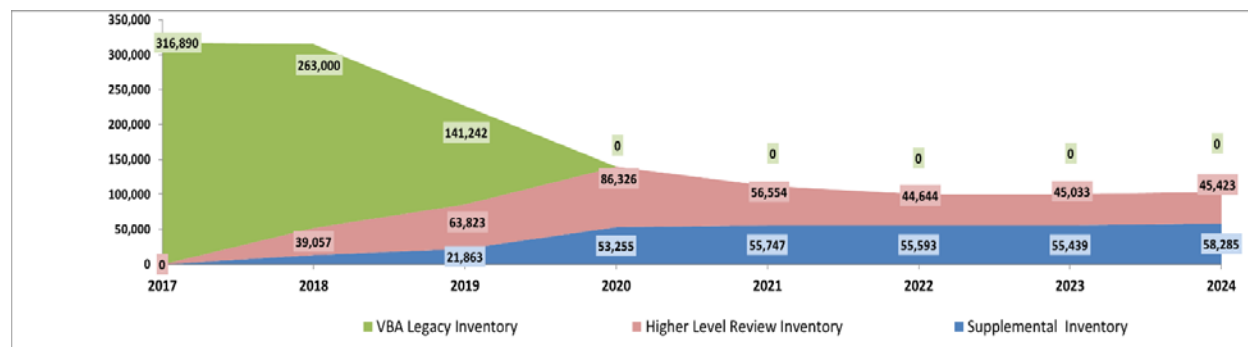
(B) requests for higher-level review under section 5104B of such title, as added by section 2(g); and

(C) appeals on any docket maintained under section 7107 of such title, as amended by section 2(t).

In FYs 2019 and 2020, VBA anticipates having two distinct workloads for the 2,100 appeals FTEs to address: 1) legacy appeals under the former process and 2) claims in the new appeals system. VBA's current target is to reduce the legacy inventory to a steady state, as defined in Section 3(a)(1), in 2020.

At the end of FY 2020, VBA projects it will require 400 FTEs to maintain the steady state of work returned from the Board. The 712 FTEs assigned to the DROCs in St. Petersburg and Seattle will process the following work mandated by the Appeals Modernization Act: higher-level reviews, supplemental claims (returned under higher-level reviews because of duty-to-assist errors), full grants by the Board, and Board remands.

VBA's goal is to maintain processing timeliness of an average of 125 days to complete both higher-level reviews and supplemental claims. As the inventory of legacy appeals decreases at ROs, VBA anticipates returning these appeals FTEs to the Veterans Service Centers to complete rating claims. VBA continues to review data, identify potential risks, and model multiple scenarios to allocate resources to maintain timely processing of the claims under the new appeals system. The graph below forecasts the current inventory levels for higher-level reviews and supplemental claims at or below an average of 125 days.



Regarding the Board's dockets, as was explained in the August 2018 report, the Board is prioritizing legacy appeals and appeals in the new system's direct docket. The Board remains committed to an average processing time goal of 365 days for direct docket appeals—appeals received under the new framework that do not include a request for a hearing or an opportunity to submit additional evidence. As a result of the foregoing prioritizations, appeals in the new system's hearing and evidence dockets will be subject to longer wait times.

Moreover, certain statutory requirements affect the order in which the Board may decide appeals. Legacy appeals must be decided in order according to docket date, which is based on the date of receipt of a substantive appeal. Legacy appeals retain their original docket date upon return from the agency of original jurisdiction after a remand by the Board. In contrast, appeals under the new framework must be decided in the order they are received on each docket. Under both the legacy and new framework, cases may be advanced on their docket due to the Veteran's age, illness, financial hardship, or other reasons. Cases that have been remanded to the Board by the Court of Appeals for Veterans' Claims must be expedited. Finally, legacy appeals in which the Veteran testified before a Veterans Law Judge must be decided by the same Veterans Law Judge who presided over the hearing, while no such requirement exists for appeals in the new system.

As was also explained in the August 2018 report, the Board will not allocate personnel or other resources solely to the legacy or new appeals processes. However, the Board anticipates that a minimum of 10 percent of its workforce capacity will be applied to the Appeals Modernization Act framework, subject to the availability of cases that are ready to be adjudicated. Going forward, this ratio will be adjusted as needed. As discussed in detail in the August report, Digital Service is testing an automatic case distribution algorithm that will preserve equitable processing of appeals on each docket while employing the workload across the fixed Judge/Attorney workforce efficiently.

Transparency regarding the wait times associated with each Board docket also remains a priority for the Board. As previously noted, the Board will publish projected wait times for each docket after implementation, based on early results, and will provide regular updates. This practice will enable Veterans to make informed choices and will enable representatives to provide accurate recommendations to Veterans based on their individual needs.

P&F Service projects an average processing time of 125 days to complete both higher-level reviews and supplemental claims for pension, Dependency and Indemnity Compensation (DIC), and burials.

Based on FY 2018 data, Insurance Service is processing applications in less than 12 days and disbursements in less than 5 days. Based on preliminary analysis, Insurance Service anticipates similar timely and satisfying performance under the new framework. Insurance Service's 28 VCEs will process supplemental claims. The Service's 13 SVCEs and 7 Unit Chiefs will conduct the higher-level reviews. Upon completion of training, all employees will have the knowledge and ability to process insurance applications and claims under the new processes. The Insurance Service will amend both performance requirements and position descriptions for employees working appeals that will address timeliness goals for higher-level reviews and supplemental claims.

Based on preliminary analysis, Education Service anticipates timeliness goals within VBA's established target of 125 days on average for both the higher-level review and supplemental claim lanes. Education Service intends that Quality Training Specialists (QTs) at each of the three RPOs will process higher-level reviews based on the original office of jurisdiction, the alternate higher-level review offices, and capacity. VCEs at each RPO will process supplemental claims, again based on jurisdiction and capacity.

VR&E has proposed guidance that will require that employees complete higher-level reviews within 90 days of receipt of the request and supplemental claims within 125 days, timelines which are similar to past performance and are consistent with VBA's target completion timeliness.

Integration of VHA appeals tracking data into Caseflow will facilitate analysis of supplemental claim and higher-level review volume, inventory, and timeliness. VHA managers will have the data necessary to adjust staffing and priorities as needed to maintain timely processing of post-decision reviews in the modernized system.

NCA has adopted the VA timeliness goals for both supplemental claims and higher-level reviews of an average of 125 processing days. Future goals may be adjusted downward based on performance and will be dependent on national response to the new system (from Veterans, their families, VSOs, and attorneys).

Section 3(a)(4) – Monitoring Metrics and Goals of New Appeals System

*(4) monitoring the implementation of the new appeals system, including metrics and goals—
(A) to track the progress of the implementation;
(B) to evaluate the efficiency and effectiveness of the implementation; and
(C) to identify potential issues relating to the implementation.*

Metrics and goals for the new system continue to indicate that VA is on track for implementation. VA reviewed all comments from the public in response to the proposed regulations and will collaborate with OMB to approve and complete the final rule Federal Register notice.

Beyond the use of an IMS, in an effort to improve its monitoring and systems reporting, VA continues to incorporate relevant recommendations from the GAO to ensure full and timely implementation of the statute while prudently using public resources.

The Board continues to use its Office of Quality Review (QR) to review cases for its test programs. As the Appeals Modernization Act did not change the substantive law regarding entitlement to Veterans benefits, the Board still does not anticipate altering the standard of review as to outcome determinative or customer service errors. However, because the Appeals Modernization Act has distinct due process requirements, the standard for due process errors will be different between legacy and modernized appeals moving forward. The Board will be separating review of the types of appeals—legacy appeals, Appeals Modernization Act appeals, and (for a short period) RAMP appeals—into three pools, due to the differences in error standards, the quantity of Board decisions for each group, and population variations that exist among those appeal types.

One BEAAM case went through the quality review process and was released without error. The number of cases reviewed during Implementation of RAMP at the Board, which will involve more cases and is a more quantitative test program, will be higher and is ongoing.

Outside of VA's overall work on and planning for appeals implementation, each of VBA's lines of business provide the following updates:

Compensation Service continues to regularly work with AMO, OFO, and OBPI to timely implement the new appeals statute considering the overall projected timeline, schedule for publication of the final rulemaking, and the effective date of the legislation. Weekly discussions provide all parties with updates of different deliverables, such as forms, functionality in business systems, and procedural guidance. Quality, Training, and Policy staffs coordinate and communicate the status and issues within Compensation Service, as well as to other program offices.

P&F Service has developed an internal timeline, which includes milestones, deadlines, and risks, for its pension and fiduciary implementation of the new law. P&F Service updates the timeline weekly and evaluates progress to ensure it is meeting its targets.

Insurance Service has established an integrated project and implementation team comprised of SMEs for all phases of appeals modernization. The team meets bi-weekly to track progress, address identified issues, and make organizational changes to ensure successful implementation of the new appeals system. Analysts and managers raise potential issues and risks to Insurance Service and VBA leadership as needed. Moreover, as previously noted, a

single integrated work team maintains governance and control over both the existing legacy appeals and the modernized claims and appeals system. Representatives from operational elements on the work team also monitor and address the legacy appeals inventory. Insurance Service is in the process of updating a consolidated project plan to encompass all aspects of implementation, and the integrated project team (IPT) meetings will update the plan bi-weekly.

Education Service monitors, bi-weekly, the milestones and deliverables of its internal project plan to implement the new appeals system. The plan also identifies potential issues that might need repair or mitigation. Education Service also meets bi-weekly with the Caseflow team to provide Education's specific requirements.

VR&E has developed an internal project plan that addresses each of the major milestones required to implement the new appeals system. VR&E meets weekly with project managers to update the plan and address any areas of concern.

LGY created a Decision Chart Matrix, which allows stakeholders to identify key staff responsible for areas of implementation. LGY also developed a project plan to identify important tasks and milestones. This plan, with its attendant schedule, tracks progress using various metrics, such as task percentage completion, target task completion date, etc.

VHA has created and is following a master project plan. Individual program offices inside VHA that are responsible for processing claims, supplemental claims, and higher-level reviews have developed subordinate plans to resolve their legacy inventory and are developing subordinate plans to timely implement Appeals Modernization Act processes. VHA will revise the master and subordinate plans as needed to account for unexpected difficulties and efficiencies.

NCA is continuing to track and adhere to the project plan and the timelines set forth in the VA enterprise-wide IMS. Potential issues relating to implementation have been identified as internal procedures are being developed and reviewed for revisions.

Plan Elements

The following sections provide information on each element of the comprehensive plan as required in Sections 3(b) through 4(a)(2) of the Act.

Sections 3(b)(1) & (2) – Resource and Personnel Requirements

(1) Delineation of the total resource requirements of the Veterans Benefits Administration and the Board of Veterans' Appeals, disaggregated by resources required to implement and administer the new appeals system and resources required to address the appeals of decisions on legacy claims.

(2) Delineation of the personnel requirements of the Administration and the Board, including staffing levels during the—

(A) period in which the Administration and the Board are concurrently processing—

(i) appeals of decisions on legacy claims; and

(ii) appeals of decisions on non-legacy claims under the new appeals system;

(B) Period during which VBA and the Board are no longer processing any appeals on legacy claims.

As explained in the August 2018 report, VA believes the intent of Section (3)(b)(1) is to determine whether VA can work legacy and Appeals Modernization Act appeals simultaneously. However, only certain entities within VA can delineate personnel and other resources due to the nature of processing two different workloads. In providing those explanations, VA believes it has honored the intent of the law.

As also noted previously, thanks to congressional support and approval of additional funds for the processing of appeals, VBA is moving forward with plans to hire an additional 605 FTEs. This will increase the available resources for processing compensation and pension appeals from 1,495 to 2,100 FTEs. New hires will be placed primarily at the DROCs in St. Petersburg, Florida, and Seattle, Washington. The maximum FTEs for the St. Petersburg and Seattle DROCs are 485 and 227, respectively. The maximum authorized FTEs for the Washington, D.C. DROC is 186. VBA will adjust resources at these facilities based on the reduction of legacy appeals inventory and the increase in new framework inventory. The DROC in Washington, D.C. will continue to process the remaining legacy remands from the Board. The appeals teams at the ROs will continue to work RAMP or legacy inventory as needed. Once either inventory is reduced below existing staffing levels, VBA will consolidate the inventories and repurpose RO staff as VBA needs dictate.

As of the end of September, the Board reported that 81 percent of its staff is dedicated to its primary mission of drafting and deciding appeals of VA decisions. By September 2019, there should be approximately 95 Veterans Law Judges (including Chief Veterans Law Judges), 809 decision writing attorneys, and 225 support staff. As noted in the August 2018 report, the Board anticipates that a minimum of 10 percent of resources associated with attorney and Veterans Law Judge workflow will be required to implement and administer the new appeals system. This percentage will be adjusted as dictated by priorities and inventory. After gathering further information from the test programs and implementing the Act, the Board will be able to report on decision output per FTE delineated by total decision output in each of the legacy and new system dockets. As previously explained, however, all personnel at the Board will likely spend a percentage of their time working both legacy appeals and appeals in the new system.

Regarding delineation of IT resources, as was discussed in more detail in the August 2018 report, IT modernization was already proceeding prior to passage of the Appeals Modernization Act and would have proceeded even in the absence of the Act. Digital Service's agile approach to IT delivery allows for quick adaptation during this period of transition and is a product of the IT modernization that was already in progress at VA.

As was also discussed in the August 2018 report, the Board does not delineate resources for training attorneys and administrative staff between the new and legacy systems. The resources required to implement the training schedule described in section 3(b)(8), below, are already in place, as the Board has a robust training program that offers specialized training on topics that include changes in the law. Similarly, new technology and administrative procedures training is already in place as a component of IT modernization rather than the Appeals Modernization Act. Differences in administrative procedures required under the Appeals Modernization Act are being addressed in existing IT training programs.

VA previously discussed the model it is using to project the resources required to address the legacy appeals inventories and simultaneously implement and process appeals in the new system (detailed in Section 3(b)(17) of the Comprehensive Plan May 2018 Update). As is also discussed in Section(b)(17) of this report, VA is continuing to improve the model through the

RAMP and BEAAM programs, changing the model's underlying assumptions following analysis of the results.

Beyond the changes noted above, VBA's lines of business provide the following updates, or changes, from the last report on the staffing allocated to appeals modernization:

Compensation Service is currently using about 19 FTEs to implement the new appeals system. These analysts and chiefs from the Policy, Quality, Training, and Business Management staffs review and draft regulations and forms; update procedural guidance; and coordinate any changes in business systems and programs with OBPI. Also, a still undetermined number of FTEs from the Quality staffs will likely help administer the new appeals system.

P&F Service is utilizing 17 FTEs to implement higher-level reviews and supplemental claims in the PMCs and fiduciary hubs. These employees consist of eight analysts from the pension staff, seven analysts from the fiduciary staff, a human resources liaison, and a Chief.

VA Insurance Service established a team, comprised of six SVCEs, to address resolving the legacy appeals inventory. VA Insurance Service anticipates that legacy appeals will be minimal by the time of full implementation of appeals modernization. Generally, Insurance Service has 20 employees who have duties that involve the processing of legacy appeals, despite not having a staff designated solely to appeals. Overall, Insurance Service plans to repurpose existing FTEs as needed to administer the new claims and appeals framework. Insurance Service will continuously monitor the inventory of legacy appeals, higher-level reviews, and supplemental claims, and adjust resources as needed. Upon implementation, Insurance Service anticipates 41 employees will adjudicate higher-level reviews and supplemental claims as part of their general duties. Insurance Service anticipates resolving most of its nearly 80 remaining legacy appeals prior to February 2019.

Education Service has not identified the need for any additional resources. Existing FTEs, totaling about 50 at the 3 RPOs, will manage and complete the higher-level reviews, supplemental claims, and legacy appeals. In addition, if needed, VCEs may also process supplemental claims as part of their overall workload, judging from historical appeal rates and current procedures. Education Service has updated its position descriptions to include the new responsibilities. Education has delayed hiring QTSs, but plans to complete it by the end of November 2018.

VR&E has an IPT of SMEs to address each aspect of the implementation plan for the new appeals process. These SMEs have developed draft policy and procedural guidance; created a new decision notice that complies with the Act; created and delivered training on Appeals Modernization 101 and 201; and provided input on the development of new forms for the new appeals process. They are also updating the quality review instruments and are working closely with IT to ensure that VA can track and capture the Act's required metrics.

From June to August 2018, VR&E reduced its legacy appeals inventory by approximately 32 percent, from 263 to 179. About 1,048 FTEs, some of which are Rehabilitation Counselors (VRCs) or VR&E management, process administrative reviews and appeals management cases. In addition, seven FTEs in the VR&E Central Office review administrative issues. VR&E does not expect to need additional FTEs to complete this new workload. VR&E Service staff and VBA's Office of Field Operations are assisting field staff in identifying and resolving its last legacy appeals.

LGY has not identified the need for additional resources, but anticipates that at least one Team Lead, who can provide immediate feedback to Loan Specialists, from each RLC will process higher-level reviews with RLC management distributing and overseeing the work. RLCs with more than one Team Lead will rotate assigning higher-level reviews. LGY will have at least 8 Team Leads at the GS-12 level performing higher-level reviews.

VHA completed a comprehensive assessment of the resources currently processing appeals and continues to assess resources needed to manage and process legacy claims and transition to the new system. In FY 2018, there were more than 150 FTEs (some dedicated appeals staff) processing appeals associated with non-VA care. This includes appeals of payment decisions under VA's non-VA emergency treatment authorities, 38 U.S.C. § 1725 and 38 U.S.C. § 1728. The other VHA lines of business that currently process appeals also have dedicated staff to process appeals.

The first review of VHA's comprehensive assessment is complete. VHA's Office of Community Care/Claims Adjudication and Reimbursement (OCC/CAR), which is responsible for more than 90 percent of VHA's appeals, is developing a plan to ensure dedicated appeals staff (as opposed to staff for whom appeals are a collateral duty). As part of this plan to ensure adequate appeals processing staffing, newly hired OCC/CAR staff will now be dedicated to appeals processing only, with no collateral duties. OCC/CAR is taking other actions as well, including the development of an appeals SOP to help ensure that designated staff are focused solely on appeals. OCC/CAR will perform ongoing reviews to remove collateral duties from current appeals staff whenever possible, and OCC/CAR will be using current and future appeals data and time studies to better determine the volume of FTEs needed to manage the inventory of appeals. Site visits were conducted during September and October to Vancouver, Washington; Helena, Montana; and Salem, Virginia, to identify best practices as well as opportunities for improvement in legacy appeals processing.

As phase two of VHA's comprehensive assessment, VHA will be developing a plan to address staffing requirements in other areas such as Prosthetics and Sensory Aids Service, Clothing Allowance, Home Improvements and Structural Alterations (HISA), and Automobile Adaptive Equipment. This also includes Member Services, which is responsible for Enrollment and Eligibility, Income Verification, and Beneficiary Travel. These programs have a smaller number of appeals; therefore, staff typically process appeals as a collateral duty. Phase two of this assessment will determine if these offices require dedicated staffing to support the Appeals Modernization Act. VHA will realign personnel if necessary to manage the new processes required by the law and reassign those staff members once legacy appeals have been resolved.

Both new appeals and legacy appeals will be handled by the existing NCA appeals office personnel. NCA future personnel needs would be assessed dependent on national response to the new system (from Veterans, their families, VSOs, and attorneys).

Section 3(b)(3) – Legal Authorities for Hiring and Removing Employees

(3) Identification of the legal authorities under which the Administration or the Board may—

(A) hire additional employees to conduct the concurrent processing described in paragraph (2)(A); and

(B) remove employees who are no longer required by the Administration or the Board once the Administration and the Board are no longer processing any appeals of decisions on legacy claims.

There is no substantive update to provide since the prior reports were completed. VA will continue to monitor resource requirements and adjust plans as necessary pursuant to applicable legal authorities as originally provided. Additionally, in the March 2018 report, GAO did not disagree with VA's assessment of the relevant legal authorities for hiring and removing employees.

Section 3(b)(4) – Estimated Time For Hiring Employees

(4) An estimate of the amount of time the Administration and the Board will require to hire additional employees as described in paragraph (3)(A) once funding has been made available for such purpose, including a comparison of such estimate and the historical average time required by the Administration and the Board to hire additional employees.

As noted in the previous report, VBA has developed a hiring plan for an additional 605 FTEs approved through the budget process. As an update from the previously supplied plan, VBA has streamlined hiring by consolidating the previously projected seven phases into four. VA scheduled the completion of Phase I, which involved the hiring of DROC management and support staff, by the end of September 2018. VA selected all 60 positions and 95 percent of the individuals accepted the first offers.

Phases II and III are on track for completion by the end of November 2018 and involve the hiring of 422 claims processors through USAJobs.gov and the transfer of 110 current appeals employees at the St. Petersburg and Seattle ROs.

Finally, Phase IV involves hiring an additional 120 claim processors recruited through USAJobs.gov and Warrior Training Advancement Course (WARTAC).

The Board was successful in achieving its goal of 1,050 FTE by the end of FY 2018. During the last quarter of FY 2018, the Board onboarded 121 new Attorney Advisors, 53 Law Clerks, and 19 administrative personnel. The Board's new hiring goal is 1,125 FTEs by the end of FY 2019. As of September 30, 2018, the Board has a total of 16 additional inbound personnel projected in the first quarter of FY 2019. In addition, the Board will be advertising for additional Attorney and Law Clerk positions in the first quarter of FY 2019. Regarding Veterans Law Judge hiring, four Veterans Law Judge candidates were recently approved by the President and sworn in.

On average, it takes VHA roughly 90 days to hire a key position once approved. As a recruitment strategy that is used in OCC/CAR to hire Appeals Representatives, VHA will be looking to host Direct Hiring Events that can help to significantly decrease the average time to hire employees.

Section 3(b)(5) – Higher-Level Adjudicator Training and Experience Requirements

(5) A description of the amount of training and experience that will be required of individuals conducting higher-level reviews under section 5104B of title 38, United States Code, as added by section 2(g).

VBA has no substantial additional updates to provide since the last report.

VHA will use existing leads and supervisors to serve as higher-level adjudicators. Stratification will be at the facility level and then at the higher Veterans Integrated Service Network (VISN)

headquarters level when needed. VHA is working with the Board to develop a training program that will be deployed to claim and appeal adjudicators VHA-wide.

NCA is developing training modules, based on exceptional Board and VBA training resources, that will be NCA-specific and include hypotheticals. NCA will continue to work with the Board and VBA to identify shared functional training resources for effective training management.

Section 3(b)(6) – Estimated Percentage of Higher-Level Adjudicators Who Were Decision Review Officers

(6) An estimate of the percentage of higher-level adjudicators who will be employees of the Department of Veterans Affairs who were Decision Review Officers on the day before the new appeals system takes effect or had experience, as of such date, comparable to that of one who was a Decision Review Officer.

VBA is assigning 99 DROs to work higher-level reviews at the DROCs in St. Petersburg and Seattle. Accordingly, most higher-level reviewers at DROCs will have been DROs on the day before the new system takes effect. Virtually 100 percent of higher-level reviewers of disability compensation rating claims will have formerly been DROs. Initial forecasting indicates that in FY 2019, approximately 220 higher-level reviewers will be needed to process disability compensation higher-level reviews in the new modernized process and the remaining RAMP inventory. Based on initial forecasting, existing DRO resources will be sufficient to meet this requirement.

VHA continues to assess the feasibility of using leads and supervisors with experience equivalent to that of a DRO to work higher-level reviews. It will adjust that plan as needed based on the information received moving forward.

The current NCA personnel handling appeals has experience comparable to that of DROs, including: completing de novo reviews; holding informal telephonic conferences; making a decision (including reversals of prior denials); making direct contact with appellants and their representatives; employee training and development; jurisdiction over appellant issues; and certification and transfer of appeals. As that personnel will handle higher-level reviews in the new system, the estimated percentage of crossover to the higher-level adjudicator position is 100 percent.

Section 3(b)(7) – Decision Review Officer Functions in New System

(7) A description of the functions that will be performed after the date on which the new appeals system takes effect by Decision Review Officers who were Decision Review Officers on the day before the date the new appeals system takes effect.

While the functions of a DRO will be substantially similar in both the new and old systems, VBA is evaluating the DRO performance standards and associated position descriptions to determine what, if any, changes are necessary to either position descriptions or critical rating elements.

NCA anticipates that the current personnel with experience comparable to that of DROs will be involved in conducting higher-level reviews, holding telephonic conferences, contacting Veterans, training and developing employees, and ensuring quality.

Section 3(b)(8) – Training Identification and Timeline

(8) Identification of and a timeline for—

(A) any training that may be required as a result of hiring new employees to carry out the new appeals system or to process appeals of decisions on legacy claims; and

(B) any retraining of existing employees that may be required to carry out such system or to process such claims.

In preparation for implementation, VBA has reviewed existing training materials, determined what changes are needed, and developed plans to deliver training prior to the Secretary's certification. VBA has determined that existing resources can accomplish the new training. Generally, all VBA lines of business are developing training products as of this report, or will begin in early fall of 2018, with most training conducted in November or December 2018. This schedule will allow for any adjustments resulting from the final rulemaking or IT updates and will ensure that employees are trained just prior to implementation. Further details of VBA's training are found in Appendices A and B.

Since the August 2018 update, the Board's Knowledge Management (KM) and Legislation, Regulations, and Policy (LRP) teams continued to provide large-scale trainings on the new appeals system for all Board staff, including attorneys hired at the Board since January 2017. These trainings reinforced the differences in the appellate process between the legacy system and the new system, with a focus on how claims are processed within VBA, when additional evidence may be submitted, how claims arrive at the Board, how remands will be handled, how and when medical opinions may be developed, and how docketing of appeals will be handled. KM incorporated biweekly surveys to new attorneys learning the basics of Veterans Law to obtain feedback that could help identify where to update existing training guidance.

Board staff have been actively handling RAMP appeals, or NODs arising from RAMP decisions. To this end, KM and LRP provided multiple in-depth trainings on policy determinations that impact adjudication of RAMP appeals for the Board's legal and administrative staff. Training materials, such as Board RAMP Frequently Asked Questions and Appeals Modernization Act Policy Hypotheticals were created and presented to Board staff. These trainings also covered how to concurrently handle appeals in the legacy system and the new system using Caseflow functionality. KM and LRP have continued to hold brown bag question-and-answer sessions that are open to all Board staff with a focus on implementing RAMP at the Board. KM partnered with the Change Management Team to ensure that the trainings held on Appeals Modernization Act policy guidance were informative and appropriate for Board staff.

KM has completed development of training for all Board staff that addresses the concurrent processing of appeals under the legacy system and the new system. The general Appeals Modernization Act training was recorded and made accessible to Board staff as well as to other VA business lines. The KM team has worked with previously identified subject matter experts (SMEs) embedded in each stage of the appeals process at the Board to develop Standard Operating Procedures (SOPs) that accurately reflect the legacy appeals process and the new process. These new internal processes to handle appeals in the new system have been memorialized in SOPs and made available to all necessary personnel who will be assisting in appeals processing. The SOPs have been stored digitally and centrally in an easily accessible location. The Board has conducted surveys for both operational/administrative and legal staff to ensure that training content and materials are kept up-to-date and remain accurate. Additionally, the Chairman and the LRP team will lead trainings on the Appeals Modernization Act in November.

The Board has collaborated with VSOs to develop a joint training on the Appeals Modernization Act to assist service representatives and other external stakeholders to guide Veterans through the new claims and appeals process. This training will likely occur after finalization of the regulations.

Beyond the information noted above, VBA's lines of business provide the following specific updates:

Compensation Service continues to aggressively update and/or develop training to support employees processing reviews under the new framework. An IPT, which includes members from several stakeholder organizations, meets weekly to report on progress and resolve issues. Compensation Service is completing the necessary content updates and/or new course development efforts. While some training can and has been developed in parallel with policy updates, additional content updates and new course design will occur following release of Veterans Benefits Management System (VBMS) updates in December 2018.

Pension and Fiduciary Service intends on training current employees on appeals modernization, which will become part of the standardized training curriculum for future employees. Compensation Service is creating the core pension training that the PMCs will utilize to train on higher-level reviews, supplemental claims, favorable findings, and enhanced decision notice requirements. P&F Service is creating pension-specific Appeals Modernization Act training that will supplement the current core training. P&F Service scheduled completion of these training materials in November 2018.

Insurance Service has introduced in two sessions the new claims and appeals process to all employees. A series of training sessions, scheduled in November and December of 2018, will address process flow, responding to Veterans and beneficiary inquiries, relevant regulations, adjustments to decision notices, Insurance manual changes, use of updated appeals tracking tools, and casework i.e., working higher-level reviews and supplemental claims. Additional training for higher-level reviewers and those employees processing supplemental claims is scheduled for January 2019. The instructor-led training will consist of four 1-hour sessions for about 40 employees who will process appeals under the new and legacy systems.

In August 2018, VR&E Service tasked staff with completing the training for "Appeals Modernization 101," which provided a high-level overview of the new appeals process. As of October 2018, 100 percent of VR&E staff certified completion of this training. VR&E field managers completed advanced training, titled "Appeals Modernization 201," during a national conference during the first week of August 2018. During the last week of August 2018, a group of 40 new field employees completed the same training. VBA uploaded this training to the Talent Management System (TMS) for assigning to all VR&E staff. The anticipated date for the field to complete this advanced training, which includes policy and procedural guidance, is no later than the end of the 2018 calendar year. VR&E anticipates it will complete two remaining training sessions on new forms, notices, IT, and metrics, by the end of the 2018 calendar year.

VHA is presently working with the Board to create an appeals training package for new and existing employees to be delivered before modernized processes go into effect. VHA Communications staff are devising a plan to effectively socialize the training package.

NCA has new training planned and will also remain in contact with the Board and VBA to assess for cross-functional training material and courses.

Section 3(b)(9) – Costs of Training

(9) Identification of the costs to the Department of Veterans Affairs of the training identified under paragraph (8) and any additional training staff and any additional training facilities that will be required to provide such training.

VBA has no further updates to provide relating to the costs of training its existing employees. VBA will largely train onsite, using in-house training staff, and absorb any costs into the VBA training schedule. However, VBA is currently assessing the costs that may be related to the training of the additional 605 FTEs, such as travel costs. Nevertheless, VBA will not require additional training staff or any additional training facilities to provide such training.

As discussed in previous Comprehensive Plan updates, the Board does not anticipate any costs related to training. In its March 2018 report, GAO did not disagree with VA's assessment that no additional cost of training is anticipated.

VHA also does not anticipate significant training costs.

Section 3(b)(10) – Modifications to Information Technology Systems

(10) A description of the modifications to the information technology systems of the Administration and the Board that the Administration and the Board require to carry out the new appeals system, including cost estimates and a timeline for making the modifications.

This section provides an update on modification to information technology systems necessary to implement the new appeals system as defined in the Appeals Modernization Act. Please refer to previous updates for an overview of the effort and interim progress reports.

Overview

As stated in prior reports, the IT implementation of the Appeals Modernization Act is a joint effort between VA OI&T's Enterprise Program Management Office (EPMO) and Digital Service. EPMO manages and maintains VA's core claims processing system, VBMS. Digital Service is leading the effort to develop and maintain Caseflow, which is replacing VACOLS, and is the primary IT system supporting the Board. The engineering and development teams for these two systems have been working very closely together, in conjunction with business teams from VBA and the Board, to develop a fully integrated solution to meet the needs of the Act.

VBMS Update Status

The VBMS team continues to be on track to meet all milestones and deliverables. The August 2018 update detailed the 21 core functions that were identified and scheduled for delivery during development, broken into three delivery cycles – May, August and December. The timeline ensured proper sequencing of activities and, importantly, scheduled work to maintain an even level of effort throughout the development effort.

All May and August deliverables were achieved on schedule. The August delivery is particularly important as, for the first time, VA can track and report on claims at the contention level. Claims may have many contentions, each of which can follow a different adjudication path under the Appeals Modernization Act. With the August enhancements, VA can now accommodate this

requirement. This represents a very significant augmentation of VBMS functionality and was identified early on as the most important technical challenge of the effort.

The VBMS development team has also completed all primary coding for the December release, which will deliver all 11 remaining core functions. VBMS 16.0 User Acceptance Testing was completed in late October. Integration testing in the test environments between Caseflow, Benefits Gateway Services (used for connectivity with the corporate database), and VBMS for the functionality scheduled for completion in December is in progress and will continue iteratively through February 2019, as bug fixes enter the code streams.

While implementing the Appeals Modernization Act, both in the technological development work and the testing of the system with RAMP, VA has identified additional features that could enhance its Appeals Modernization Act rollout. Rather than limiting development to the initial set of requirements identified, which will be delivered in the December 16.0 release, VA has included these additional features in a newly planned pre-Appeals Modernization Act February 16.1 release. These features are detailed in the Appendix B – IT Delivery Roadmap.

Caseflow Status Update

The Board's required IT modifications are being accomplished via work with the Digital Service. The focus of this work in 2018 is to deliver necessary functionality to ensure that Caseflow will be minimally ready for the Appeals Modernization Act. To achieve this, Caseflow focused its development on three primary pieces of processing functionality (Caseflow Intake, Caseflow Queue, and Caseflow Hearing Schedule), as well as the Veteran-facing appeal status tracker to provide Veterans with insight into the new process.

Since the last 90-day report, Caseflow Queue has expanded its userbase to all Board attorneys and Veterans Law Judges, who now process legacy and RAMP appeals using Caseflow. Additionally, Queue is being used by members of the Board's co-located staff in a pilot to test the assignment of administrative tasks by attorneys. Additionally, members of the Board's Dispatch Branch are using Caseflow, in conjunction with the Board's IDT, to dispatch legacy and RAMP appeals. Digital Service is finalizing the algorithm that will be responsible for assigning appeals from all four Board dockets to Veterans Law Judges for adjudication. National VSOs with RAMP appellants now have access to Caseflow Queue, and are assigned tasks for RAMP appeals where an Informal Hearing Presentation is needed prior to the Board's consideration of the appeal. By the end of calendar year 2018, all users who need access to Caseflow to complete Appeals Modernization Act appeals will have that access.

Caseflow Intake continues to support the receipt and processing of RAMP Supplemental Claims, Higher Level Reviews, and Notices of Disagreement. Digital Service, VBMS, and VA's Benefits Gateway Services (BGS) are working closely to validate integrations based on lessons learned from RAMP and the BEAAM research program, and address any outstanding bugs found in the process, to improve readiness for February 2019. Designs are being finalized for necessary functionality for Caseflow Intake to support VHA, NCA, and VBA's non-Compensation lines of business, to ensure that VA is prepared to capture the data necessary to comply with the reporting requirements found in Section 5 of the Appeals Modernization Act, and Caseflow continues to move towards a December 2018 readiness date for non-Compensation Intake functionality.

Caseflow released the Caseflow Hearing Schedule application in the first week of August. This functionality allows the Board to assign hearing slots to ROs, and to assign Veterans Law

Judges to those hearing slots. As VA has determined to transfer ownership of the scheduling of hearings from VBA to the Board, the Digital Service team is developing additional functionality to assign Veterans to hearing slots and RO and alternate-site hearing locations. Functionality to assign Veterans to Central Office hearings was put in place in October, and functionality to schedule Veterans for videoconference and Travel Board hearings will be in place in January 2019.

Section 3(b)(11) – Estimate of Office Space by Phase

(11) An estimate of the office space the Administration and the Board will require during each of the periods described in paragraph (2), including—

(A) an estimate of the amount of time the Administration and the Board will require to acquire any additional office space to carry out processing of appeals of decisions on legacy claims and processing of appeals under the new appeals system;

(B) a comparison of the estimate under subparagraph (A) and the historical average time required by the Administration and the Board to acquire new office space; and

(C) a plan for using telework to accommodate staff exceeding available office space, including how the Administration and the Board will provide training and oversight with respect to such teleworking.

In VA's previous report, it was noted that VBA identified adequate space available at the St. Petersburg RO and Seattle (SeaTac) office locations to accommodate training and workspace for the new employees following approval of the FY 2019 President's Budget Request. VA has awarded the contract and is in progress of completing the design to remodel part of the St. Petersburg RO buildings. In the meantime, the office has sufficient space to accommodate the initial hiring of FTEs.

Section 3(b)(2) identifies a single period during which the Board will process legacy claims and claims under the new appeals systems (non-legacy claims). The Board does not plan to acquire additional office space to process those claims (i.e., to accommodate 1,125 FTEs). As was discussed in more detail in the August 2018 report, the Board's robust telework program ensures that it does not require additional office space to carry out legacy and non-legacy appeals processing. See Appendix A, IMS ID 4.1.

VHA is working with internal stakeholders to determine additional space requirements and cost estimates. VHA does not anticipate a space shortage, but has a robust telework and virtual work program that could meet any additional demand, if needed.

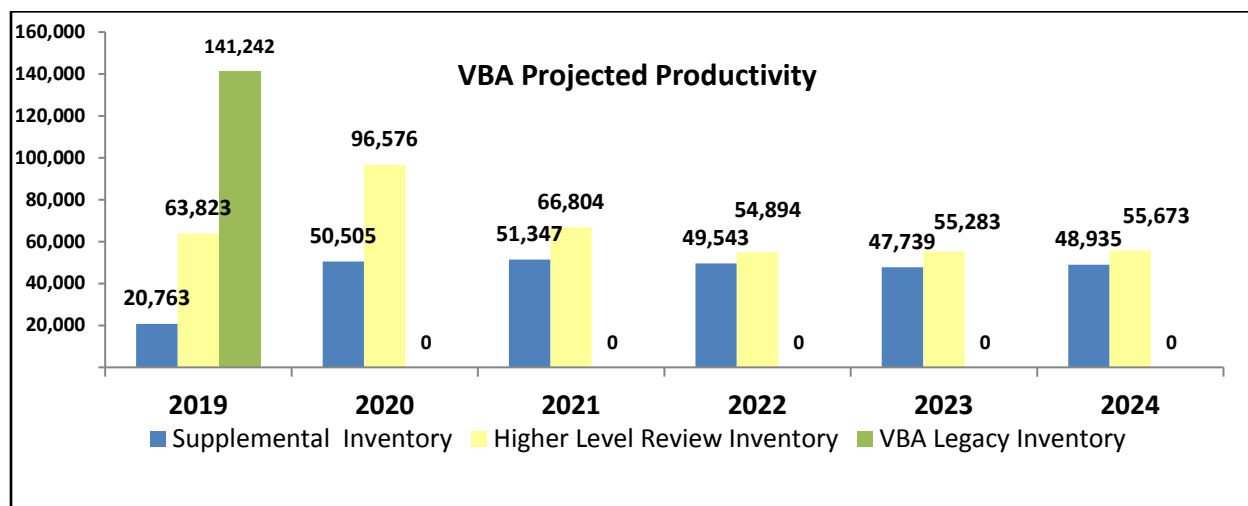
Section 3(b)(12) – Projections for the Productivity of Individual Employees

(12) Projections for the productivity of individual employees at the Administration and the Board in carrying out tasks relating to the processing of appeals of decisions on legacy claims and appeals under the new appeals system, taking into account the experience level of new employees and the enhanced notice requirements under section 5104(b) of title 38, United States Code, as amended by section 2(e).

VBA projects the compensation and pension legacy appeals production using completions per FTE/FY. Based on 271,081 completed actions in FY 2017, the approximate legacy productivity per FTE is 181 completions, which includes 83 resolutions. The estimated productivity per FTE under the new process is 224 decisions in the higher-level review lane and 182 decisions in the

supplemental lane. VBA continues to review RAMP data to identify any changing trends in the productivity measures.

The chart below provides an estimated number of completions from FY 2019 through FY 2024 based on current staffing and productivity assessments. This modeling includes numerous factors that could alter the forecasts, such as the opt-in rate, refile rate, Board remand rate, and allocation of staffing. VBA expects legacy appeals will reach a steady state in FY 2020. Nevertheless, VBA will still receive approximately 30,000 legacy remands from the Board each year from FY 2020-2024.



The Board finished FY 2018 by dispatching a record 85,288 decisions to Veterans and claimants with a staffing level of 920 cumulative (average) FTEs, which represents approximately 92.7 decisions per FTE on an annual basis. The organizational performance goal for FY 2018 was originally 79 decisions per FTE, and was adjusted to 85 decisions per FTE to account for actual staffing levels. This projection took into consideration additional staff as well as the Board's demonstrated decision output trends. This production projection assumed an annual average of 144 decisions per decision writing attorney with consideration of leave and holidays.

Board productivity remains robust and steady. The record 85,288 Board decisions dispatched to Veterans in FY 2018 surpassed the previous high achieved in FY 2015 by more than 29,000 decisions. The Board's annual production goal for FY 2019 is set at 90,050 decisions, an increase of approximately 5.5 percent above FY 2018, and would represent another historic high in decision output. Additionally, the Board revised productivity standards effective October 1, 2018, in part to account for changes due to Appeals Modernization. To be rated Fully Successful for productivity in FY19, attorneys must produce 169 signed decisions or 510 issues in the attorney's signed decisions. To be rated Exceptional, attorneys must produce 185 signed decisions or 559 issues in attorneys signed decisions. Under the Appeals Modernization Act, individual issues may be split between different review options and different dockets at the Board. Therefore, the new standard is more in line with the reporting requirements contained in section 5 of the Act. Moreover, the new standard will provide attorneys who regularly handle complex, multi-issue cases another path to achieving Fully Successful and Exceptional ratings.

Beyond the information noted above, VBA's lines of business provide the following specific updates:

Education Service's RPOs will use employee productivity reports to calculate individual employee production by the end of the first quarter FY 2019. Education Service will manage higher-level review and supplemental claim workload and metrics using The Imaging Management System (TIMS) and Caseflow. Education Service expects to implement a national performance standard to improve employee production at the beginning of FY 2019.

VR&E supervisory personnel at ROs, and occasionally even the Director of VR&E Service, perform administrative reviews, which are very similar in scope and practice to higher-level reviews. VR&E Service plans to maintain as much of its current system as possible, to include estimated timelines of 90 days to complete higher-level reviews. Concerning supplemental claims, VR&E policy will be to complete reviews at the RO level within 125 days when new and relevant evidence is submitted. Currently, there are 179 pending legacy appeals for VR&E. Thus, it is anticipated that there would be no substantial impact for VR&E production estimates in the new process.

LGY's RLC Team Leads and VACO Program Analysts will process higher-level reviews to ensure timely and responsive decisions regarding loans. RLC management will measure Team Leads' productivity according to their performance standards. Management will use WebLGY to monitor and measure VACO Program Analysts' productivity, documenting it at mid-year and annually, as outlined in their performance standards.

VHA is working with OGC, the Board, and VBA to determine new system requirements and metrics, as well as processes to continue to address the legacy inventory. Once the revised processes and corresponding metrics have been developed, VHA can more accurately project productivity.

NCA has adopted the 125-day goal and, using data from the new system, may revise productivity projections and goals accordingly.

Section 3(b)(13) – Outreach Plan

(13) An outline of the outreach the Secretary expects to conduct to inform veterans, families of veterans, survivors of veterans, veterans service organizations, military service organizations, congressional caseworkers, advocates for veterans, and such other stakeholders as the Secretary considers appropriate about the new appeals system, including—

- (A) a description of the resources required to conduct such outreach; and*
- (B) timelines for conducting such outreach.*

Building on the engagement that VA has initiated since the start of implementation, VA has continued to leverage feedback from stakeholders to better identify and target high-impact communications and outreach opportunities.

Since its last report, VA published updates on the status of implementation and progress made in reducing the inventory of legacy appeals through RAMP. This update was published on internal and external platforms, to include VA's official blog, VAntage Point, Facebook, Twitter, and Instagram, and was broadcast to media globally in a press release.

VA's use of online content has provided Veterans a useful source of information. Statistics show that from November 2017 to August 2018, VA's main appeals page, available through VA.gov, has been viewed approximately 250,000 times. In addition, to provide Veterans more

Web-accessible information, on June 15, 2018, VA published a new educational video on YouTube. By August 2018, this video had been viewed more than 6,200 times.

Beyond the work that VA is doing to communicate through stakeholder interactions and social media, VA also reached an audience of approximately four million people nationwide when the Director of VA's Appeals Management Office completed 23 interviews with television and radio outlets, including Federal News Radio, Sirius XM Patriot Channel, and Coffee With America, discussing appeals reform and the benefits of Veterans' participation in RAMP. Interview footage was saved and is now embedded on VA's Appeals Modernization Webpage and VA's internal communications platforms.

In October and November 2018, VA communicated several milestones to include the formation of DROCs in Florida, Washington state, and Washington, D.C., the Board's processing of RAMP claims, and the one-year anniversary of the start of RAMP. Communication and outreach surrounding these events consisted of briefings to VSOs and congressional staff, digital media engagement, internal communication, print materials, and video. Additionally, VA's Webpages were regularly updated with new information that also highlighted details of interest to Veterans.

VA will continue to encourage and collect feedback from Veterans, accredited representatives, and VA employees to measure customer satisfaction and to quickly address customer concerns ahead of full implementation of the law in February 2019.

The Chairman of the Board has travelled extensively to promote, educate and inform Veterans and survivors around the nation regarding Appeals Modernization. Such travel has included engagement with various VSOs across the country, including speaking engagements and attendance at conferences and training events; and various VARO site visits. Additional information regarding the Chairman's outreach activities is available in Appendix D. The Board updated its website to include Veteran-focused information and resources, as discussed in Section 3(b)(14) below. Additionally, the Chairman and the USB regularly leverage LinkedIn to communicate and share information with Veterans, advocates, and other stakeholders.

As addressed in the August 2018 Comprehensive Plan Update and in Section 3(a)(2), above, the Board is using its change management plan to identify and mitigate the risk associated with moving from the legacy appeals system to the appeals system defined by the Appeals Modernization Act. The Board is synchronizing those efforts with all VA administrations. Details regarding the change management activities being undertaken and timelines and milestones required to implement this plan are included in the Change Management Section of the IMS in Appendix A, Section 5.

In addition to the overarching communication work that VA has been involved in, several of VBA's lines of business have leveraged their own communication networks to provide Veterans more information. Specific examples include:

Education Service developed a communication and outreach plan to ensure applicants for benefits are aware of their rights in the event they disagree with a VA decision. The communication and outreach plan covers four areas:

- Education Service developed a fact sheet outlining the new Modernization Appeals Process -

- o The fact sheet will be posted to the [Education Service Webpage](#) and on the [Post 9/11 GI Bill Facebook page](#).
- o Education Service will forward the fact sheet to all GI Bill-approved schools.
- Education Service will email all beneficiaries who have received a decision letter in 2018 explaining the new Modernization Appeals Process.
- Education Service posted information updates via VBA and Education Service's social media platforms 90-days prior to enactment of the new law. Additional updates will be provided at the 60- and 30-day points, as well as on the date of enactment.
- Education Service updated call center scripts for Veterans and their beneficiaries who contact the call center information the new Modernization Appeals Process.

Education Service is using existing resources to develop these artifacts, which will be available by November 30, 2018.

VR&E Service continues to provide outreach on the new appeals process through the Internet and Intranet, in-person training, and monthly calls with field personnel. VR&E is developing a fact sheet on the new appeals process, which is anticipated to be complete and ready for publication by the end of the 2018 calendar year.

Internally, LGY is collaborating with its communications group to create an outreach plan that will permit Veterans/Claimants and other program participants the opportunity to contact LGY to clarify the new claims process. Completion of the final communications and outreach plan will be accomplished before the end of November 2018. To further increase awareness, LGY will post information on LGY's intranet and internet sites.

VHA has engaged a change management specialist from VHA Communications to ensure appropriate, timely, and effective communication to internal and external stakeholders.

NCA will use VA enterprise-wide resource materials for review for NCA outreach activities.

Appendix D provides a more detailed timeline of outreach/communication activities occurring throughout the implementation period.

Section 3(b)(14) – Timeline for Policy Updates

(14) Timelines for updating any policy guidance, Internet Websites, and official forms that may be necessary to carry out the new appeals system, including—

(A) identification of which offices and entities will be involved in efforts relating to such updating; and

(B) historical information about how long similar update efforts have taken.

Policy Guidance

The Pension and Fiduciary Service's pension team has completed drafting required changes to the M21-1 Adjudication Manual for the programs under its jurisdiction. The Service will implement its changes to the manual in December 2018, the same time Compensation Service implements its changes.

In addition, P&F Service is revising its fiduciary procedures manual to incorporate higher-level reviews and supplemental claims, and its goal is to complete those revisions by November

2018. P&F Service completed drafting fiduciary notifications for all appealable decisions and the associated forms. VA published the Fiduciary Program regulations on July 13, 2018. P&F Service is amending its existing regulations and may issue an interim final rule to reflect the Appeals Modernization Act after VA finalizes the regulations for the Appeals Modernization Act. Meanwhile, the fiduciary team will use procedural guidance for appeals processing.

Based on historical timelines, Education Service projects that all policy and procedure updates should be ready for publication no later than the end of November 2018. Education Service will not officially publish the new procedures until the law goes into effect.

VR&E has drafted policies and procedures on the new appeals process, to include process flow charts for both the higher-level reviews and supplemental claims. VR&E anticipates finalizing and publishing this information by the end of the 2018 calendar year.

As the Board is modernizing its systems at the same time that it is implementing Appeals Modernization, policy changes will occur in sync with technology updates. See Appendix A, IMS ID 1.2. New technology, as well as lessons learned from the Board's research program, BEAAM, informed the development of training materials and SOPs regarding the Board's implementation of RAMP. For example, administrative staff trainings on the Caseflow Intake application have included an explanation of the legal requirement that NODs under the Appeals Modernization Act must include the Veteran's choice of review option. BEAAM and the Board's Implementation of RAMP have assisted in identifying areas that will need to have revised SOPs prior to full implementation.

The VHA Office of Regulatory and Administrative Affairs (ORAA) is working with affected VHA program offices, the Board, and OGC to revise internal policies and directives as needed. VHA anticipates having Appeals Modernization Act-compliant policies and processes in place by February 2019.

Forms

As previously noted in this and prior reports, VBA's Compensation Service is coordinating with the AMO and IT on the release of proposed forms in VBMS pursuant to the publication of the proposed and final rules. Compensation Service initiated a review of the current, existing procedural guidance as outlined in the M21-1, Adjudication Procedures Manual, to assess all the appeals and claims processing and adjudication procedures affected by the new appeals statute. As of September 2018, all Manual Editors reviewed the M21-1 for possible revisions. Due to the sweeping changes that nearly affect all sections of the M21-1, Compensation Service anticipates publishing updated guidance in the M21-1 by January 2019. Compensation Service and AMO are still identifying procedural impacts and business system functionalities under development to draft appropriate procedural guidance updates. Compensation Service will continually coordinate with its Training staff on changes in guidance and will also coordinate publication of updated procedures with the publication of the final rule.

As was noted in the August 2018 report, the forms package associated with the Appeals Modernization Act was published, together with the proposed regulations, in the Federal Register on August 10, 2018. The 60-day public comment period ended on October 9, 2018. VA will work collaboratively with OMB to obtain final approval of the regulations in preparation for their publication in the Federal Register. Additionally, as is discussed in Section 4, below, insight gained during VA's test programs regarding the clarity of existing appeals-related forms is being used to improve those forms moving forward.

Internet Sites

The Board is continuing to update its external Website, www.bva.va.gov, which will contain weekly metrics, the current docket date, and information about RAMP. The Website also includes a link to the appeals status tracker on Vets.gov, which was launched in March 2018 to provide claimants with case status information. As of this reporting, over 58,000 discrete users had accessed the tracker.

Existing Education Service staff will update the inter/intranet sites with the new policies and procedures when the law is fully implemented. LGY anticipates updating its Websites no later than January 2019.

Section 3(b)(15) – Timeline for Promulgating Regulations

(15) A timeline, including interim milestones, for promulgating such regulations as may be necessary to carry out the new appeals system and a comparison with historical averages for time required to promulgate regulations of similar complexity and scope.

Public comment for the regulations closed on October 9, 2018. VA will work collaboratively with OMB to obtain final approval of the regulations in preparation for their publication in the Federal Register. VA expects this publication will be on time.

VHA has initiated an Appeals Modernization Act-related rulemaking project that will make changes needed to resolve inconsistencies between existing VHA regulations and Appeals Modernization Act requirements and processes. VHA intends to publish this rulemaking in time to execute in February 2019. However, additional time may be required to update guidance following publication of final regulations. In addition, VHA anticipates undertaking follow-on rulemaking after February 2019 to optimize both claims and appeals rules and processes.

Section 3(b)(16) – Outline of “Opt-In” Circumstances

(16) An outline of the circumstances under which claimants with pending appeals of decisions on legacy claims would be authorized to have their appeals reviewed under the new appeals system.

Section 2 of the Appeals Modernization Act provides two opportunities for Veterans who would otherwise have an appeal in the legacy process to choose to participate in the new system instead. The February 2018 Update described the circumstances under which claimants with pending appeals of decisions on legacy claims would be authorized to have their appeals reviewed under the new appeals system. Additionally, Section 4 of the Appeals Modernization Act establishes the authority for RAMP and BEAAM, which are discussed in Section 4 of this report.

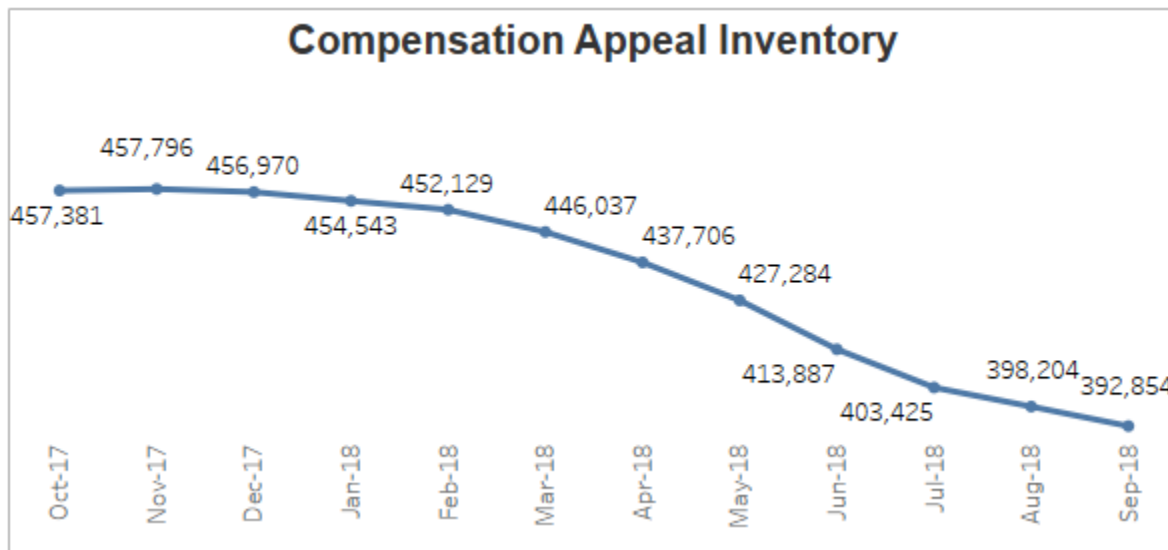
As VA prepares for full implementation in February 2019, it is developing procedures to implement the statutory opt-in contained in Section 2, paragraph (x)(5) of Pub. L. 115-55, which allows a legacy appellant to opt into the new system after receiving a statement of the case or supplemental statement of the case. Although procedures for this opt-in opportunity cannot be finalized until the final regulations to implement the Appeals Modernization Act are published, VA has developed procedures consistent with the statutory requirements. To that end, VA is developing new notice letters to accompany statements of the case and supplemental

statements of the case that will notify Veterans of their opportunity to opt into the new system. Additionally, VA has updated the Higher-Level Review, Supplemental Claim, and Notice of Disagreement forms currently undergoing review concurrently with the regulations to include information about how to opt in. The forms will also contain notice to Veterans that, by opting into the new system, they are withdrawing their pending legacy appeals. Finally, VA is working with OI&T and Digital Service to ensure that all legacy appeals that are opted into the new system following receipt of a statement of the case or supplemental statement of the case are properly tracked, as required by Section 5 of the Act.

Section 3(b)(17) – Key Goals & Milestones for Reducing Legacy Appeals

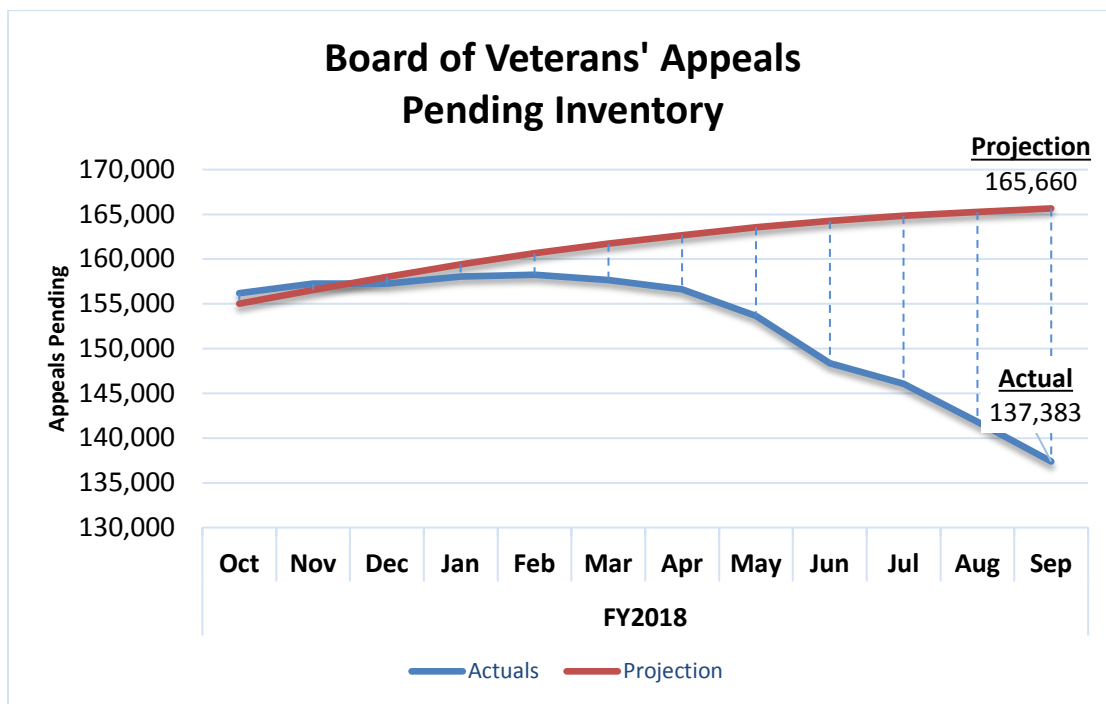
(17) A delineation of the key goals and milestones for reducing the number of pending appeals that are not processed under the new appeals system, including the expected number of appeals, remands, and hearing requests at the Administration and the Board each year, beginning with the one-year period beginning on the date of the enactment of this Act, until there are no longer any appeals pending before the Administration or the Board for a decision on a legacy claim.

RAMP provides VBA the opportunity to test and validate assumptions and processes for implementation. RAMP also provides a greater opportunity to reduce the legacy inventory than production alone. RAMP opt-ins reduce the legacy appeals inventory by at least one appeal per claimant and, in some cases, a single RAMP opt-in can eliminate multiple appeals. Legacy appeals processing, and the transition of 55,000 legacy appeals to RAMP, account for the demonstrated reduction in pending legacy compensation appeals through August 31, 2018, as noted in the graphs below.



After February 2019, the statutory opt-in provides a chance for claimants with legacy appeals to elect the new claims process when they receive decisions in the form of Statements of the Case or Supplemental Statements of the Case. For modeling, VA calculates an additional 17,000 receipts for the years 2019 through 2021. VA will adjust this number as actual data is available after February 2019.

Turning to reduction of the number of pending legacy appeals at the Board, as was noted in the May 2018 Comprehensive Plan Update, the rate at which the legacy appeals inventory can be resolved is dependent on a number of factors and variables, including funding made available to appeals processing through the annual budget appropriations process in future years and the rate at which claimants with pending legacy appeals opt into the new process. The August 2018 Comprehensive Plan Update noted that the Board would continue to verify and validate its model to ensure the accuracy of its outputs and its utility in VA's appeals modernization forecasting. The Board is currently in the process of doing so, now that FY 2018 has concluded, allowing actual results and assumptions to be updated. The Board intends to update forecasts and sensitivity models by the end of November. Due to increased productivity levels and lower than projected case receipts, as displayed in the graph below, the Board finished FY 2018 with 137,383 legacy appeals in its pending inventory, more than 28,000 appeals lower than its original projection.



Implementation of RAMP at the Board began on October 1, 2018. The Board will revise its workload estimate projections with more accurate information once it obtains data from that test program, which is discussed in more detail in Section 4, below.

As also previously explained, the Board must adjudicate post-remand legacy appeals in addition to the new appeals received. The Board's remand rate for legacy appeals has ranged from approximately 46.4 percent to 38.8 percent in the last 4 years, as reflected in the chart below. In February 2020, 1 year after the last rating decision is issued under the legacy system, no further new legacy appeals will be received. From that point forward, legacy inventory will decrease at a rate dependent on the factors described above.

Board Decisions*					
Fiscal Year	Decisions	Allowed	Remanded	Denied	Other
2015	55,713	31.0%	46.4%	19.1%	3.5%
2016	52,011	31.8%	46.0%	18.0%	4.2%
2017	52,661	29.9%	43.5%	21.6%	5.0%
2018	85,288	35.8%	38.8%	20.9%	4.5%
*The historical reporting system for Board decisions with multiple issues identifies the disposition of an appeal based on the following hierarchy: allowance, remand, denial, or other (i.e., dismissals). When there is more than one disposition involved in a multiple issue appeal the "reported disposition" for Board Statistical Reports will be categorized based on the disposition hierarchy noted above.					

The Board will continue to reassess its forecasting model for reduction of legacy appeals by gathering data regarding Veterans' preferences in the new system. Such reassessment will enable the Board to ensure the accuracy of the model's outputs and its utility in VA's appeals modernization forecasting.

P&F anticipates reducing its legacy appeals inventory by at least 150 appeals each quarter. As of September 30, 2018, there were 134 legacy fiduciary appeals pending. This is a reduction of about 45 percent (164 appeals) since May 31, 2018. P&F anticipates completing all legacy fiduciary appeals prior to February 2019.

Education Service will continue to review and process all pending legacy appeals until every appeal is resolved. Education Service anticipates the following claim totals based on claims received during the first year after enactment of this Act:

Higher-level Reviews: 2500
 Supplemental Claims: 5000
 Appeals to the Board: 250
 Remands: 75

As of the end of September 2018, VR&E had 160 actionable legacy appeals under its jurisdiction. On September 6, 2018, VR&E instructed all regional office on the next steps, such as certifying all appeals in which VR&E has received a VA Form 9 or to address remanded cases as soon as possible, which further reduced this number from 263 in mid-June 2018.

ORAA is working with affected VHA program offices and the Board to track and address the legacy appeals workload. Process mapping was conducted with each of the workstreams and three site visits were conducted with CAR during September and October 2018 to identify best practices and opportunities for improvement.

Section 3(b)(18) – Risk Factors

(18) A description of each risk factor associated with each element of the plan and a contingency plan to minimize each such risk.

The Department has identified the following risks and mitigation strategies:

1. Resource Requirements (Section 3(b)(1))

Risk: The rate of Veterans with legacy claims who opt into RAMP has grown as the program has progressed. VBA cannot forecast how many Veterans will refile claims after receiving decisions under the new system, or how many times they opt into each of the new process lanes. These uncertainties could result in prolonged management of two separate workloads (legacy appeals versus claims under the new appeals system) with risks to achieving performance objectives, proper staffing, or efficient use of resources.

Mitigation: VBA is conducting additional outreach through email and follow-up letters offering Veterans the opportunity to participate in the new appeals lanes. Additionally, the Director of the AMO has visited several locations to speak with agents, attorneys, and service organization representatives to gain support of, and participation in, the new appeals system.

As described in Section 4 of this report, the purpose of RAMP is to validate assumptions used in planning. VA is obtaining actual data on the percentages of eligible Veterans who opt for the new system, impact of the new notice requirements on employee productivity, processing times, resource requirements, challenges, and best practices. The phased nature of the program will allow VA to adjust its course prior to the full implementation of the Appeals Modernization Act.

Risk: The new process is designed to provide Veterans choice, with multiple options instead of one option under the legacy process. Therefore, without the aid of historical and empirical data to validate VA's forecast assumptions regarding Veterans' behavior in the new process, there is a risk that VA has either understated or overstated future workloads and its resources requirements in its forecasting model.

Mitigation: VA is carefully reviewing and updating the information that it gathers from the test programs. As the programs test only some parts of the system, an exact forecast is not possible. VA is monitoring Veterans' choice and preferences and preparing for multiple scenarios regarding future workload.

Risk: VA OI&T may not have sufficient resources to provide VHA with a more modernized IT solution for claims processing prior to February 2019.

Mitigation: VHA will use the most efficient claim processing resources available at that time. This may include reliance on the existing processes until necessary modifications are complete.

2. Personnel (Section 3(b)(2)-(3))

Risk: VA may not have sufficient personnel to administer the new and legacy processes.

Mitigation: As VBA lowers its pending legacy appeals inventory through initiatives such as RAMP, it will repurpose its most experienced personnel, such as DROs, to conduct higher-level reviews. VBA will continue to reassess and readjust its personnel and resource allocation between the legacy process and the new process.

As explained in Section 3(b)(4) above, the Board continues to implement its strategic hiring plan for increasing appeals staffing levels. In FY 2018, the Board achieved its goal of reaching 1,050

FTEs. Applying lessons learned, the Board is confident that it can successfully achieve its hiring goal for FY 2019 as well. See also Appendix A, IMS ID 4.3.1.

Risk: Current statutes may constrain VBA's ability to scale its workforce to address reduced workload once the inventory of legacy appeals has been exhausted.

Mitigation: VBA will use any appropriate applicable legal authority to remove employees only as a last resort. Exhausting the inventory of legacy appeals will not occur quickly. VA anticipates using more routine workforce management methods, such as employee attrition or reassignment, to address staffing changes resulting from the elimination of legacy appeals. Residual risk is low.

Risk: The number of NCA-specific cases received in the new system may surpass the workload capability of the current NCA trained and experienced personnel.

Mitigation: NCA has endeavored to continually address appeal matters with its unique case types as part of a learning organization with a symbiotic relationship with other VA offices including the Board, VBA, and VHA. NCA future personnel needs would be assessed dependent on national response to the new system from Veterans, their families, VSOs, and attorneys.

Risk: The number of dedicated personnel working appeals in VHA outside of the Claims Adjudication and Reimbursement team has not yet been identified. This poses a risk if no staff has been identified and facilities have not planned for this additional workload.

Mitigation: VHA will continue to monitor incoming appeals and communicate the need to host stand-downs, offer overtime, and use other methods of increasing productivity when hiring staff can not immediately be addressed.

4. Estimated Time for Hiring Employees (Section 3(b)(4))

Risk: VBA's compensation and pension appeals program is presently supported by 1,495 FTEs. VBA has requested an additional 605 FTEs in the FY 2019 President's Budget to process legacy compensation and pension appeals and decision reviews under the modernized system. These FTEs represent DROCs who are currently expected to process RAMP claims prior to the February 2019 implementation date of the Appeals Modernization Act. Without these additional FTEs, additional legacy appeals teams will need to process RAMP claims instead, and VBA will not be able to provide the anticipated impact to the projected workload. This would risk extending reduction of the legacy appeals inventory beyond the FY 2020 completion timeline currently forecasted with the added FTEs. It is essential to VA's plan for reducing the legacy inventory that the 605 FTEs are onboarded expeditiously to avoid negatively impacting performance in the new process or delaying the reduction of the legacy appeals inventory beyond the forecasted timeline.

Mitigation: VBA's operating budget should include sufficient funding in FY 2019 to continue hiring the additional FTEs. If VBA requires even more funds, its leadership would determine what programs to prioritize internally until it receives FY 2019 appropriations.

Mandatory overtime to increase RAMP production could be one strategy to counter any risk of production loss. Another strategy to preserve the reduction of the legacy inventory and timely

processing would be to accept the risk of allowing the RAMP workload to exceed the goal of 125 days to completion.

Risk: Unintended delays may occur in onboarding additional FTEs to achieve the Board's FY 2019 goal of 1,125 FTEs.

Mitigation: The Board was successful in achieving a level of 1,050 FTEs in FY 2018 and continues to be aggressive in its hiring strategies. The Board's compelling mission and robust telework program ensures it continues to attract numerous qualified applicants. Given the success of the Board's FY 2018 hiring strategy, it expects to meet its goal of hiring 1,125 FTEs in FY 2019.

5. Training and Experience Required of Higher-Level Adjudicators (Section 3(b)(5))

Risk: VA might not have a sufficient pool of experienced personnel to simultaneously adjudicate both higher-level reviews and legacy appeals.

Mitigation: The experience and training required to conduct higher-level reviews in the new process exist already. Employees processing both the legacy and modernized workload require relatively little additional training. As VA expands RAMP, VBA is training employees to conduct higher-level reviews and supplemental claims, growing a trained and experienced workforce ready to process these new types of claims. VBA is reviewing potential hiring practices to capture the needed experience level for this position.

Risk: Under the new process, higher-level reviewers might have difficulty adjusting to the new changes in claims processing as mandated by the Appeals Modernization Act, such as adapting to the new notice requirements, or conducting reviews on a closed record without the duty to assist.

Mitigation: To ease adjustment for VBA employees, VBA is testing many facets of the new process through RAMP. In RAMP, VBA is capturing detailed training needs of the higher-level reviewers, implementing sprints of refresher training, and conducting weekly calls to quickly address any issues that arise. VBA is also developing a change management plan and will continue to publish resources such as *Frequently Asked Questions* to assist employees.

Risk: Higher-level review caseload may exceed VHA anticipation.

Mitigation: VHA may have to expand the universe of higher-level adjudicators beyond team leads and first level supervisors.

6. Estimated percentage of higher-level adjudicators who were Decision Review Officers (Section 3(b)(6))

VA has not identified any risks with this element of the plan.

7. Decision Review Officer functions in new system (Section 3(b)(7))

VA has not identified any risks with this element of the plan.

8. Training Timeline (Section 3(b)(8))

Risk: VBA may not be able to complete the required training on schedule based on current IT systems, resulting in risk to performance objectives.

Mitigation: VBA's strategy of leveraging existing systems and processes to the extent practicable in the new process avoids the necessity of conducting extensive training on entirely new systems. VBA instructors will be able to capture screen shots and develop training during IT development and testing phases. Screen shots can adequately identify updates to the systems before IT fully implements them. This capacity allows employees to see the changes prior to practical application. VBA anticipates developing adequate training for employees in advance of full implementation in February 2019 and will make any necessary changes as they are required.

Furthermore, training is largely decentralized to meet the unique requirements of each line of business. This flexible and adaptive training avoids risks associated with large-scale, top-down efforts. Risk is spread to the lines of business, which allows leadership to prioritize resources based on the greatest need or workload, and allows senior leaders in each line of business to manage internal risks associated with training for the new process.

Risk: VA may not be able to complete required training on schedule for reasons unrelated to IT, resulting in risk to performance objectives.

Mitigation: VBA has extensively trained employees under RAMP. The knowledge of these employees, and the training materials created for RAMP, provide a substantial foundation for the bulk of VBA's workload upon full implementation. VA's strategy of largely leveraging existing systems and processes in the new appeals system avoids the requirement to conduct extensive training on an entirely new system. Training will focus on the differences in processing legacy versus new appeals, but the substance of how higher-level reviews, as well as supplemental claims and appeals to the Board, are adjudicated remains unchanged.

VA's strategy of leveraging existing systems and processes to the extent practicable in the new appeals system avoids the requirement to conduct extensive training on an entirely new system. Training will focus on the differences in processing legacy versus new appeals, but the substance of how higher-level reviews, as well as supplemental claims and appeals to the Board, are adjudicated remains unchanged.

Risk: VHA may not have training ready for delivery to all personnel prior to February 2019.

Mitigation: VHA will prioritize training delivery to those employees most likely to use processes created or changed by the Appeals Modernization Act.

9. Costs of Training (Section 3(b)(9))

Risk: Insufficient personnel resources for developing and delivering necessary training to support the new process may result in incomplete training, which risks timely or incomplete implementation of the new appeals system.

Mitigation: The VA enterprise-wide appeals modernization workgroup focused on training meets routinely to ensure all offices are proactively developing training during the implementation period and will have fully developed materials well before February 2019. At

this point, VA's assessment remains that sufficient resources exist for the timely accomplishment of required training.

Additionally, as VA implements RAMP, it is gathering feedback on its training materials. This feedback can be used to improve training and will minimize certain re-development or "re-training" that could be the result of inaccurate or insufficient training.

10. Information Technology (Section 3(b)(10))

Risk: Delays in developing information technology required to implement appeals modernization may prevent VA from certifying readiness in January 2019. Additionally, the lack of effective coordination across all VA offices may adversely impact development.

Mitigation: Continuing coordination and communication between the Board, VBA, particularly VBMS and OBPI, and Digital Service help mitigate this risk. Digital Service delivered results in FY 2018 and continues to be a reliable strength during modernization. If Caseflow Intake is not fully deployed in time for certification in January 2019, VA staff may develop manual systems to capture all IT and metric requirements.

Risk: Any substantive changes or revisions to the proposed rule, published in the final rule, could possibly affect functionality planned for VA's business systems, delay the release of efficient and effective procedures, or otherwise impede the completion of reviews/claims.

Mitigation: VA will provide timely work-arounds/alternate procedural guidance to the field to address any major regulatory changes that may impact business systems, procedures, quality measurement, or delivery of training.

11. Estimate of office space by phase (Section 3(b)(11))

Risk: The Board's telework program is a volunteer program, and the Board will be short workstations if use of the telework program declines significantly.

Mitigation: The telework program remains extremely popular. The numbers of employees who telework has consistently increased, and there is no indication that this trend will reverse. The fact that many attorneys apply for telework as soon as they are eligible is a testament to the ongoing popularity of this program.

Risk: VHA may require more office space than can be made available.

Mitigation: VHA will rely on telework and virtual workspace before extra office space can be brought online.

12. Projections for the productivity of individual employees (Section 3(b)(12))

Risk: There could be an unanticipated decrease in VBA employee productivity, leading to a risk of not meeting performance objectives.

Mitigation: RAMP is providing actual data for VBA to refine forecasting, identify best practices, and change its procedures, processes, and systems to gain efficiencies and improve timeliness. Should RAMP and the new appeals system not yield the expected increases in productivity, VBA may reallocate internal resources to meet performance objectives. VBA is reviewing

RAMP data down to the employee level to determine ways to increase efficiency and determine best practices.

Risk: Negotiations with Union partners over Board productivity levels may impact decision output.

Mitigation: The Board worked with its Union partners to craft FY 2019 productivity standards that both facilitate continued delivery of historic numbers of decisions to Veterans and respond to employee concerns regarding reasonableness of individual productivity requirements.

Risk: VHA may underestimate or overestimate the productivity of employees processing benefits in the Appeals Modernization Act system.

Mitigation: VHA will adjust post-Appeals Modernization Act implementation staffing as needed.

13. Outreach Plan (Section 3(b)(13))

Risk: Veterans may not receive enough information about the Appeals Modernization Act or may be confused by the information they do receive.

Mitigation: The Board expanded outreach efforts, as described in Section 3(b)(13) above. VBA has already expanded outreach activities in support of its test program, RAMP, by sending emails and follow-up letters to Veterans inviting them to participate in the new process. Additionally, the Director of the AMO has given numerous media interviews this quarter to build interest in, and support for, the new claims and appeals process. Likewise, the Director's and the Chairman's nationwide outreach efforts have explained and clarified the new claims and appeals process so that representatives and other stakeholders have a better understanding of the system. The results of this outreach are encouraging, as opt-in rates for RAMP have increased. The communication channels, messaging, and lessons learned during RAMP will significantly facilitate VBA's outreach efforts in support of full implementation. Additionally, the Board is supporting RAMP and is continuing to work with change management experts to develop an overarching outreach plan.

14. Timeline for Policy Updates (Section 3(b)(14))

Risk: VA will not be able to develop and publish policy to support the new appeals system in a timely manner, thus putting the implementation schedule at risk.

Mitigation: VA has developed a significant number of policies through the implementation of its test programs, RAMP and BEAAM. Revisions to the policies are ongoing until implementation, in part because they are defined by the final regulations. These policies provide a framework for supporting the system as a whole in such a way that they will be in place in time for implementation of the Act.

15. Timeline for Promulgating Regulations (Section 3(b)(15))

Risk: VA will not complete regulations in time for full implementation.

Mitigation: VA anticipated certain comments ahead of time and was able to monitor and prepare some responses in advance. Although the timeline is tight, VA will work collaboratively

with OMB to quickly finalize the regulations and prepare them for publication. As of the release of this report, VA continues to anticipate on-time publication of the final rule.

16. Outline of “Opt-In” Circumstances (Section 3(b)(16))

Risk: There may be a low opt-in rate to the new system.

Mitigation: VA will provide continuous education on the Appeals Modernization Act far into the future to ensure its success. Currently, the Board and VBA conduct monthly meetings with VSOs to discuss the benefits of the new system, answer questions, and receive feedback.

As discussed in number 13 of this section, Risks and Mitigations for VA’s Outreach Plan, early RAMP results led VBA to recognize the need for increased communications with Veterans and other stakeholders. As described above and in Section 4 of this report, VBA took actions to improve the opt-in rate for RAMP. In the future, VA can use this strategy as a road map to encourage the opt-in rate if needed.

17. Key goals and milestones for reducing legacy inventory (Section 3(b)(17))

Risk: Participation in RAMP, which reduces legacy inventory, may continue to experience a lower than expected opt-in rate if Veterans do not receive adequate information about it.

Mitigation: VBA and the Board have expanded outreach activities in support of RAMP. VBA has sent emails and additional letters to Veterans inviting their participation in the new process. Additionally, the Chairman of the Board of Veterans’ Appeals and the Director of the AMO have presented information to agents, attorneys, and service organization representatives about the new appeals process, encouraging them to opt-in for the benefit of their clients.

Risk: Veterans who chose not to participate in RAMP may continue to experience long delays in the legacy appeals process.

Mitigation: An unprecedented 85,288 Board decisions were dispatched to Veterans in FY 2018, and an even higher goal has been set for FY 2019. The Board’s increased decision output, coupled with Veterans’ elections to enter Appeals Modernization Act test programs, is enabling the Board to draw down its case inventory and decrease Veterans’ wait times in the legacy appeals system.

Risk: VHA is unable to resolve legacy inventory in a timely manner.

Mitigation: Existing and Appeals Modernization Act processes dictate that VHA will continue to receive and resolve legacy claims for several years following Appeals Modernization Act implementation. VHA will actively monitor legacy appeal inventory and inventory reduction effectiveness during that time period.

Section 4 – Pilot Programs to Test Assumptions

(a) *AUTHORIZATION.—*

(1) *IN GENERAL.—The Secretary of Veterans Affairs may carry out such programs as the Secretary considers appropriate to test any assumptions relied upon in developing the*

comprehensive plan required by section 3(a) and to test the feasibility and advisability of any facet of the new appeals system.

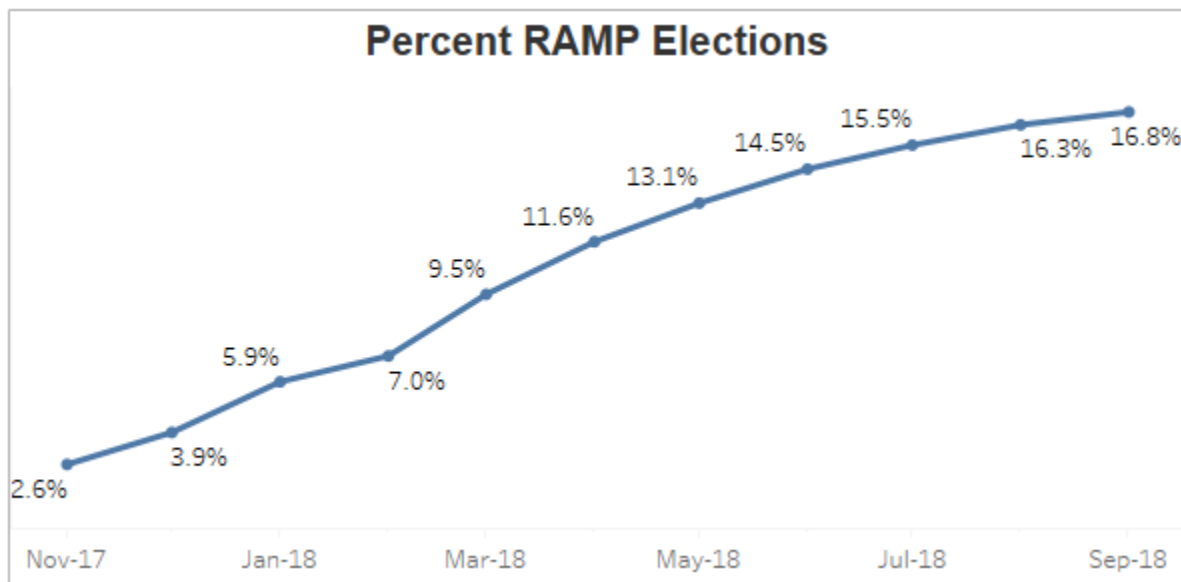
(2) **REPORTING REQUIRED.**—Whenever the Secretary determines, based on the conduct of a program under paragraph (1), that legislative changes to the new appeals system are necessary, the Secretary shall submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives notice of such determination.

VBA's Test Program: RAMP

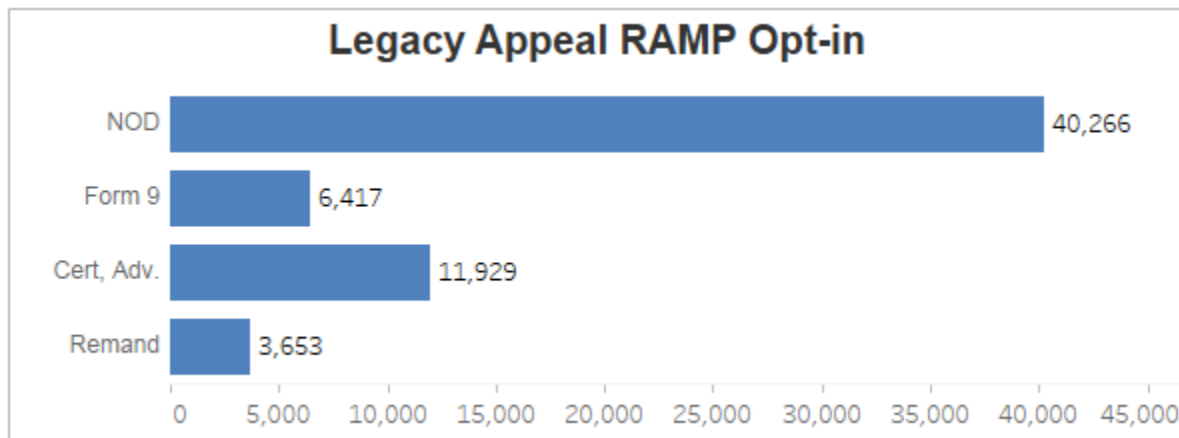
In February 2018, VA expanded mailing its RAMP invitations to Veterans with newer appeals to assess whether such Veterans would be more likely to opt into the new program. The table below provides data of VA's distribution of RAMP opt-ins solely as a result of appellants receiving election letters. As of April 2, 2018, VA allowed all appellants to opt into RAMP, not just those who received election letters from VA.

February through September Totals by Stage	Letters Sent	Opt-ins	Opt-in Rate
NOD	113,670	18,553	16.3%
Form 9	25,815	4,861	18.8%
Cert/Not Activated	53,844	7,445	13.8%
Remand	27,622	2,503	9.1%
New NOD	63,762	10,929	17.1%
TOTAL	284,712	44,291	15.6%

The chart below shows the RAMP election rate at the end of each month. Extensive outreach efforts over the past several months have led to a greater election rate.



Participation in RAMP helped to reduce the inventory of legacy appeals. Through September 30, 2018, RAMP helped transition 62,265 appeals from the legacy inventory. The breakdown of the appeal stage is shown in the chart below.



As of the end of September 2018, RAMP elections have resulted in a combined 55,944 higher-level reviews and supplemental claims, with a resulting in \$80,596,288 retroactive benefits paid to Veterans on 18,789 completed claims.

Higher-Level Review vs Supplemental Lane Selection (Pending & Completed)				
Lane	Pending	% of Total	Total Completed	Average Days to Complete
Higher-Level Review	20,445	55.0%	14,040	106.9
Supplemental Lane	16,710	45.0%	4,749	110.1
Total RAMP	37,155	100.0%	18,789	107.7

Amount Paid To Date	
Higher-Level Review	\$60,202,396.20
Supplemental Lane	\$20,393,892.05
Total	\$80,596,288.25

The charts below represent the grant/denial rate by claim and issue. Claim grants involve claims where VA granted at least one contention.

Claim and Issue Decision Outcomes				
Lane	Claims Granted	Claims Denied	Issues Granted	Issues Denied
Higher-Level Review	3,090	8,278	5,923	26,495
Supplemental Lane	1,304	3,272	2,697	12,515
Total	4,394	11,550	8,620	39,010

Grant and Denied Rates				
Lane	Claims Granted	Claims Denied	Issues Granted	Issues Denied
Higher-Level Review	27.2%	72.8%	18.3%	81.7%
Supplemental Lane	28.4%	71.6%	17.7%	82.3%
Total	27.6%	72.4%	18.1%	81.9%

VBA continues to learn from the actual RAMP data. As VA monitors the work cycle timeliness, it has adjusted staffing to more efficiently manage the workload.

The average processing time remains below 125 days. VBA better understands and mitigates any workload challenges, such as determining the number of intake staff needed to process incoming RAMP mail.

As the opt-in rate continues to rise past the current 15.5 percent, VBA is reviewing the data for any gaps in the process and gathering feedback to better understand the complexities of the RAMP workload and how they will affect implementation.

RAMP Roll-Out Schedule

The AMO works RAMP cases at the 12 ROs noted below and has completed both instructor-led and refresher training for employees. The AMO uses the feedback from these trainings to improve the training materials for full implementation.

RAMP Site	Go Live Date	Training Dates	
		Overview (In-person)	Refresher (VILT)
Denver	April 2, 2018	February 22-23, 2018	March 15-19, 2018
Phoenix	April 16, 2018	February 5-6, 2018	April 4-6, 2018
Waco	April 16, 2018	March 21-22, 2018	April 11-13, 2018
Seattle	April 30, 2018	February 20-21, 2018	April 18-20, 2018
St. Petersburg	May 14, 2018	April 26-27, 2018	May 1-11, 2018
St. Paul	June 25, 2018	June 4-5, 2018	June 12-15, 2018
Winston Salem	July 9, 2018	June 7-8, 2018	June 25-29, 2018
Atlanta	July 23, 2018	April 23-25, 2018	July 16-20, 2018
San Diego	August 20, 2018	July 26, 2018	August 6-10, 2018
Nashville	August 20, 2018	August 6, 2018	August 7-10, 2018
Columbia	October 29, 2018	October 9-11, 2018	October 24-26, 2018
Oakland	October 29, 2018	October 15-17, 2018	October 24-26, 2018

Training Requirements

All RAMP processing personnel have completed mandatory training that include RAMP prerequisites, an overview, and refresher training.

As of August 2018, VBA AMO has provided training to personnel at the ARC and the following ROs: Denver, Phoenix, Waco, Seattle, Atlanta, St. Petersburg, St. Paul, Winston-Salem, San Diego, and Nashville to include special mission processing teams at Milwaukee, Philadelphia, Jackson, Muskogee and Louisville ROs. As the election rate increases and the need for additional offices to process RAMP elections arises, VBA will continue to provide training to any additionally needed ROs prior to their participation in RAMP.

In September 2018, the AMO conducted virtual overview and refresher training for new personnel that has been added to the RAMP teams for the designated ROs. The AMO has also uploaded this training to the Web for refresher training and will continue to conduct the mandatory RAMP trainings for added personnel as the need arises. In October 2018, AMO provided in-person overview and refresher virtual instructor-led training to personnel at the Columbia and Oakland ROs and began RAMP processing on October 29, 2018.

VBA will continue to identify additional training needs or best practices through its RAMP quality assurance efforts. AMO will provide additional guidance to stations processing under RAMP through weekly calls, written guidance, and additional refresher training.

Site Visits

VBA AMO conducted RAMP site visits at the Denver and Phoenix ROs in July and August to facilitate open and collaborative dialogue, increase support activities, and address any concerns.

The site visits discovered some commendable performance. However, the visits also found some areas needing improvement, like systems compliance. The AMO provided recommendations and action plans to address any deficiencies and will follow-up with the ROs to ensure their completion.

The AMO will continue to conduct site visits to the designated RAMP ROs to ensure compliance with RAMP policies and procedures and provide recommendations for improving operations.

Lessons Learned

As part of the test program, AMO conducts quality assurance checks of completed RAMP cases to ensure accuracy and consistency in processing of RAMP claims. AMO conducts IPRs as part of the RAMP Refresher Training curriculum and additional special focused reviews of completed work at different points in the process. AMO is using quality data and questions received from training to make updates and changes to the RAMP SOP where necessary. Examples of SOP changes include:

- SOP updates on August 30, 2018 to clarify that when a Veterans opts into RAMP his/her appeal(s) can no longer be reinstated under the legacy appeal process.
- SOP updates on August 30, 2018 to clarify that, prior to authorizing a RAMP EP, Veterans Service Representatives (VSR) must ensure all adjudicated claims are reflected in the contention list for the End Product (EP) in VBMS.
- SOP Updates on August 30, 2018, to clarify that unrelated clear and unmistakable errors that have no correlation to the RAMP claim must be worked under a separate EP 930 and be completed on a separate rating decision and notification letter.

Boards' Test Programs: BEAAM and Implementation of RAMP (see Appendix A, IMS ID 7)

BEAAM

Beginning in May 2018, the Board implemented its small-scale research program, BEAAM. A core goal of the research effort is to allow Veterans to speak for themselves in describing their experience. Given that BEAAM is a small-scale research program, this program provides qualitative information rather than quantitative data. The research team conducted more than 70 hours of interviews, providing valuable insight into how Veterans and representatives would make choices under the new framework, and allowing VA to refine and update implementation activities to improve Veteran experiences.

The Board and Digital Service partnered with Veterans' representatives (Paralyzed Veterans of America, CalVet, and NOVA) and identified 35 Veterans and dependents who were dissatisfied with a recent claim decision. These participants opted in by requesting review under RAMP within VBA or choosing any of the three dockets at the Board under the Appeals Modernization Act.

From May to June 2018, representatives identified Veterans and submitted materials for participation in the program. The Board began adjudicating cases in which Veterans selected the Board's direct docket in July and dispatched all direct docket cases in August. All hearings for the cases in which Veterans selected the Board's hearing docket were also conducted in August. Evidence docket appeals were distributed to acting Veterans Law Judges and Veterans Law Judges as soon as the 90-day period for submission of evidence expired. The Board expects all evidence docket cases will be completed by the end of November. The hearing docket cases were assigned to Board counsel for submission of draft decisions in November. The Board expects to have final numbers from the BEAAM research program by late December.

Digital Service is in the process of analyzing the information collected through Veteran interviews. The results from this research program will inform the Board's decisions regarding implementation, to include modifying processes, procedures, policies, and training.

Thus far, BEAAM has provided valuable insight regarding Veterans' choices and experiences. User research revealed that Veterans found aspects of the draft forms difficult to understand, particularly because they were confronted with new, unfamiliar choices under the Appeals Modernization Act. This feedback from Veterans informed the modernization of the Board's appellate rights form. This revised and improved form will be used during the Board's implementation of RAMP and includes information regarding the Veteran's appellate rights in more easily understood language.

The Board also conducted interviews with Counsel and Veterans Law Judges who participated in the drafting and signing of BEAAM decisions. This feedback provided the structure and material for the development of more targeted and in-depth training materials for all Board attorneys and Veterans Law Judges. These materials include hypotheticals, a reference guide, a frequently asked questions document, and guidance on how to adjudicate a case in the new system.

Additionally, conducting Appeals Modernization Act hearings prior to full implementation provided insight on how to modify trainings specifically for Veterans Law Judges regarding information that should be conveyed to the Veteran during an Appeals Modernization Act hearing.

BEAAM has also provided Digital Service the opportunity to test new technologies and processes. Digital Service tested new Caseflow functionality regarding the intake process. Digital Service continues to test and improve functionality that pulls data from rating decisions to allow issue matching between the most recent agency of original jurisdiction decision and the NOD.

Feedback regarding Caseflow functionality, as well as insight from Board attorneys and Veterans Law Judges during the BEAAM program, informed the development of SOPs for the Board's adjudication of appeals from RAMP decisions. The BEAAM-related preparations, drafting of decisions, holding of hearings, and interviews with Veterans have provided the Board

with valuable feedback and insight that will greatly inform VA's plans for implementation of the Appeals Modernization Act.

Board's Implementation of RAMP

Currently, Veterans who receive a RAMP rating decision have the option of appealing directly to the Board. Prior to October 1, 2018, these RAMP appeals were held in a queue at the Board. On October 1, 2018, the Board began adjudicating the first of these appeals in a phased-in test of processes and technology. Implementing RAMP in a phased-in approach allows the Board to identify and address potential issues and risks relating to implementation of the new framework.

Preparations for implementing RAMP at the Board included development of SOPs for the Board's adjudication of appeals from RAMP decisions, which mapped the movement of a case from intake to dispatch using evolving Caseflow functionality. Administrative staff, attorneys, and Veterans Law Judges received targeted Caseflow functionality training. Additional, select staff received more in-depth training regarding new Caseflow functionality in order for Digital Service to test processes and technology in a phased-in approach prior to full implementation of the law in February 2019.

Prior to October, the Board provided generalized RAMP-related training to Board attorneys, Veterans Law Judges, and administrative staff. Preparations for the Board's implementation of RAMP in October included an analysis of lessons learned from BEAAM. This analysis directly informed the development of more targeted training materials regarding the adjudication of RAMP appeals. Board attorneys and Veterans Law Judges received a substantive RAMP training in early October. In addition to this training, Board attorneys and Veterans Law Judges received reference materials that included hypotheticals, a frequently asked questions (FAQ) document, and a guide on how to adjudicate a RAMP appeal.

The Board will not allocate any attorneys or Veterans Law Judges exclusively to implementation of RAMP. Instead, attorneys and Veterans Law Judges will incorporate decisions on RAMP appeals into their current workflows. All attorneys and Veterans Law Judges at the Board are well-equipped to adjudicate appeals in both systems, as the Board has been providing trainings on RAMP and full implementation for several months. Moreover, the Appeals Modernization Act did not change the substantive law affecting entitlement to Veterans' benefits, only the process by which Veterans may seek review of a VA decision. Therefore, it will not be necessary to allocate dedicated personnel during the Board's participation in RAMP.

Together, the Board's two test programs are assisting in determining how best to monitor and assess the new appeals process compared to the legacy process. As noted above, the primary objective of BEAAM is to collect qualitative information on Veterans' preferences, with the goal of improving VA's services to Veterans. Implementation of RAMP at the Board is testing processes and technology, with a primary objective of confirming that those processes and technology are minimally operational to implement the Appeals Modernization Act in February 2019 and that any problems are identified and addressed prior to implementation. The information learned from these programs will shape and inform how the Board sets a targeted and balanced set of goals and measures, to include timeliness goals and measures of accuracy, satisfaction, cost, and related baseline data. Moreover, the test programs have already informed the Board's policies, procedures, and regulations. In preparing the final rule to implement the Appeals Modernization Act, the Board will examine lessons learned from BEAAM and the Board's implementation of RAMP.

Appendix A – Integrated Master Schedule

ID	Name	Owner	Duration (days)	Start	Finish	Status
1	Policy Infrastructure		540 days	08/23/2017	2/14/2019	In Progress
1.1	Regulations and Forms		540 days	08/23/2017	2/14/2019	In Progress
1.1.1	Draft Proposed Rule (PR) and Forms and Submit to 00REG	BVA	148 days	08/23/2017	1/18/2018	Complete
1.1.2	OGC clears PR, 00REG submits PR and forms to OMB	BVA	96 days	1/19/2018	4/25/2018	Complete
1.1.3	OMB clears PR and forms, PR and forms published in Federal Register	BVA	106 days	4/26/2018	8/10/2018	Complete
1.1.4	Public comment period	BVA	60 days	8/10/2018	10/09/2018	Complete
1.1.5	Edit based on public comment	BVA	63 days	8/11/2018	10/13/2018	Complete
1.1.6	Concurrence, 00REG sends FRs and forms to OMB	BVA	30 days	10/14/2018	11/13/2018	In Progress
1.1.7	OMB approves FR and forms, completes final Federal Register notice	BVA	60 days	11/14/2018	1/13/2019	Not Started
1.2	Board Policy		343 days	11/22/2017	10/31/2018	In Progress
1.2.1	Gather SOPs for current Board policy	BVA	29 days	3/1/2018	3/30/2018	Complete
1.2.2	Identify revisions needed to SOPs to implement the Appeals Modernization Act (AMA)	BVA	61 days	4/1/2018	5/31/2018	Complete
1.2.3	Work with Board leadership to generate AMA SOPs	BVA	91 days	6/1/2018	8/31/2018	Complete
1.2.4	Draft update to Purplebook (Board policy guide) to include AMA SOPs	BVA	91 days	6/1/2018	8/31/2018	Complete
1.2.5	Internal Board concurrence on Purplebook changes	BVA	30 days	9/1/2018	9/30/2018	Complete
1.2.6	Share drafted Purplebook updated with VSOs	BVA	104 days	10/1/2018	1/13/2019	In Progress
1.2.7	Publish updates to Purplebook	BVA	15 days	10/15/2018	10/31/2018	Not Started
1.3	VBA Policy					
1.3.1.1	Compensation Service Higher-Level Review Procedures Complete	VBA	533 days	8/28/2017	2/12/2019	In Progress
1.3.1.2	Compensation Service Improved Decision Notices Complete	VBA	442 days	10/2/2017	12/18/2018	In Progress
1.3.1.3	Compensation Service Manual Updates Complete	VBA	442 days	10/2/2017	12/18/2018	In Progress
1.3.1.4	Compensation Service Opt-In Letters Complete	VBA	53 days	8/28/2017	10/20/2017	Complete
1.3.1.5	Compensation Service Quality Assurance Plan Complete	VBA	109 days	10/12/2018	1/29/2019	In Progress
1.3.1.6	Compensation Service Supplemental Claims Procedures Complete	VBA	490 days	10/2/2017	2/4/2019	In Progress

1.3.2.1	Education Service Higher-Level Review Procedures Complete	VBA	240 days	4/16/2018	12/12/2018	In Progress
1.3.2.2	Education Service Improved Decision Notices Complete	VBA	465 days	10/2/2017	1/10/2019	In Progress
1.3.2.3	Education Service Manual Updates Complete	VBA	290 days	4/16/2018	1/31/2019	In Progress
1.3.2.4	Education Service Opt-In Letters Complete	VBA	466 days	8/24/2017	12/3/2018	In Progress
1.3.2.5	Education Service Quality Assurance Plan Complete	VBA	394 days	10/2/2017	10/31/18	In Progress
1.3.2.6	Education Service Supplemental Claims Procedures Complete	VBA	132 days	8/1/18	12/11/18	In Progress
1.3.3.1	Fiduciary Service Higher-Level Review Procedures Complete	VBA	213 days	5/1/2018	11/30/2018	In Progress
1.3.3.2	Fiduciary Service Improved Decision Notices Complete	VBA	131 days	8/5/2018	12/14/2018	In Progress
1.3.3.3	Fiduciary Service Manual Updates Complete	VBA	119 days	8/15/2018	12/12/2018	In Progress
1.3.3.4	Fiduciary Service Opt-In Letters Complete	VBA	140 days	4/10/2018	8/28/2018	In Progress
1.3.3.5	Fiduciary Service Quality Assurance Plan Complete	VBA	71 days	10/2/2018	12/12/2018	In Progress
1.3.3.6	Fiduciary Service Supplemental Claims Procedures Complete	VBA	209 days	5/1/2018	11/26/2018	In Progress
1.3.5.1	Insurance Service Higher-Level Review Procedures Complete	VBA	394 days	10/2/2017	10/31/2018	In Progress
1.3.5.2	Insurance Service Improved Decision Notices Complete	VBA	77 days	8/15/2018	10/31/2018	In Progress
1.3.5.3	Insurance Service Manual Updates Complete	VBA	121 days	7/2/2018	10/31/2018	In Progress
1.3.5.4	Insurance Service Opt-In Letters Complete	VBA	197 days	6/1/2018	12/15/2018	In Progress
1.3.5.5	Insurance Service Quality Assurance Plan Complete	VBA	77 days	8/15/2018	10/31/2018	In Progress
1.3.5.6	Insurance Service Supplemental Claims Procedures Complete	VBA	122 days	7/1/2018	10/31/2018	In Progress
1.3.6.1	Loan Guarantee Service Higher-Level Review Procedures Complete	VBA	429 days	8/28/2017	10/31/2018	In Progress
1.3.6.2	Loan Guarantee Service Improved Decision Notices Complete	VBA	436 days	8/14/2017	10/24/2018	In Progress
1.3.6.3	Loan Guarantee Service Manual Updates Complete	VBA	415 days	8/24/2017	10/13/2018	In Progress
1.3.6.4	Loan Guarantee Service Opt-In Letters Complete	VBA	79 days	8/13/2018	10/31/2018	Not Started
1.3.6.5	Loan Guarantee Service Quality Assurance Plan Complete	VBA	506 days	8/1/2017	12/20/2018	In Progress
1.3.6.6	Loan Guarantee Service Supplemental Claims Procedures Complete	VBA	440 days	8/17/2017	10/31/2018	In Progress
1.3.7.1	Pension Service Higher-Level Review Procedures Complete	VBA	445 days	10/2/2017	12/21/2018	In Progress
1.3.7.2	Pension Service Improved Decision Notices Complete	VBA	203 days	6/1/2018	12/21/2018	In Progress
1.3.7.3	Pension Service Manual Updates Complete	VBA	172 days	7/2/2018	12/21/2018	In Progress
1.3.7.4	Pension Service Opt-In Letters Complete	VBA	4 days	7/16/2018	7/20/2018	Complete
1.3.7.5	Pension Service Quality Assurance Plan Complete	VBA	151 days	6/1/2018	10/30/2018	In Progress

1.3.7.6	Pension Service Supplemental Claims Procedures Complete	VBA	179 days	7/2/2018	12/28/2018	In Progress
1.3.8.1	Vocational Rehabilitation Service Higher-Level Review Procedures Complete	VBA	494 days	8/24/2017	12/31/2018	In Progress
1.3.8.2	Vocational Rehabilitation Service Improved Decision Notices Complete	VBA	1 day	9/3/2018	9/3/2018	Complete
1.3.8.3	Vocational Rehabilitation Service Manual Updates Complete	VBA	455 days	10/2/2017	12/31/2018	In Progress
1.3.8.4	Vocational Rehabilitation Service Opt-In Letters Complete	VBA	490 days	8/28/2017	12/31/2018	In Progress
1.3.8.5	Vocational Rehabilitation Service Quality Assurance Plan Complete	VBA	414 days	11/12/2017	12/31/2018	In Progress
1.3.8.6	Vocational Rehabilitation Service Supplemental Claims Procedures Complete	VBA	490 days	8/28/2017	12/31/2018	In Progress
1.4	NCA Policy					
1.4.1	Supplemental Lane - National Cemetery Administration	NCA	360 days	8/24/2017	8/28/2018	Complete
1.4.2	HLR Process - National Cemetery Administration	NCA	375 days	8/24/2017	9/3/2018	Complete
1.4.3	Notice Letters - National Cemetery Administration	NCA	280 days	11/28/2017	9/3/2018	Complete
1.4.5	Opt-In Notices - National Cemetery Administration	NCA	335 days	3/1/2018	1/31/2019	In Progress
1.4.6	Opt-In Procedures - National Cemetery Administration	NCA	480 days	8/28/2017	12/29/2018	In Progress
1.4.7	Manual updates - National Cemetery Administration	NCA	515 days	8/24/2017	1/31/2019	In Progress
2	Process Modeling (Revised Legacy and New)	BVA	73 days	1/12/2018	5/31/2018	Complete
2.1	Preliminary design review (Legacy)	BVA	16 days	1/12/2018	1/28/2018	Complete
2.2	Final design review (Legacy)	BVA	16 days	1/29/2018	2/14/2018	Complete
2.3	Redirection - combine legacy and new process efforts and accelerate	BVA	12 days	2/15/2018	2/26/2018	Complete
2.4	Conduct site visit	BVA	3 days	2/27/2018	3/1/2018	Complete
2.5	Provide draft 80 percent solution (Legacy and New process models) to Board	BVA	7 days	3/2/2018	3/8/2018	Complete
2.6	Board review and feedback	BVA	7 days	3/8/2018	3/12/2018	Complete
2.7	Provide final 80 percent solution (Legacy and New Process Models) to Board	BVA	7 days	3/12/2018	3/13/2018	Complete
2.8	Finalize final process mapping and focus on continuous improvement – 90 percent solution	BVA	3 days	3/13/2018	5/8/2018	Complete
2.9	Finalize final process mapping and focus on continuous improvement – 95 percent solution	BVA	23 days	5/8/2018	5/31/2018	Complete
2.10	Monitor implementation and make adjustments as needed	BVA	326 days	3/24/2018	2/14/2019	In Progress
3	Information Technology Modernization	OIT	365 days	1/1/2018	12/31/2018	In Progress
3.1	Caseflow Intake	OIT	181 days	1/1/2018	6/30/2018	Complete
3.1.1	Discovery and development	OIT	365 days	1/1/2018	12/31/2018	In Progress
3.1.2	Implement functionality to receive RAMP NODS	OIT	89 days	1/1/2018	3/31/2018	Complete

3.1.3	Release reporting functionality and integrate with national work queue	OIT	90 days	4/1/2018	6/30/2018	Complete
3.1.4	Support processing of official forms	OIT	91 days	7/1/2018	9/30/2018	Complete
3.1.5	Release initial reporting capability	OIT	90 days	1/1/2018	3/31/2018	Complete
3.1.6	Develop functionality to track dispositions for SCs and HLRs	OIT	91 days	4/1/2018	6/30/2018	Complete
3.2	Caseflow Queue	OIT	365 days	1/1/2018	12/31/2018	In Progress
3.2.1	Discovery and development	OIT	365 days	1/1/2018	12/31/2018	In Progress
3.2.2	Release mocks to attorney staff	OIT	89 days	1/1/2018	3/31/2018	Complete
3.2.3	Release functionality to initial user base, test with admin staff	OIT	90 days	4/1/2018	6/30/2018	Complete
3.2.4	Release new functionality to additional users	OIT	182 days	7/1/2018	12/31/2018	In Progress
3.2.5	Support Board pilot of RAMPed appeals	OIT	92 days	10/1/2018	12/31/2018	In Progress
3.3	Caseflow Status	OIT	273 days	1/1/2018	9/30/2018	In Progress
3.3.1	Finalize language, develop backend, and release v.2	OIT	89 days	1/1/2018	3/31/2018	Complete
3.3.2	Discovery on changes required for modernized appeals	OIT	90 days	4/1/2018	6/30/2018	Complete
3.3.3	Ongoing discovery and development on changes required for modernized appeals	OIT	182 days	7/1/2018	12/31/2018	In Progress
3.4	Caseflow Reader	OIT	90 days	1/1/2018	3/31/2018	Complete
3.4.1	Add features based on user feedback	OIT	90 days	1/1/2018	3/31/2018	Complete
3.5	Caseflow Hearing Prep	OIT	91 days	4/1/2018	6/30/2018	Complete
3.5.1	Complete pilot with judges	OIT	89 days	1/1/2018	3/31/2018	Complete
3.5.2	Release to all judges	OIT	91 days	4/1/2018	6/30/2018	Complete
3.6	Caseflow Hearing Scheduling	OIT	90 days	1/1/2018	3/30/2018	In Progress
3.6.1	Onboard product owner for hearing scheduling	OIT	90 days	1/1/2018	3/31/2018	Complete
3.6.2	Present development plan and obtain FY 2019 scheduling policy from Board	OIT	89 days	1/1/2018	3/31/2018	Complete
3.6.3	Discovery and development	OIT	90 days	4/1/2018	6/30/2018	Complete
3.6.4	Release schedule allocation for FY 2019	OIT	91 days	7/1/2018	9/30/2018	In Progress
3.6.5	Discovery and development focused on placing Veterans into hearing slots	OIT	122 days	10/1/2018	1/31/2019	In Progress
3.7	eFolder Express	OIT				Complete
3.8	Caseflow Certification	OIT				Complete
3.9	Caseflow Dispatch	OIT				Complete

3.10	Veterans Benefits Management System (VBMS)	OIT	317 days	4/2/2018	2/13/2019	In Progress
3.10.0.1	VBMS Release 15.0	OIT	25 days	4/2/2018	4/27/2018	Complete
3.10.1.0	(61698) Capability to prevent users from modifying an AMA contention generated by Caseflow	OIT	25 days	4/2/2018	4/27/2018	Complete
3.10.2.0	(61262) Capability to support the processing of 3 million claims through the NWQ	OIT	25 days	4/2/2018	4/27/2018	Complete
3.10.3.0	(61261) Capability to define which claims belonging to a Veteran should route together to a single RO	OIT	25 days	4/2/2018	4/27/2018	Complete
3.11.0.0	VBMS Release 15.1	OIT	104 days	5/1/2018	8/13/2018	Complete
3.11.1.0	(58189) Capability to route AMA Review Claims through NWQ to the appropriate station (BSD290).docx	OIT	104 days	5/1/2018	8/13/2018	Complete
3.11.2.0	(61697) Capability to set the capacity to route AMA Review Claims through NWQ (BSD290).docx	OIT	104 days	5/1/2018	8/13/2018	Complete
3.11.3.0	(58201) Capability to set the status of an AMA Claim (ACR788)	OIT	104 days	5/1/2018	8/13/2018	Complete
3.11.4.0	(61541) Capability to capture the disposition of a Rating decision for an AMA Review	OIT	104 days	5/1/2018	8/13/2018	Complete
3.11.5.0	(61534) Capability to capture the disposition of Non-Rating decisions for AMA Reviews	OIT	104 days	5/1/2018	8/13/2018	Complete
3.11.6.0	(61536) Capability to view that an informal conference request has been requested for an AMA Review	OIT	104 days	5/1/2018	8/13/2018	Complete
3.11.7.0	(6+B124:H4132051) Capability to set the status for an EP040 when the last tracked item is closed	OIT	104 days	5/1/2018	8/13/2018	Complete
3.12.0.0	VBMS Release 16.0	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.1.0	(61539) Capability to populate enclosures in the RADL	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.2.0	(61544) Capability to support claim recall and transfer for the processing of 3 million claims through the NWQ	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.3.0	(62027) Capability to Enter Favorable Findings for AMA Rating claims	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.4.0	(62334) Capability to Deny a Rated Issue due to Lack of New and Relevant Evidence	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.5.0	(61670) Capability to inform a claimant that a DTA Error decision has been made on an AMA Rating Claim	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.6.0	(61688) Capability to create a non-rating deferral (CO UC502 06012017)	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.7.0	(61538) Capability to capture and communicate a Non-Rating dependency decision under the new rules created by the AMA	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.8.0	(61535) Capability to prevent users from manually establishing an AMA Claim	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.9.0	(61542) Capability to associate more than one POA for a Veteran	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.10.0	(62337) Capability to select consolidated with another contention for Rating and Non-Rating EP030 claims	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.12.11.0	(62483) Capability to Capture the Disposition of a Supplemental Claim for an AMA review	OIT	150 days	7/13/2018	12/10/2018	In Progress
3.13.0.0	VBMS Release 16.1 Note: Enhancements, not required prior to implementation	OIT	257 days	6/1/2018	2/13/2019	In Progress
3.13.1.0	(62053) Capability to notify a Veteran of a DTA error in a non-rating claim	OIT	257 days	6/1/2018	2/13/2019	In Progress

3.13.2.0	P&F Burial Letter	OIT	257 days	6/1/2018	2/13/2019	In Progress
3.13.3.0	P&F ADL Attachment for Favorable Findings	OIT	257 days	6/1/2018	2/13/2019	In Progress
3.14	IT Plan - VHA	VHA	280 days	3/26/2018	12/31/2018	In Progress
3.14.1	VBMS Enhancements to Support VHA	VHA				
3.15	Internal Tracking Tool	VHA	63 days	4/27/2018	6/30/2018	
3.16	Caseflow Software	VHA				
3.17	VACOLS	VHA				
3.18	Epics	VHA	65 days	3/26/2018	5/30/2018	
3.18.1	Cross Reference VHA/VBA Congressional requirement in Public Law for VHA compliance differences	VHA				
3.18.2	Establish Independent VHA requirements (NON-VBA requirements)	VHA				
3.18.3	Establish SME for each VHA organization	VHA	1 day	3/26/2018	3/26/2018	
3.18.4	Receive updated current denial letter from SME's (with 8pt requirement from Veterans Appeals Improvement Modernization Act of 2017)	VHA	1 day	3/26/2018	3/26/2018	
3.18.5	Capture the business rule decision points from SME's and updated letters	VHA	5 days	4/2/2018	4/6/2018	
3.18.6	Populate Decision Point Library with all information provided from SME's	VHA	1 day	4/9/2018	4/9/2018	
3.18.7	Request Approval to send updated letters to OGC and Regulatory Affairs for Approval	VHA	1 day	4/9/2018	4/9/2018	
3.18.8	Meet Core Leadership team on Decision Point Library - Edit or disseminate to EPIC team	VHA	1 day	4/9/2018	4/9/2018	
3.18.9	Work with EPIC team to compile Decision Point Library into OIT EPIC template	VHA	5 days	4/9/2018	4/13/2018	
3.18.10	Work with EPIC team to compile Decision Point Library into OIT EPIC requirements document	VHA	5 days	4/9/2018	4/13/2018	
4	Enabling Infrastructure	BVA	470 days	10/1/2017	2/14/2019	In Progress
4.1	Office Space / Logistics	BVA	470 days	10/1/2017	2/14/2019	In Progress
4.1.1	Provide sufficient workstations for 1,050 FTE	BVA	260 days	10/1/2017	6/15/2018	Complete
4.1.2	Provide IT equipment to support 1,050 FTE (monitors, docking stations, laptop computers, etc.)	BVA	365 days	10/1/2017	9/30/2018	Complete
4.1.3	Maintain telework (remote and ≥50 percent OUT workers) at 40 percent of workforce to reduce need for additional office space	BVA	470 days	10/1/2017	2/14/2019	In Progress
4.2	VHA Office Space/Logistics	VHA	277 days	2/26/2018	11/30/2018	
4.2.1	Ongoing planning and collaboration with OA to meet the Standup's space needs	VHA	277 days	2/26/2018	11/30/2018	
4.2.2	Acquire Space	VHA	277 days	2/26/2018	11/30/2018	
4.2.3	Obtain furniture	VHA	277 days	2/26/2018	11/30/2018	

4.2.4.	FTE move into new finished space	VHA	277 days	2/26/2018	11/30/2018	
4.2.5	Obtain IT equipment for new Standup FTE and add telework bandwidth as needed (ongoing)	VHA	277 days	2/26/2018	11/30/2018	
4.2.6	Acquire facilities and equipment (OALC)	VHA	277 days	2/26/2018	11/30/2018	
4.2.7	EMS training	VHA	277 days	2/26/2018	11/30/2018	
4.3	Hiring & HR		277 days	1/18/2018	9/1/2018	In Progress
4.3.1	Board	BVA				
4.3.1.1	Hire up to 1,050 FTE by 09/30/2018 and sustain that level	BVA	255 days	1/18/2018	9/30/2018	Complete
4.3.1.2	Hire up to 160 Attorney Advisors (~40/mo) FTE by 09/30/2018 and sustain	BVA	255 days	1/18/2018	9/30/2018	Complete
4.3.2	NCA					
4.3.2.1	HLR Position - National Cemetery Administration	NCA		8/23/2017	4/6/2018	Complete
4.3.3	VHA					
4.3.3.1	Monitor and adjust appeal staffing	VHA	353 days	2/26/2018	02/14/2019	In Progress
4.4	Contract Support	BVA	133 days	4/1/2018	8/31/2018	Complete
4.4.1	Board provides OAO with Actionable Acquisition Package	BVA	38 days	4/1/2018	5/7/2018	Complete
4.4.2	OAO Issues RFQ	BVA	28 days	6/1/2018	6/29/2018	Complete
4.4.3	Technical Evaluation Board	BVA	21 days	6/30/2018	7/20/2018	Complete
4.4.4	Contract Award	BVA	41 days	7/21/2018	8/31/2018	Complete
5	Change Management Strategy	BVA				
5.1	Create Change Management Strategy and Plan	BVA	43 days	5/24/2018	7/6/2018	Complete
5.1.1	Kick-Off / Interview list to create change management strategy and plan	BVA	1 day	5/24/2018	5/24/2018	Complete
5.1.2	Prepare draft of change management strategy and plan	BVA	25 days	5/28/2018	6/22/2018	Complete
5.1.3	Perform stakeholder analysis	BVA	25 days	6/4/2018	6/29/2018	Complete
5.1.4	Determine workstream activities	BVA	25 days	6/4/2018	6/29/2018	Complete
5.1.5	Develop schedule of activities	BVA	25 days	6/4/2018	6/29/2018	Complete
5.1.6	Discuss change management strategy and plan with other groups and identify integration points	BVA	25 days	6/11/2018	7/6/2018	Complete
5.1.7	Gain Chairman approval on approach to change management strategy and plan	BVA	11 days	6/25/2018	7/6/2018	Complete
5.1.8	Finalize Change Management Strategy and Plan	BVA	11 days	6/25/2018	7/6/2018	Complete
5.1.9	Execute Change Management Plan	BVA	290 days	5/29/2018	3/15/2019	In Progress

5.1.9.1	Strategic Communications Planning	BVA	95 days	6/11/2018	9/14/2018	Complete
5.1.9.1.1	Assess appropriate communications products and venues	BVA	25 days	6/11/2018	7/6/2018	Complete
5.1.9.1.2	Assess appropriate sequencing and messaging for communications	BVA	25 days	6/11/2018	7/6/2018	Complete
5.1.9.1.3	Conduct Messaging Session to confirm messaging strategy for stakeholders	BVA	11 days	7/2/2018	7/13/2018	Complete
5.1.9.1.4	Share approach with Board to discuss messaging consistency for overlap stakeholders	BVA	4 days	7/9/2018	7/13/2018	Complete
5.1.9.1.5	Finalize communication plan and messaging	BVA	78 days	6/28/2018	9/14/2018	Complete
5.1.9.1.6	Execute Strategic Communications	BVA	242 Days	7/1/18	2/28/19	In Progress
5.1.9.1.7	Develop and distribute internal communications materials (Town Halls, Fact Sheets/Infographics, Website Updates, Newsletters, Emails, etc.)	BVA	228 days	7/9/2018	2/22/2019	In Progress
5.1.9.1.8	Develop and distribute external communications materials (Review by LRP)	BVA	1 days	7/9/2018	7/9/2019	Complete
5.1.9.1.9	<i>Training Communications: Support comms for 5.3.3 KM/Training - Q3 & Q4 - (Jun 1 - Aug 31, 2018)</i>	BVA	61 days	7/1/2018	8/31/2018	Complete
5.1.9.1.10	<i>Training Communications: Support comms for 5.3.4 KM/Training - Q4 - (Sep 1 - Sep 30, 2018)</i>	BVA	29 days	9/1/2018	9/30/2018	Complete
5.1.9.1.11	<i>Training Communications: Support comms for 5.3.5 KM/Training - Q1 & Q2 - (Oct 1, 2018 - Feb 14, 2019)</i>	BVA	150 days	10/1/2018	2/28/2019	In Progress
5.1.9.2	Sponsorship	BVA	249 days	6/11/2018	2/15/2019	In Progress
5.1.9.2.1	Assess needs and build sponsorship plan for Chairman Mason	BVA	32 days	6/11/2018	7/13/2018	Complete
5.1.9.2.2	Hold meetings with Appeals Modernization Project Team	BVA	165 days	9/3/2018	2/15/2019	In Progress
5.1.9.2.3	Attend Appeals Modernization Working Group meetings	BVA	256 days	9/3/2018	2/15/2019	In Progress
5.1.9.2.4	Hold office hours for all Board staff	BVA	256 days	9/3/2018	2/15/2019	In Progress
5.1.9.2.5	Conduct Board Town Halls	BVA	240 days	9/3/2018	2/15/2019	In Progress
5.1.9.2.6	Conduct routine frontline supervisor meetings	BVA	191 days	8/8/2018	2/15/2019	In Progress
5.1.9.2.7	Determine leadership/governance meetings for Key Leaders/Influencers	BVA	25 days	6/11/2018	7/6/2018	Complete
5.1.9.2.8	Share updates during leadership/governance meetings	BVA	165 days	9/3/2018	2/15/2019	In Progress
5.1.9.3	Change Network and Coaching	BVA	284 days	6/4/2018	3/15/2019	In Progress
5.1.9.3.1	Review stakeholder analysis to identify key influencers, impacted stakeholders	BVA	53 days	6/4/2018	7/27/2018	Complete
5.1.9.3.2	Meet with Board Mgmt. to determine Change Network (front line supervisor) members	BVA	60 days	7/2/2018	8/31/2018	Complete
5.1.9.3.3	Notify individuals of selection to change network	BVA	60 days	7/2/2018	8/31/2018	Complete
5.1.9.3.4	Prepare Change Network (front line supervisor) Kick-Off, Actions and Roles Deck	BVA	46 days	7/16/2018	8/31/2018	Complete
5.1.9.3.5	Prepare Change Network Sessions (front line supervisor) supporting materials (collaboration site, etc.)	BVA	167 days	9/1/2018	2/15/2019	In Progress

5.1.9.3.6	Provide support to change network sessions	BVA	167 days	9/1/2018	2/15/2018	In Progress
5.1.9.3.7	<i>KM/T: Set up collaboration site to maintain all CM/KM Training materials</i>	BVA	195 days	9/1/2018	3/15/2019	In Progress
5.1.9.3.8	Develop face-to-face group coaching workshop materials	BVA	30 days	10/1/2018	10/31/2018	Complete
5.1.9.3.9	Hold face-to-face group coaching workshop(s)	BVA	91 days	11/1/2018	1/31/2019	In Progress
5.1.9.3.10	Develop Coaching Skills	BVA	91 days	11/1/2018	1/31/2019	In Progress
5.1.9.3.11	Perform ad hoc coaching activities	BVA	30 days	11/1/2018	2/15/2019	In Progress
5.1.9.4	Change Readiness and Surveys	BVA	186 days	7/13/2018	1/15/2019	In Progress
5.1.9.4.1	Understand Board survey tools and cadences	BVA	18 days	7/13/2018	7/31/2018	Complete
5.1.9.4.2	Determine survey distribution timing based on milestone delivery	BVA	18 days	7/13/2018	7/31/2018	Complete
5.1.9.4.3	Define stakeholder sample groups	BVA	18 days	7/13/2018	7/31/2018	Complete
5.1.9.4.4	<i>Develop survey questions based on ADKAR (include KM/Training questions)</i>	BVA	18 days	7/13/2018	7/31/2018	Complete
5.1.9.4.5	Baseline Readiness Survey #1: Set Up, Execute and Monitor survey	BVA	11 days	8/6/2018	8/17/2018	Complete
5.1.9.4.6	<i>KM/T: Collect, analyze, and distribute survey results</i>	BVA	11 days	8/20/2018	8/31/2018	Complete
5.1.9.4.7	Adjust CM and stakeholder focus based on survey results	BVA	11 days	8/20/2018	8/31/2018	Complete
5.1.9.4.8	Readiness Survey #2: Execute and Monitor survey	BVA	5 days	10/13/2018	10/17/2018	Complete
5.1.9.4.9	<i>KM/T: Collect, analyze, and distribute survey results (include KM/Training questions)</i>	BVA	11 days	10/20/2018	10/31/2018	Complete
5.1.9.4.10	Adjust CM and stakeholder focus based on survey results	BVA	11 days	10/20/2018	10/31/2018	Complete
5.1.9.4.11	Readiness Survey #3: Execute and Monitor survey	BVA	14 days	1/1/2019	1/15/2019	Not Started
5.1.9.4.12	<i>KM/T: Collect, analyze, and distribute survey results (include KM/Training questions)</i>	BVA	14 days	1/1/2019	1/15/2019	Not Started
5.1.9.4.13	Adjust CM and stakeholder focus based on survey results	BVA	14 days	1/1/2019	1/15/2019	Not Started
5.1.9.5	Change Management Integration	BVA	290 days	5/29/2018	3/15/2019	In Progress
5.1.9.5.1	Meet with Project teams to gain sense on operational cadences	BVA	24 days	5/29/2018	6/22/2018	Complete
5.1.9.5.2	Determine weekly/monthly meeting cadences with KM/Training, LRP, Digital Services, Outreach teams	BVA	35 days	7/9/2018	8/13/2018	Complete
5.1.9.5.3	Determine weekly/monthly meeting cadences with other project teams	BVA	35 days	7/9/2018	8/13/2018	Complete
5.1.9.5.4	Execute meeting cadences with KM/T and Outreach teams	BVA	214 days	8/13/2018	3/15/2019	In Progress
5.1.9.5.6	Meet with VHA to assess Board/VHA Change Management integration points	BVA	1 day	6/21/2018	6/21/2018	Complete
5.1.9.5.7	Meet with VBA to assess Board/VBA Change Management integration points	BVA	1 day	6/27/2018	6/27/2018	Complete
5.1.9.5.8	Meet with NCA to assess Board/NCA Change Management integration points	BVA	1 day	6/27/2018	6/27/2018	Complete

5.1.9.5.9	NCOD Integration: Support Sept 19/20 Servant Leadership Training for Judges	BVA	29 days	9/1/2018	9/30/2018	Complete
5.1.9.6	SharePoint Maintenance - Change Management materials and access	BVA	148 days	7/5/2018	11/30/2018	In Progress
5.1.9.6.1	Review existing SharePoint site layout and content	BVA	26 days	7/5/2018	7/31/2018	In Progress
5.1.9.6.2	Confirm with owners of areas that all material is still valid	BVA	32 days	8/27/2018	9/28/2018	Complete
5.1.9.6.3	Remove duplicate information	BVA	32 days	8/27/2018	9/28/2018	Complete
5.1.9.6.4	Reformat SharePoint site	BVA	47 days	8/27/2018	10/13/2018	Complete
5.1.9.6.5	Restructure content within each Group Heading	BVA	62 days	8/27/2018	10/28/2018	Complete
5.1.9.6.6	Realign SharePoint to better meet Board staff needs	BVA	62 days	8/27/2018	10/28/2018	Complete
5.1.9.6.7	Develop strategy for maintenance and upkeep	BVA	32 days	10/29/18	11/30/2018	In Progress
5.1.9.6.8	Develop SOP associated with maintenance, and transition to the Board	BVA	32 days	10/29/2018	11/30/2018	In Progress
5.1.9.7	Branding	BVA	144 days	7/9/2018	11/30/2018	In Progress
5.1.9.7.1	Meet with Board staff to kick off brand development	BVA	5 days	7/9/2018	7/13/2018	Complete
5.1.9.7.2	Develop Board logo and slogan (hashtag)	BVA	107 days	7/16/2018	10/31/2018	Complete
5.1.9.7.3	Secure VA approval for logo and slogan (hashtag)	BVA	29 days	9/1/2018	9/30/2018	Complete
5.1.9.7.4	Conduct Board staff voting on new logo and slogan (hashtag)/determined by Chairman	BVA	30 days	10/1/2018	10/31/2018	Complete
5.1.9.7.5	Finalize Board logo and style sheet	BVA	29 days	11/1/2018	11/30/2018	In Progress
5.1.9.7.6	Develop internal logo use guidance	BVA	29 days	11/1/2018	11/30/2018	In Progress
5.1.9.7.7	Finalize Veteran-facing documents/fact sheets/infographics to include new logo	BVA	29 days	11/1/2018	11/30/2018	In Progress
5.1.9.7.8	Update Board websites, social media sites, and documents to include new logo	BVA	29 days	11/1/2018	11/30/2018	In Progress
5.2	Customer Service (Outreach)	VBA				
5.2.0	VBA Outreach	VBA	171 days	7/13/2018	12/31/2018	In Progress
5.2.0.1	Duty first development of print & video media	VBA	46 days	10/2/2017	11/17/2017	Complete
5.2.0.2	Communication toolkit	VBA	30 days	8/23/2017	9/22/2017	Complete
5.2.0.3	Strategic communications plan	VBA	34 days	8/22/2017	9/25/2017	Complete
5.2.0.4	Fact sheets for RAMP	VBA	55 days	8/23/2017	10/17/2017	Complete
5.2.0.5	RAMP press release	VBA	1 day	11/1/2017	11/1/2017	Complete
5.2.0.6	Develop communications schedule	VBA	9 days	11/1/2017	11/10/2017	Complete
5.2.0.7	Prepare updates to VA website and internal and external facing documents	VBA	83 days	8/23/2017	11/14/2017	Complete

5.2.0.8	VA Pulse for RAMP	VBA	530 days	8/23/2017	2/4/2019	In Progress
5.2.0.9	Develop PCT PCR new hire understanding rating decisions & notification letters	VBA	91 days	11/1/2018	1/31/2019	In Progress
5.2.0.10	Benefits Assistance Service (BAS) AS RAMP training for national call center, public contact, and BAS employees	VBA	473 days	10/2/2017	1/18/2019	In Progress
5.2.0.11	BAS engagements/products	VBA	513 days	8/23/2017	1/18/2019	In Progress
5.2.0.12	Release updates to website and external facing documents published	VBA	513 days	8/23/2017	1/18/2019	In Progress
5.2.0.13	Develop BAS Appeals Mod training	VBA	513 days	8/23/2017	1/18/2019	In Progress
5.2.0.14	Fiduciary Service metrics reporting system complete	VBA	254 days	4/2/2018	12/12/2018	In Progress
5.2.0.15	Insurance Service metrics reporting system complete	VBA	394 days	10/2/2017	10/31/2018	Complete
5.2.0.16	Loan Guarantee Service metrics reporting system complete	VBA	477 days	8/1/2017	11/21/2018	In Progress
5.2.0.17	Pension Service metrics reporting system complete	VBA	1 day	6/1/2018	6/1/2018	Complete
5.2.0.18	Compensation Service metrics reporting system complete	VBA	485 days	10/2/2017	1/30/2019	In Progress
5.2.0.19	Vocational Rehabilitation service metrics reporting system complete	VBA	455 days	10/2/2017	12/31/2018	In Progress
5.2.0.20	Education Service metrics reporting system complete	VBA	98 days	8/24/2018	11/30/2018	In Progress
5.2.1	Board of Veterans' Appeals Insights & Modernization Surveys	BVA	153 days	5/1/2018	9/30/2018	In Progress
5.2.2	Project Kickoff Meeting	BVA	1 day	5/1/2018	5/1/2018	Complete
	Phase 1					
5.2.3	Background Research (Understanding policies/procedures/changes)	BVA	60 days	5/2/2018	6/30/2018	Complete
5.2.4.	Program Existing Surveys into Medallia	BVA	30 days	6/1/2018	6/30/2018	Complete
5.2.5.	Statistical sampling methodology & access to sample data for existing surveys	BVA	30 days	6/1/2018	6/30/2018	Complete
5.2.6	Comms, change mgmt. and training on use of Medallia system	BVA	31 days	7/1/2018	7/31/2018	Complete
5.2.7.	Board and VEO collaboration to determine final changes to survey questions	BVA	31 days	7/1/2018	7/31/2018	Complete
5.2.8.	OMB submission and approval of existing surveys	BVA	46 days	6/15/2018	7/31/2018	Complete
5.2.9.	Deploy existing surveys until new surveys are ready to replace them	BVA	122 days	7/24/2018	10/1/2018	Complete
	Phase 2					
5.2.10	Design and program new surveys into Medallia	BVA	61 days	7/1/2018	8/31/2018	Complete
5.2.11	IT design & config., user acceptance testing of new survey and dashboards	BVA	91 days	6/1/2018	8/31/2018	Complete
5.2.12	User-tested surveys with AMA implementation consideration provided to Board	BVA	47 days	7/15/2018	8/31/2018	Complete
5.2.13	Develop sample data file for new surveys	BVA	77 days	7/15/2018	9/30/2018	Complete

5.2.14	Develop service recovery and program improvement (SR&PI) plan	BVA	77 days	7/15/2018	9/30/2108	Complete
5.2.15	OMB submission and approval of new surveys	BVA	31 days	8/31/2018	9/30/2018	Complete
5.2.16	Deploy new surveys	BVA	-----	10/1/2018	Indefinite	In Progress
5.2.17	Implement SR&PI plan for survey results	BVA	-----	10/1/2018	Indefinite	In Progress
5.3	Knowledge Management (Training)	BVA	378 days	2/1/2018	2/14/2019	In Progress
5.3.1	Q2 2018 - (February 1 - March 31, 2018)	BVA	58 days	2/1/2018	3/31/2018	Complete
5.3.1.1	Initial Change Management Meeting	BVA	1 day	3/7/2018	3/7/2018	Complete
5.3.1.2	Collect information regarding legacy process and new system process from Board & DS	BVA	58 days	2/1/2018	3/31/2018	Complete
5.3.1.3	Develop uniform structure for training materials, SOPs and other documents	BVA	58 days	2/1/2018	3/31/2018	Complete
5.3.1.4	Develop framework for large scale AMA training	BVA	37 days	2/1/2018	3/30/2018	Complete
5.3.1.5	Develop materials for large scale AMA training	BVA	58 days	2/1/2018	3/29/2018	Complete
5.3.1.6	Prepare materials for large scale AMA training	BVA	39 days	2/1/2018	3/30/2018	Complete
5.3.1.7	Complete training on RAMP with brief overview for administrative and support staff	BVA	58 days	2/1/2018	3/30/2018	Complete
5.3.1.8	Complete training on RAMP with brief overview of AMA for attorneys and VLJs	BVA	42 days	2/1/2018	3/14/2018	Complete
5.3.1.9	Complete training on RAMP with brief overview of AMA for VSOs	BVA	43 days	2/1/2018	3/15/2018	Complete
5.3.1.10	Initial process modeling for Board Appeals process	BVA	41 days	2/1/2018	3/13/2018	Complete
5.3.1.11	LRP meeting with Chiefs in Charge and Admin Branch Chiefs to discuss RAMP	BVA	1 day	3/15/2018	3/15/2018	Complete
5.3.1.12	Board-wide Training (BWT) - RAMP	BVA	1 day	3/15/2018	3/15/2018	Complete
5.3.1.13	BWT - RAMP	BVA	1 day	3/27/2018	3/27/2018	Complete
5.3.2	Q3 - (April 1 - May 31, 2018)	BVA	60 days	3/27/2018	6/22/2018	Complete
5.3.2.1	Distribute RAMP FAQ with answers to questions received from attorneys, judges, and administrative staff	BVA	1 day	4/3/2018	4/3/2018	Complete
5.3.2.2	Present large-scale AMA training to Board staff	BVA	1 day	4/4/2018	4/4/2018	Complete
5.3.2.3	Upload training documents and SOPs to SharePoint site	BVA	1 day	3/27/2018	3/27/2018	Complete
5.3.2.4	Review discuss, and edit content of SOPs with each SME to ensure procedures memorialized in SOPs accurately reflect legacy appeals process	BVA	82 days	4/1/2018	6/22/2018	Complete
5.3.2.5	BWT - AMA and its impact on the Board (subject to CLM approval)	BVA	1 day	4/3/2018	4/3/2018	Complete
5.3.2.6	Brown Bag Q & A Session on RAMP and AMA	BVA	1 day	4/9/2018	4/9/2018	Complete
5.3.2.7	BWT - The AMA and its impact on the Board	BVA	1 day	4/11/2018	4/11/2018	Complete

5.3.2.8	Create and update training materials for RAMP NOD identification and processing	BVA	7 days	5/8/2018	5/15/2018	Complete
5.3.2.9	RAMP NOD / AMA training for administrative staff	BVA	1 day	5/15/2018	5/15/2018	Complete
5.3.2.10	Update and release redline version of Title 38 of the U.S.C.	BVA	44 days	4/1/2018	5/15/2018	Complete
5.3.2.11	BWT - AMA and its impact on the Board	BVA	1 day	5/17/2018	5/17/2018	Complete
5.3.2.12	RAMP NOD / AMA training for administrative staff	BVA	1 day	5/17/2018	5/17/2018	Complete
5.3.2.13	Brown Bag Q & A Session on RAMP and AMA	BVA	1 day	5/30/2018	5/30/2018	Complete
5.3.2.14	Develop and update FAQ for AMA	BVA	51 days	4/30/2018	6/20/2018	Complete
5.3.3	Q3 & Q4 - (June 1 - August 31, 2018)	BVA	91 days	6/1/2018	8/31/2018	Complete
5.3.3.1	Develop Bootcamp materials for AMA	BVA	35 days	6/1/2018	7/6/2018	Complete
5.3.3.2	Conduct AMA Bootcamp Sessions	BVA	2 days	8/30/2018	8/31/2018	Complete
5.3.3.3	Brown Bag Q & A Session on RAMP and AMA	BVA	1 day	7/26/2018	7/26/2018	Complete
5.3.3.4	Prepare in-depth training materials on proposed regulations implementing AMA for large-scale presentation	BVA	75 days	6/1/2018	9/14/2018	Complete
5.3.3.5.	Training for Senior Counsel in OAO	BVA	1 day	7/28/2018	7/28/2018	Complete
5.3.3.6	Release BWT materials - FAQ, Hypotheticals	BVA	1 day	7/19/2018	7/19/2018	Complete
5.3.3.7	BWT - AMA and its impact on the Board (mandatory)	BVA	1 day	8/30/2018	8/30/2018	Complete
5.3.3.8	Record BWT - AMA for mandatory viewing	BVA	18 days	8/13/2018	8/31/2018	Complete
5.3.4	Q4 - (September 1-30, 2018)	BVA	176 days	9/1/2018	2/24/2019	In Progress
5.3.3.1	Conduct AMA Bootcamp Sessions	BVA	83 days	9/1/2018	11/23/2018	In Progress
5.3.4.2	Brown Bag Q & A Session on RAMP and AMA	BVA	1 day	9/6/2018	9/6/2018	Complete
5.3.4.3	Release updated version of process map via SharePoint	BVA	1 day	9/30/2018	9/30/2018	Complete
5.3.4.4	After notice and comment period concludes and regulations are promulgated, review in-depth training materials and implement any changes	BVA	30 days	9/1/2018	10/1/2018	In Progress
5.3.4.5	Train administrative staff on new Board processes as needed	BVA	176 days	9/1/2018	2/24/2019	In Progress
5.3.4.6	Create any additional training materials needed for Board RAMP	BVA	30 days	9/1/2018	10/1/2018	Complete
5.3.4.7	BWT - AMA and its impact on the Board - in-depth training on AMA procedures under the new regulations	BVA	1 day	10/18/2018	10/18/2018	Complete
5.3.4.8	Brown Bag Q & A Session on RAMP and AMA	BVA	1 day	10/25/2018	10/25/2018	Complete
5.3.5	Q1 - Q2 FY 2019 (October 1, 2018 - February 14, 2019)	BVA	136 days	10/1/2018	2/14/2019	In Progress

5.3.5.1	Begin RAMP program at Board	BVA	136 days	10/1/2018	2/14/2019	In Progress
5.3.5.2	Present SMEs with a survey to ensure procedures memorialized in SOPs and process map modules accurately reflect the legacy process and new system process	BVA	106 days	10/1/2018	1/15/2019	In Progress
5.3.5.3	Biweekly surveys to identify any missing training guidance or update existing training guidance	BVA	136 days	10/1/2018	2/14/2019	In Progress
5.3.5.4	Training for Senior Counsel in OAO	BVA	1 day	11/15/2018	11/15/2018	Complete
5.3.5.5	BWT - AMA and its impact on the Board - in-depth training on AMA procedures under the new regulations	BVA	1 day	12/6/2018	12/6/2018	Not Started
5.3.5.6	BWT - AMA and its impact on the Board - in-depth training on AMA procedures under the new regulations	BVA	1 day	1/10/2019	1/10/2019	Not Started
5.3.5.7	Brown Bag Q & A Session on RAMP and AMA	BVA	1 day	1/24/2019	1/24/2019	Not Started
5.3.5.8	Brown Bag Q & A Session on RAMP and AMA	BVA	1 day	1/31/2019	1/31/2019	Not Started
5.3.5.9	Brown Bag Q & A Session on RAMP and AMA	BVA	1 day	2/7/2019	2/7/2019	Not Started
5.3.5.10	Brown Bag Q & A Session on RAMP and AMA	BVA	1 day	2/14/2019	2/14/2019	Not Started
5.3.6	NCA Training	NCA	256 days	4/2/2018	12/14/2018	In Progress
5.3.7	VBA Training	VBA				
5.3.7.2	Develop Compensation Service training materials complete	VBA	435 days	10/2/2017	12/11/2018	In Progress
5.3.7.3	Develop Education Service training materials complete	VBA	372 days	10/12/2017	10/19/2018	In Progress
5.3.7.4	Develop Fiduciary Service training materials complete	VBA	23 days	10/3/2018	10/26/2018	In Progress
5.3.7.5	Develop Insurance Service training materials complete	VBA	1 day	12/14/2018	12/14/2018	In Progress
5.3.7.6	Develop Loan Guaranty Service training materials complete	VBA	31 days	10/1/2018	11/1/2018	In Progress
5.3.7.7	Develop Pension Service training materials complete	VBA	424 days	9/11/2017	11/9/2018	In Progress
5.3.7.8	Develop Vocational Rehabilitation & Employment training materials complete	VBA	421 days	10/2/2017	11/27/2018	In Progress
6	Reports		306 days	1/20/2018	11/15/2018	In Progress
6.1	Congressional Quarterly Update Report (90-day Report)		306 days	1/20/2018	11/15/2018	In Progress
6.1.1	Q1 - February 2018 Congressional Update	BVA	30 days	1/20/2018	2/20/2018	Complete
6.1.2	Q2 - May 2018 Congressional Update	BVA	65 days	3/19/2018	5/23/2018	Complete
6.1.3	Q3 - August 2018 Congressional Update	BVA	64 days	6/20/2018	8/23/2018	Complete
6.1.4	Q4 - November 2018 Congressional Update	BVA	67 days	9/13/2018	11/26/2018	Complete

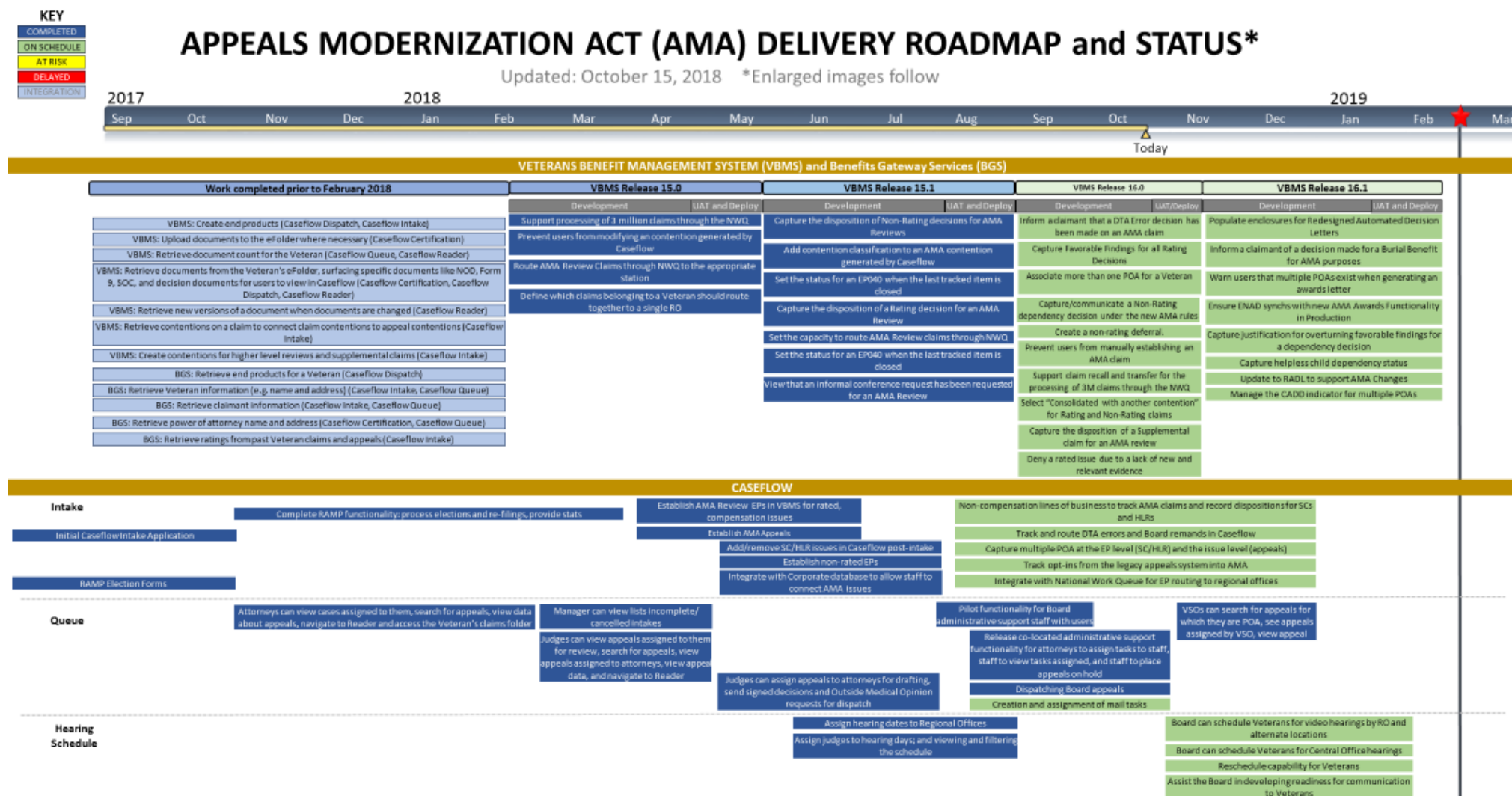
6.1.5	Q1 – February 2019 Congressional Update	BVA	90 days	11/25/2018	2/24/2018	Not Started
6.2	Quarterly APG Update to OMB	BVA	294 days	1/31/2018	11/9/2018	Complete
6.2.1	Q1 - February 7th APG Update	BVA	7 days	1/31/2018	2/7/2018	Complete
6.2.2	Q2 - May 4th APG Update	BVA	7 days	4/27/2018	5/4/2018	Complete
6.2.3	Q3 - August 10th APG Update	BVA	7 days	8/3/2018	8/10/2018	Complete
6.2.4	Q4 - November 9th APG Update	BVA	7 days	11/2/2018	11/9/2018	Complete
7	RAMP & Board AMA Test Programs	VBA/ BVA	409 days	1/1/2018	2/14/2019	In Progress
7.1	RAMP Start Up	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.1	RAMP Test Site/Tracking Requirements	VBA	22 days	9/5/2017	9/27/2017	Complete
7.1.1.1	Identify RAMP test sites (ARC and ROs)	VBA	22 days	9/5/2017	9/27/2017	Complete
7.2.1.2	Create protocol for employee credit/downtime (Phase II)	VBA	22 days	9/5/2017	9/27/2017	Complete
7.1.2.	Document Labels	VBA	22 days	9/5/2017	9/27/2017	Complete
7.1.2.1	Identify existing labels for tracking opt-in forms in eFolder	VBA	22 days	9/5/2017	9/27/2017	Complete
7.1.2.2	Define subject line for consistency (Update SOP)	VBA	22 days	9/5/2017	9/27/2017	Complete
7.1.3.	Performance Metrics and Reporting	VBA	51 days	9/5/2017	10/26/2017	Complete
7.1.3.1.	Performance metrics for RAMP process	VBA	23 days	9/5/2017	9/28/2017	Complete
7.1.3.2.	RAMP Intake Processing (Letter Creator Development)	VBA	51 days	9/5/2017	10/26/2017	Complete
7.1.4.	“Review Rights” form for RAMP decisions	VBA	52 days	9/5/2017	10/27/2017	Complete
7.1.4.1.	Letter explaining options after Veteran receives a decision under RAMP (Not required by 10/1)	VBA	17 days	9/5/2017	9/22/2017	Complete
7.1.4.2.	Opt-in form for an appeal to the Board	VBA	52 days	9/5/2017	10/27/2017	Complete
7.1.5.	Training	VBA	55 days	9/5/2017	10/30/2017	Complete
7.1.5.1.	Public Contact Employees	VBA	17 days	9/5/2017	9/22/2017	Complete
7.1.5.2.	Provide RAMP training materials to VSOs and include periodic follow-ups	VBA	17 days	9/5/2017	9/22/2017	Complete
7.1.5.3	Develop ARC Training Timeline	VBA	31 days	9/5/2017	10/6/2017	Complete
7.1.5.4.	In Person Training	VBA	48 days	9/5/2017	10/23/2017	Complete
7.1.5.6.	Develop Training Timeline for all claims processors	VBA	55 days	9/5/2017	10/30/2017	Complete
7.1.6.	End Products (EP)/Claim Labels	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.6.1.	Identify Existing Eps - Using 682/683	VBA	14 days	9/5/2017	9/19/2017	Complete

7.1.6.2.	New claim labels to control HLR and supplemental claim elections.	VBA	52 days	9/5/2017	10/27/2017	Complete
7.1.6.3	Delivery of 020/030 EPs	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.7.	Stakeholder Notification	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.7.1.	VSO Notice (Emails) - Stakeholder kick-off call	VBA	55 days	9/5/2017	10/30/2017	Complete
7.1.7.2.	Attorney/Advocate Notice	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.7.3.	Union Notice (21 Days)	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.8.	Communications	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.8.1.	NCC Call Scripts/FAQs on RAMP	VBA	22 days	9/5/2017	9/27/2017	Complete
7.1.8.2.	Communication for external/internal stakeholders	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.8.3.	Fact Sheets	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.	Opt-in/Election Notice to Appellants	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.1.	Letter explaining HLR and Supplemental Claim lanes and legal ramifications of participation in RAMP (1st Draft Complete)	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.2.	Determine the 500 appeals that will receive the Opt-In/Election Notice	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.3.	GC Feedback	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.4.	VSO Review	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.5.	HINES batch processing	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.6.	Mass mailing	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.7.	Add 1-800 number and 60-Day response to the Opt-In/Election Notice	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.8.	Caseflow Intake Development – MVP	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.9.9.	Tracking required for election responses	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.10.	Policy Letter/SOP	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.10.1.	SOP/TIP Sheet with interim procedural guidance on processing elections	VBA	22 days	9/5/2017	9/27/2017	Complete
7.1.10.2	Draft Policy Letter explaining RAMP	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.11.	Higher-Level Review Decision Template	VBA	56 days	9/5/2017	10/31/2017	Complete
7.1.11.1.	Draft Standard text for notification letters for DTA errors	VBA	13 days	9/5/2017	9/18/2017	Complete
7.1.11.2.	Draft Standard text for a higher-level review decision (rating and notification letter)	VBA	23 days	9/5/2017	9/28/2017	Complete
7.1.11.3.	Designate a decision label in VBMS-R for use by HLR	VBA	56 days	9/5/2017	10/31/2017	Complete

7.2.	14.2 Roll Out	VBA	211 days	2/1/2018	8/31/2018	In Progress
7.2.1.	Kick Off Call with RAMP Expansion Sites	VBA	1 day	2/1/2018	2/1/2018	Complete
7.2.2.	RAMP Expansion Sites Kickoff Visits	VBA	4 days	2/5/2018	2/9/2018	Complete
7.2.3.	San Diego and Seattle Implement RAMP	VBA	27 days	3/1/2018	3/28/2018	Complete
7.2.4.	Stations 5,6,7,8,9, and 10 Implement RAMP	VBA	25 days	4/2/2018	4/27/2018	Complete
7.2.5.	Denver and Phoenix Implement RAMP	VBA	29 days	6/4/2018	7/3/2018	Complete
7.2.6	Stations 11 and 12 Implement RAMP	VBA	89 days	8/1/2018	10/29/2018	Complete
7.3.	14.3 Mailings	VBA	395 days	11/1/2017	12/1/2018	In Progress
7.3.1.	1st Mailing (500 letters)	VBA	1 day	11/1/2017	11/1/2017	Complete
7.3.2.	2nd Mailing (5000 letters)	VBA	1 day	12/1/2017	12/1/2017	Complete
7.3.3.	3rd Mailing (10000 letters)	VBA	1 day	1/1/2018	1/1/2018	Complete
7.3.4.	4th Mailing (25000 letters)	VBA	1 day	2/1/2018	2/1/2018	Complete
7.3.5.	5th Mailing (25000 letters)	VBA	1 day	3/1/2018	3/1/2018	Complete
7.3.6.	6th Mailing (30000 letters)	VBA	1 day	4/1/2018	4/1/2018	Complete
7.3.7.	7th Mailing (30000 letters)	VBA	1 day	5/1/2018	5/1/2018	Complete
7.3.8.	8th Mailing (30000 letters)	VBA	1 day	6/1/2018	6/1/2018	Complete
7.3.9.	9th Mailing (30000 letters)	VBA	1 day	7/1/2018	7/1/2018	Complete
7.3.10.	10th Mailing (30000 letters)	VBA	1 day	8/1/2018	8/1/2018	Complete
7.3.11.	11th Mailing (30000 letters)	VBA	1 day	9/1/2018	9/1/2018	Complete
7.3.12.	12th Mailing (30000 letters)	VBA	1 day	10/1/2018	10/1/2018	Complete
7.3.13.	13th Mailing (30000 letters)	VBA	1 day	11/1/2018	11/1/2018	Complete
7.3.14.	14th Mailing (30000 letters)	VBA	1 day	12/1/2018	12/1/2018	Not Started
7.4	14.4 Close Out	VBA	84 days	2/15/2019	5/10/2019	Not Started
7.4.1.	Assess RAMP Results	VBA	56 days	2/15/2019	4/12/2019	Not Started
7.4.2.	Update Forecasts and Modeling	VBA	25 days	4/15/2019	5/10/2019	Not Started
7.5	BEAAM	BVA	302 days	2/1/2018	11/30/2018	In Progress
7.5.1.	Board coordinates with other VA offices, VSOs, and Congress to explore the option of establishing Board test programs	BVA	58 days	2/1/2018	3/31/2018	Complete

7.5.2.	BEAAM approved and communicated to other VA offices, VSOs, and Congress	BVA	29 days	4/1/2018	4/30/2018	Complete
7.5.3.	Up to 50 BEAAM participants identified by selected VSOs and asked to complete relevant review forms	BVA	60 days	5/1/2018	6/30/2018	Complete
7.5.4.	Board coordinate with ROs at Providence, Waco, and LA to set aside hearing dates for BEAAM participants as needed	BVA	60 days	5/1/2018	6/30/2018	Complete
7.5.5.	BEAAM NODs processed through Casflow Intake at the Board	BVA	6 days	7/1/2018	7/7/2018	Complete
7.5.6.	BEAAM participants requesting hearings matched to reserved hearing dates	BVA	6 days	7/1/2018	7/7/2018	Complete
7.5.7.	Board begins to adjudicate BEAAM appeals on the direct review lane	BVA	84 days	7/8/2018	9/30/2018	Complete
7.5.8.	Board holds hearings for BEAAM participants in hearing lane	BVA	84 days	7/8/2018	9/30/2018	Complete
7.5.9.	Board begins to adjudicate BEAAM appeals on the evidence and hearing lanes	BVA	60 days	10/1/2018	11/30/2018	In Progress
7.5.10.	Board completes adjudication of all BEAAM appeals by late November	BVA	60 days	10/1/2018	11/30/2018	In Progress
7.6	Board Implementation of RAMP	BVA	409 days	1/1/2018	2/14/2019	In Progress
7.6.1.	Board receives post RAMP NODs, places these appeals in Casflow queue, and sends notification letters to the appellants	BVA	273 days	1/1/2018	2/14/2019	Complete
7.6.2.	Board begins to adjudicate RAMP appeals	BVA	136 days	10/1/2018	2/14/2019	In Progress
8	Certification of Readiness	BVA	13 days	1/1/2019	1/14/2019	Not Started
9	Complete Project		449 days	11/22/2017	2/14/2019	In Progress

Appendix B – IT Delivery Roadmap



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APPEALS MODERNIZATION ACT (AMA) DELIVERY ROADMAP and STATUS

Updated: October 15, 2018



KEY



APPEALS MODERNIZATION ACT (AMA) DELIVERY ROADMAP and STATUS

Updated: October 15, 2018

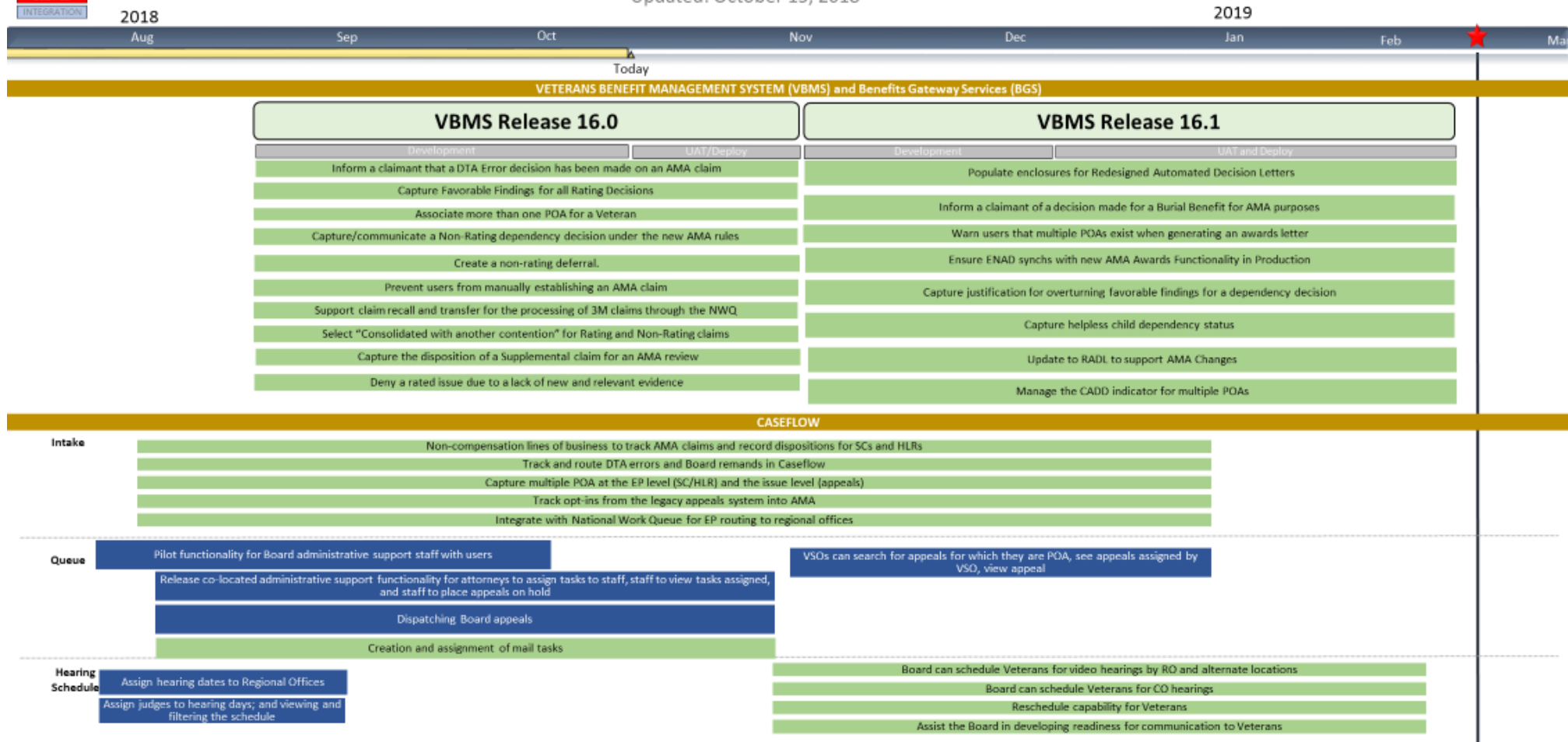


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APPEALS MODERNIZATION ACT (AMA) DELIVERY ROADMAP and STATUS

Updated: October 15, 2018



Appendix C – Training Information

VHA, NCA, and Board Training Information

The following table identifies the employees by position that will require additional training to administer the new claims and appeals system.

Administration	Employee Position
Veterans' Health Administration	• File clerks • Program clerks • Claim adjudicators • Appeal adjudicators • First-level supervisors
National Cemetery Administration	• Program Specialists • Program Support Assistants • Program Analysts • Supervisory and Administrative Personnel
Board of Veterans' Appeals	• Veterans Law Judges • Attorneys • Administrative Staff

The following table identifies training by administration that VA will either create or update as part of implementing the new system.

Administration	Training Items
Veterans' Health Administration	• Supplemental claim training • Higher-level review training • Remand training • Caseflow training
National Cemetery Administration	• Training for Public-facing employees (including mandatory scripts) • Overview of PL 115-55 • Handling of Claims and Appeals in New System Overview • Telephonic Conferences • Caseflow • Supplemental Claims • Higher-Level Reviews • Quality Assurance • Developing training for each stream
Board of Veterans' Appeals	• Update internal processes to handle the receipt and tracking of appeals under the VBA RAMP pilot program

See Appendix A, IMS ID 5.3 for Board training schedule	• Update training for broad overview of new appeals process for administrative and legal staff • Update training for each appeal stream, to include legacy appeals for new hires
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VBA Full Implementation Training Information

Business Line	Title/Topic	TMS Number	Intended Audience/Cat egory of Employees by Position	Training Development Date(s)	Training Deployment Date(s)	Delivery Method	Training Duration
Benefits Assistance Service	RAMP Training	4405105	National Call Center and Public Contact Team Employees	October 2017	October 31, 2017- November 9, 2017	Instructor-Led	1 hour
Benefits Assistance Service	NCC/NPCC PCR New Hire Appeals Process	1339474	New Hire National Call Center PCRs	November 2018- December 2018	January 2019	Instructor-Led	3 hours
Benefits Assistance Service	NCC/NPCC PCR New Hire Status of Appeal	3838412	New Hire National Call Center PCRs	November 2018- December 2018	January 2019	Instructor-Led	5 hours
Benefits Assistance Service	NIRC PCR New Hire Status of Appeal	881528	New Hire National IRIS Response Center PCRs	November 2018- December 2018	January 2019	Instructor-Led	1 hour
Benefits Assistance Service	NCC/NPCC PCR New Hire Understanding Rating Decisions & Notification Letters	3729193	New Hire National Call Center PCRs	November 2018- December 2018	January 2019	Instructor-Led	1 hour
Benefits Assistance Service	NCC/NPCC/NIRC PCR Refresher Appeals Process	3881571	National Call Center PCRs	November 2018- December 2018	January 2019	Instructor-Led	1 hour
Benefits Assistance Service	NCC/NPCC/NIRC PCR Refresher Status of Appeal	4406819 4406820	National Call Center PCRs	November 2018- December 2018	January 2019	Instructor-Led	1 hour
Benefits Assistance Service	PCT PCR New Hire Appeals Process	TBD	New Hire Public Contact Team PCRs	August 2019 – September 2019	PCT New Hire Curriculum is new and rollout date is TBD	Instructor-Led	3 hours
Benefits Assistance Service	PCT PCR New Hire Status of Appeal	TBD	New Hire Public Contact Team PCRs	August 2019 – September 2019	PCT New Hire Curriculum is new and rollout date is TBD	Instructor-Led	5 hours
Benefits Assistance Service	PCT PCR New Hire Understanding	TBD	New Hire Public Contact Team PCRs	August 2019 – September 2019	PCT New Hire Curriculum	Instructor-Led	1 hour

	Rating Decisions & Notification Letters				is new and rollout date is TBD		
Benefits Assistance Service	PCT PCR Refresher Appeals Process	3881571	Public Contact Team PCRs	November 2018- December 2018	January 2019	Instructor- Led	1 hour
Education Service	How to Use Caseflow Tool	4179627	QTS, VCEs	August – October 2018	November – December 2018	TMS	0.25 hour
Education Service	Education Service Processing Higher-Level of Reviews	TBD	QTS, C&L Staff	August – October 2018	November – December 2018	Virtual Training - TMS	0.25 hour
Education Service	Education Service Processing Supplemental Claims	TBD	QTS, C&L Staff	August – October 2018	November – December 2018	Virtual Training - TMS	0.25 hour
Education Service	Education Service Appeals Modernization Overview	4471813	QTS, VCEs, NCC, C&L Staff, SCOs	July 2018	August – September 2018	Virtual Training - TMS	0.5 hour
Education Service	Education Service Appeals Modernization Notification Requirements	TBD	QTS, NCC, C&L Staff	August – October 2018	November – December 2018	Virtual Training - TMS	0.25 hour
Education Service	Education Service Appeals Modernization Review Types and Forms	TBD	QTS, VCEs, NCC, C&L Staff, SCOs	August – October 2018	November – December 2018	Virtual Training - TMS	0.5 hour
Education Service	Education Service Appeals Modernization Tracking Procedures	TBD	QTS, VCEs, C&L Staff	August – October 2018	November – December 2018	Virtual Training - TMS	0.5 hour
Education Service	Addressing Board Remands Due to Appeals Modernization	TBD	QTS, C&L Staff	August – October 2018	November – December 2018	Virtual Training - TMS	0.25 hour
Insurance Service	Casework, Appeals letters and Standard Operating Procedures (SOP) for the new model feature three lanes	VA44562 32	Senior Veterans Claims Examiner (VCE) GS11 (8) Unit Chief GS12 (4) Section Chief (1) Division Chief (1)	12/10/18	01/14/19 thru 01/25/19	Instructor- led	2 hours

			VCE GS7 (1) VCE GS9 (20) Senior VCE GS11 (6)				
Insurance Service	Insurance Overview Appeals Modernization (EES)	VA 3980461	All Insurance Employees (280)	05/07/18	5/30/18 participation was 83% of employee which was 231	Presentation	1 hour
Insurance Service	Insurance Overview Appeals Modernization (TMS)	VA 4459369	All Insurance Employees	07/23/18	08/22/18 participation was 17% of employee which was the remaining 45 employees	TMS (Make-up class for EES)	1 hour
Insurance Service	Frequently Asked Questions (TMS)	VA 4456226	VIPS Telephone Unit 70 employees	08/30/18	10/22/18	TMS	0.5 hour
Insurance Service	Fact Sheet, ICD Appeal Modernization Process flowchart and Regulations/Manual Updates	VA 4456229	Senior Veterans Claims Examiner (VCE) GS11 (8) Unit Chief GS12 (4) Section Chief (1) Division Chief (1) VCE GS7 (1) VCE GS9 (20) Senior VCE GS11 (6) Unit Chief GS12 (3) Section Chief (1)	09/25/18	10/29/18 thru 11/01/18	Instructor-led	1 hour
Insurance Service	Appeal Tracking Tool	VA 4456231	Senior Veterans Claims Examiner (VCE) GS11 (8) Unit Chief GS12 (4) Section Chief (1) Division Chief (1) VCE GS7 (1) VCE GS9 (20) Senior VCE GS11 (6)	10/31/18	12/03/18 thru 12/14/18	Instructor-led	1 hour

Loan Guaranty Service	Surviving Spouse COE Issuance and Denials and Appeals on COEs Training	VA 4158931	Loan Specialist	10/2015	11/2015	Classroom	24 hours
Pension & Fiduciary Service	Duty to Assist (Intermediate)	1197931	Pension management center (PMC) employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual Training	4 hours
Pension & Fiduciary Service	Standardized VA Forms Part I	3914056	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual Training	0.75 hour
Pension & Fiduciary Service	Standardized VA Forms Part II	3914064	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual Training	0.75 hour
Pension & Fiduciary Service	Appeals Orientation	4179826	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual Training	7 hours
Pension & Fiduciary Service	Appeals Processing	4180046	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual Training	6.25 hours
Pension & Fiduciary Service	Appeals DRO Review Process	4180677	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual Training	3 hours
Pension & Fiduciary Service	Introduction to Appeals	4193050	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual Training	1.5 hours
Pension & Fiduciary Service	Appeals: SOC and SSOC	4179841	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual Training	2 hours
Pension & Fiduciary Service	Appeals Overview	4194306	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual Training	4 hours
Pension & Fiduciary Service	Appeals Modernization Overview	TBD	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual training	4 hours
Pension & Fiduciary Service	Addressing Board Remands Due to Appeals Modernization	TBD	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual training	2 hours
Pension & Fiduciary Service	Processing Higher-Level Reviews	TBD	PMC DROs	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual training	3 hours
Pension & Fiduciary Service	Processing Supplemental Claims	TBD	PMC employees	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual training	4 hours
Pension & Fiduciary Service	How to Use Caseflow	TBD	PMC Claims Assistants and Veteran Service Reps	Aug 1, 2018 – Sep 30 2018	Nov 2018	Virtual training	1 hour
Pension & Fiduciary Service	Appeals Modernization Overview	TBD	Fiduciary hub employees	Aug 1, 2018 – Sep 30 2018	Dec 2018	Virtual and Live training	4 hours

Pension & Fiduciary Service	Beneficiary Fiduciary Field System (BFFS) Appeals Workflow	TBD	Fiduciary hub employees	Aug 1, 2018 – Sep 30 2018	Dec 2018	Virtual and Live training	3 hours
Pension & Fiduciary Service	Processing Higher-Level Reviews	TBD	GS-11 FSRs, Fiduciary hub coaches and assistant coaches	Aug 1, 2018 – Sep 30 2018	Dec 2018	Virtual and Live training	3 hours
Pension & Fiduciary Service	Processing Supplemental Claims	TBD	Fiduciary hub employees	Aug 1, 2018 – Sep 30 2018	Dec 2018	Virtual and Live training	3 hours
Pension & Fiduciary Service	Processing Board Remands	TBD	Fiduciary hub employees	Aug 1, 2018 – Sep 30 2018	Dec 2018	Virtual and Live training	2 hours
Vocational Rehabilitation and Employment Service	VR&E Appeals Modernization 101	4459074	VR&E Officers, Assistant Officers, Supervisory Vocational Rehabilitation Counselors (VRC), and VRCs	Already developed	August 2018	Instructor led, web-based training	1 hour
Vocational Rehabilitation and Employment Service	VR&E Appeals Modernization 201	TBD	VR&E Officers, Assistant Officers, Supervisory Vocational Rehabilitation Counselors (VRC), and VRCs	Already developed	October 2018	Instructor led, web-based training	1 hour
Vocational Rehabilitation and Employment Service	VR&E Appeals Modernization Notification Requirements	4459074	VR&E Officers, Assistant Officers, Supervisory Vocational Rehabilitation Counselors (VRC), and VRCs	Already developed	August 2018	Instructor led, web-based training	1 hour
Vocational Rehabilitation and Employment Service	VR&E Appeals Modernization Forms	TBD	VR&E Officers, Assistant Officers, Supervisory Vocational Rehabilitation Counselors (VRC), and VRCs	Start development in April 2018	December 2018	Instructor led, web-based training	1 hour
Vocational Rehabilitation and Employment Service	VR&E Appeals Modernization Tracking Procedures	TBD	VR&E Officers, Assistant Officers, Supervisory Vocational Rehabilitation Counselors	Start development in May 2018	December 2018	Instructor led, web-based training	1 hour

			(VRC), and VRCs				
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Compensation Service	Duty to Assist (Intermediate)	1197931	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	4 hours
Compensation Service	Standardized VA Forms Part I	3914056	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	0.75 hour
Compensation Service	Standardized VA Forms Part II	3914064	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	0.75 hour
Compensation Service	Appeals Orientation	4179826	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	7 hours
Compensation Service	Appeals Processing	4180046	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	6.25 hours
Compensation Service	Appeals DRO Review Process	4180677	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	3 hours
Compensation Service	Introduction to Appeals	4193050	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Appeals: SOC and SSOC	4179841	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours

Compensation Service	Appeals Overview	4194306	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	4 hours
Compensation Service	Appeals Modernization Overview	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual training	4 hours
Compensation Service	Addressing Board Remands due to Appeals Modernization	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual training	2 hours
Compensation Service	Processing Higher-Level Reviews	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual training	3 hours
Compensation Service	Processing Supplemental Claims	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual training	4 hours
Compensation Service	How to use Casflow	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual training	1 hour
Compensation Service	Appeals Modernization Overview	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual and Live training	4 hours
Compensation Service	Beneficiary Fiduciary Field System (BFFS) Appeals Workflow	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual and Live training	3 hours
Compensation Service	Processing Higher-Level Reviews	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual and Live training	3 hours

Compensation Service	Processing Supplemental Claims	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual and Live training	3 hours
Compensation Service	Processing Board Remands	TBD	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual and Live training	2 hours
Compensation Service	Rating Vision and Eye Conditions (Journey)	1209927	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	4 hours
Compensation Service	Accrued Ratings	1318128	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	Rating Vision/Eye Conditions Wed-based Training	3724076	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	4 hours
Compensation Service	Automated Decision Letter Process for VBMS-R	3875635	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	Automated Decision Letter Process for VBMS	3875717	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	Rating Decisions for the Integrated Disability Evaluation System (IDES)	3729146	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	3 hours
Compensation Service	PTSD due to MST Lesson 4: Rating	3884453	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour

Compensation Service	RVSR Compensation 5-Rating Decisions	3884970	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	RVSR PTSD 2-Rate Claims for PTSD	3885019	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	In-process Reviews (IPR) - Pre and Post	3893321	AQRS	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	In-process Reviews (IPR) - Rating	3893326	RQRS	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	ADL Demonstration for RVSRs (Descriptive Narrative Version)	3893455	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	ADL Demonstration for RVSRs	3897204	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	Introduction to Processing Rating Decisions	3903013	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	Rater Disability Evaluations and Pyramiding	3946990	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	Claim Attributes: Flash, Claim Label and Special Issues	3951418	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour

Compensation Service	Attorney Agent Fee Coordinator Training	4115519	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Processing Rating Decisions	4175973	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	4 hours
Compensation Service	Quality Reviews: Post-Determination	4176415	AQRS	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	Duty to Assist	4176475	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	3 hours
Compensation Service	Rating Considerations within Hemic and Lymphatic System	4176485	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.25 hours
Compensation Service	Systems Compliance (VSR)	4176789	VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	Rating Analysis (Post Challenge)	4178055	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	3.25 hours
Compensation Service	Duty to Assist for RVSRs (RVSR IWT)	4178713	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Claims Folder Maintenance and Claims Jurisdiction	4178996	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours

Compensation Service	VACOLS	4179486	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	4.75 hours
Compensation Service	How to Use Caseflow Certification	4179627	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	0.25 hour
Compensation Service	Appeals: Hearings	4179813	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Appeals Orientation	4179826	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	7 hours
Compensation Service	Appeals: SOC and SSOC	4179841	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	Appeals Processing	4180046	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	6.25 hours
Compensation Service	Rating Psychiatric Conditions (Post Challenge)	4180048	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	3.5 hours
Compensation Service	Contention Classification Name	4180198	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	0.5 hour
Compensation Service	Rating Gulf War Claims (Post Challenge RVSR)	4180230	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours

Compensation Service	Rating Automobile and Adaptive Equipment Allowance, SAH/SHA, and Veterans Civil Service Preference	4180566	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	Rating Digestive Conditions (Post Challenge)	4180580	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2.5 hours
Compensation Service	Ratings Paragraphs 4.28, 4.29 and 4.30 (RVSR IWT)	4180641	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Appeals DRO Review Process	4180677	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	3 hours
Compensation Service	Rating References	4181785	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Systems Compliance Special Issues, Flashes, Contentions, and Modifiers (VSR)	4185271	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	Rating Analysis (Challenge)	4192207	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	Identifying Issue-Based Errors (RQRS)	4192543	RQRS	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour

Compensation Service	General Policy	4192851	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Rating Traumatic Brain Injury (TBI)	4192854	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Introduction to Appeals	4193050	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Introduction to Quality Reviews	4194459	AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Appeals Overview	4194306	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	Rating Visual Impairment	4194537	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	3 hours
Compensation Service	Rating Muscle Injuries	4194809	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.25 hours
Compensation Service	VSR IQR Checklist Training	4212414	AQRS	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1 hour
Compensation Service	Rating Individual Unemployability	4219216	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	4 hours

Compensation Service	Updated Rating Task-Based Quality Checklist	4274838	RQRS	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	Rating Decision Requirements	4279300	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.75 hours
Compensation Service	Pre-Discharge Redesign - In-Service Rating	4318901	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Rating Reductions (RVSR Challenge/IWT)	4404881	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.75 hours
Compensation Service	System Updates and Compliance	4411257	CA, AQRS, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.5 hours
Compensation Service	Appeals Process Overview and Special Handling of Claims Folders	4411702	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	1.75 hours
Compensation Service	Establishing an Appellate Record	4411879	CA, AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Virtual Training	2 hours
Compensation Service	Identifying Contentions and Classifications	4415885	CA, AQRS, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	TBD	1.5 hours
Compensation Service	Introduction to End Product Controls and Claims Establishment (CA)	4415893	CA, AQRS, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	TBD	2.5 hours

Compensation Service	Claim Attributes	4420798	CA, AQRS, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	TBD	1.75 hours
Compensation Service	Prestabilization Ratings	61920	DRO, RQRS, RVSR, Special Ops RVSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	TBD	1 hour
Compensation Service	Introduction to Ratings	61922	AQRS, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	TBD	2 hours
Compensation Service	Introduction to Personal Computer-Generated Letter (PCGL)	4175837	AQRS, DRO, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	TBD	3 hours
Compensation Service	Appeals Modernization 101	4444189	AQRS, CA, DRO, PCT VSR, Pre-Discharge MSC, RQRS, RVSR, Special Ops RVSR, Special Ops VSR, VSR	Aug 1, 2018 – Dec 31 2018	Jan 2019	Online	1 hour

Appendix D – Outreach

FY-Quarter	Completed Outreach Task Date	Outreach/Communication Activities
FY 2018-Quarter 1	October 23, 2017: <i>NACVSO presentation</i>	Presentation to the National Association of County Veterans Service Officers (NACVSO) on RAMP and Appeals modernization. NACVSO represents approximately 1,800 service officers from 36 states as well as Native American Tribes.
FY 2018-Quarter 1	November 1, 2017: <i>Deployed call scripts to NCC</i>	Phase one of RAMP began with an initial mailing to 500 Veterans. National Call Center (NCC) scripts and frequently asked questions were released to call center agents on RAMP and Appeals Modernization.
FY 2018-Quarter 1	November 2, 2017: <i>VA's Appeals Website Launched</i>	On November 2nd VA released an appeals modernization website. Located at https://benefits.va.gov/benefits/appeals.asp, the website, easily assessable from VA's homepage, provides Veterans with information on various aspects of appeals modernization. Moreover, through additional links, the website provides information on the Act, VA's implementation plan, and RAMP. To improve visibility of the site and provide better content to Veterans and other stakeholders, VA worked to make the page accessible through web based search engines (e.g. google) through various search optimization features.
FY 2018-Quarter 1	November 2, 2017: <i>Social Medial Posts about RAMP and Appeals Modernization</i>	VA released a blog article, as well as Facebook and Twitter Posts on RAMP and appeals modernization <i>VAntage Point</i> is the official blog of VA. On November 2nd, VA posted an article on RAMP and appeals modernization "<i>VA launches program aimed at providing Veterans more options in claims disagreements</i>" https://www.blogs.va.gov/VAntage/42745/va-launches-program-aimed-providing-veterans-options-claims-disagreements/. With a community of over 540,000 total followers, VBA's Facebook, page is excellent platform to inform Veterans and other stakeholders of RAMP and Appeals Modernization. On November 2nd, VA posted a message through this platform on RAMP and appeals modernization https://www.facebook.com/VeteransBenefits/.

		With a community of over 629,000 total followers, VA's Twitter feed is excellent platform to inform Veterans and other stakeholders of RAMP and Appeals Modernization. On November 2nd, VA posted a message through this platform on RAMP and appeals modernization https://twitter.com/DeptVetAffairs/status/926162296811945984.
FY 2018-Quarter 1	November 3, 2017: <i>Internal communication products released to VA employees</i>	VA released internal communication products tailored to inform employees about RAMP and appeals modernization. "VA Insider," is an internal informational website that is used Department-wide to inform employees about important agency information. VA Insider is available to all 377,000 VA employees. On November 3rd, VA released a post designed to inform employees on RAMP and appeals modernization. "VA Launches Program Aimed at Resolving Appeals Earlier" https://myva.va.gov/va-launches-program-aimed-at-resolving-appeals-earlier/. HeyVBA is an internal informational website that is used within VBA to inform employees about important administration information. HeyVBA is available to all 27,000 VBA employees. VBA released a post designed to inform employees on RAMP and appeals modernization. "VA Launches Program Aimed at Resolving Appeals Earlier" http://vawww.blog.va.gov/heyvba/?p=9461.
FY 2018-Quarter 1	November 5, 2017: <i>VFW Presentation</i>	Presentation to the Veterans of Foreign Wars (VFW) Service Offices, during their National Advanced Skills Training on RAMP and appeals modernization. VFW is one of the Nation's largest organizations of combat Veterans.
FY 2018-Quarter 1	November 23, 2017: <i>Internal communication products released to VA employees</i>	VA released additional internal communication products tailored to inform employees about RAMP and appeals modernization. "VA Insider," is an internal informational website that is used Department wide to inform employees about important agency information. VA Insider is available to all 377,000 VA employees. On November 3rd, VA released a post designed to inform employees on RAMP and appeals modernization. "VA Works to Modernize Appeals Process to Meet Secretary Shulkin's Priority of Improving Timeliness" https://myva.va.gov/va-works-to-

		<u>modernize-appeals-process-to-meet-secretary-shulkins-priority-of-improving-timeliness/</u> .
FY 2018-Quarter 1	December 9, 2017: Speaking event	Chairman of the Board gave remarks to the Disabled American Veterans (DAV) 6th District National Executive Committee, Roanoke, VA.
FY 2018-Quarter 1	December 14, 2017: <i>Social Media Blogs added</i>	VA released additional blog content tailored to inform Veterans and other stakeholders about RAMP and appeals modernization. <i>VAntage Point</i> is the official blog of VA. On December 14th, VA posted an article on RAMP and appeals modernization “<i>VA launches program to resolve compensation appeals sooner</i>” <u>https://www.blogs.va.gov/VAntage/43798/va-launches-program-resolve-compensation-appeals-sooner/</u>.
FY 2018-Quarter 2	January 15, 2018: <i>Follow-up mailings</i>	VA mailed follow-up letters to Veterans who have received a RAMP opt-in letter. The letters were mailed to approximately 5,500 Veterans from the November and December mailing cohorts.
FY 2018-Quarter 2	January 23, 2018: <i>Updated training provided</i>	Training on RAMP and appeals modernization provided to VBA outreach specialists at the National Outreach Training Call.
FY 2018-Quarter 2	January 25, 2018: <i>Communication packages</i>	Communications packages were emailed to every VBA RO director. The packages contained updated information regarding appeals modernization and RAMP which are suitable for briefing VA stakeholders, employees, and Veterans.
FY 2018-Quarter 2	January 25, 2018: <i>VSO presentations</i>	Presentation at the bi-annual VSO/Military Service Organization Summit on RAMP and appeals modernization.
FY 2018-Quarter 2	January 30, 2018: <i>Conference Call on Town Halls</i>	A conference call was conducted with all VBA RO directors. They were asked to conduct town halls to communicate appeals modernization and RAMP to VBA employees, Veteran Service Officers, and other necessary stakeholders.
FY 2018-Quarter 2	January 31, 2018: <i>Social media</i>	VA released an additional Facebook communication product on RAMP and Appeals modernization With a community of over 540,000 total followers, VBA's Facebook, page is excellent platform to inform Veterans and other stakeholders of RAMP and Appeals Modernization. On January 31st, VA posted a message

		through this platform on RAMP and appeals modernization https://www.facebook.com/VeteransBenefits/ .
FY 2018-Quarter 2	February 5-9, 2018: <i>Expansion of RAMP communications</i>	RAMP start-up phase is expanded to other ROs (closing out start-up phase, beginning of phase II “expansion phase”). Town halls were conducted with outreach personnel, Veterans Service Officers, local congressional staff, and other stakeholders at Phoenix, Oakland, Los Angeles, and San Diego.
FY 2018-Quarter 2	February 15, 2018: <i>Follow-up letters</i>	VA mailed follow-up letters to Veterans who have received a RAMP opt-in letter. The letters were mailed to approximately 10,000 Veterans from the January mailing cohort.
FY 2018-Quarter 2	February 15, 2018: <i>Informational Presentations</i>	Presentation on AMA and RAMP to Federal Depository Librarians (U.S. Government Printing Office).
FY 2018-Quarter 2	February 20-23, 2018: <i>Expansion of RAMP Communications</i>	RAMP training and outreach visits to Denver and Seattle ROs. Town halls were conducted with outreach personnel, Veterans Service Officers, local congressional staff, and other stakeholders. Walk-in RAMP elections now possible at the Phoenix, San Diego, Oakland, Los Angeles, and Seattle ROs.
FY 2018-Quarter 2	February 26, 2018	Chairman of the Board attended National Association of State Directors of Veterans Affairs “Advocate of the Year” Luncheon.
FY 2018-Quarter 2	February 26, 2018: <i>Stakeholder Communications</i>	Chairman of the Board gave remarks at The American Legion’s Veterans Affairs and Rehabilitation Commission Training.
FY 2018-Quarter 2	February 26-28, 2018: <i>Stakeholder Communications</i>	Outreach conducted at the following events: • DAV Mid-Winter Conference • American Legion National Veterans Affairs and Rehabilitation Commission Meeting • National Association of State Directors of Veterans Affairs (NASDVA), Winter Conference • RAMP Congressional Caseworker Briefing • Joint AMO/Board Engagement Meeting Solicitation for RAMP outbound call center announced on fbo.gov .

FY 2018-Quarter 2	March 1, 2018: <i>VSO Communications</i>	Sacramento CVSO Conference. Briefings were conducted with outreach personnel, Veterans Service Officers.
FY 2018-Quarter 2	March 8, 2018: <i>VSO Communications</i>	Presentation at the VBA/VSO biweekly meeting on RAMP and appeals modernization. VBA/VSO biweekly meeting is a regularly scheduled meeting where there are numerous national VSO representatives.
FY 2018-Quarter 2	March 15, 2018: <i>VSO Communications</i>	Presentation at DAV's Mid-Winter Conference on RAMP and appeals modernization. The 2018 Mid-Winter conference in Crystal City gathers DAV leadership from across the country and is organized by the DAV Commanders and Adjutants Association.
FY 2018-Quarter 2	March 15, 2018: <i>Stakeholder Communications</i>	Presentation to Senate Staff and Congressional Caseworkers on RAMP and appeals modernization.
FY 2018-Quarter 2	March 15, 2018: <i>Follow-up letters</i>	VA mailed follow-up letters to Veterans who have received a RAMP opt-in letter. The letters were mailed to Veterans from the February mailing cohort.
FY 2018-Quarter 2	March 15, 2018: <i>Follow-up emails</i>	VA sent follow-up emails to Veterans who have received a RAMP opt-in letter. The emails were sent to Veterans from the February mailing cohort.
FY 2018-Quarter 2	March 16, 2018	Direct Outreach with VA DVS. Resulted in approximately 100 RAMP elections.
FY 2018-Quarter 2	March 16-18, 2018	Chairman of the Board attended National Organization of Veterans Advocates conference.
FY 2018-Quarter 2	March 21, 2018	Direct Outreach with San Bernardino County Veterans Services. Persuaded VSO to consider RAMP for newer NODs.
FY 2018-Quarter 2	March 21-23, 2018: <i>Stakeholder Communications</i>	VA leadership visits to Waco, San Antonio, and Houston, Texas. Briefings and training were conducted with outreach personnel, Veterans Service Officers, local congressional staff, and other stakeholders, to include Texas Veterans Commission.
FY 2018-Quarter 3	March 23, 2018	VA issued a press release to announce the launch of the appeals status tracker on Vets.gov: <i>VA and U.S. Digital Service Launch New Web Tool to Help Veterans Track their Benefits Appeals</i> , available at: https://www.va.gov/opa/pressrel/pressrelease.cfm?id=4030 .

FY 2018-Quarter 3	March 26, 2018	VR&E Service update inter/intranet sites with links to new appeals system.
FY 2018-Quarter 3	April 5, 2018: <i>Improved Web communications</i>	VA.gov updated with addition information on RAMP (Opt-In Form added to the site).
FY 2018-Quarter 3	April 10, 2018: <i>VSO Communications</i>	VA leadership briefing at MN CVSO Conference on RAMP and appeals modernization.
FY 2018-Quarter 3	April 11, 2018: <i>Stakeholder Communications</i>	AMO Director visits St. Paul VARO. Briefings were conducted with outreach personnel, Veterans Service Officers, local congressional staff, and other stakeholders.
FY 2018-Quarter 3	April 12, 2018: <i>Stakeholder Communications</i>	Chairman of the Board appeared on a panel at the Court of Appeals for Veterans Claims Bar Association conference.
FY 2018-Quarter 3	April 13, 2018: <i>Stakeholder Communications</i>	Chairman of the Board gave remarks to the Vietnam Veterans of America National Veterans Benefits Committee
FY 2018-Quarter 3	April 15, 2018: <i>Follow-up letters</i>	VA mailed follow-up letters to Veterans who have received a RAMP opt-in letter. The letters were mailed to Veterans from the March mailing cohort.
FY 2018-Quarter 3	April 15, 2018: <i>Follow-up emails</i>	VA sent follow-up emails to Veterans who have received a RAMP opt-in letter. The emails were sent to Veterans from the March mailing cohort.
FY 2018-Quarter 3	April 16, 2018: <i>Stakeholder Communications</i>	VBA Directors Symposium. Information was given to RO leadership on communicating appeals modernization with local VSOs, and employees.
FY 2018-Quarter 3	April 17, 2018: <i>Stakeholder Communications</i>	Presentation at HVAC Roundtable to House Staffers and Congressional Caseworkers on RAMP and appeals modernization. VSOs were in attendance for feedback and collaboration.
FY 2018-Quarter 3	April 23, 2018: <i>Stakeholder Communications</i>	VA leadership visits Atlanta RO. Briefings were conducted with outreach personnel, Veterans Service Officers, local congressional staff, and other stakeholders.
FY 2018-Quarter 3	April 25, 2018: <i>Stakeholder Communications</i>	VA leadership visits St. Petersburg VARO. Briefings were conducted with outreach personnel, Veteran Services Officers, local congressional staff, and other stakeholders.

FY 2018-Quarter 3	April 26, 2018	VR&E Service provided overview of new appeals system to their Field Advisory Change Committee.
FY 2018-Quarter 3	May 5, 2018: <i>Stakeholder Communications</i>	VA leadership visits San Juan VARO. Briefings were conducted with outreach personnel, Veterans Service Officers, local congressional staff, and other stakeholders.
FY 2018-Quarter 3	May 7-11, 2018: <i>Stakeholder Communications</i>	Chairman of the Board attended a training for the Florida Department of Veterans Services and County Veterans Service Officers.
FY 2018-Quarter 3	May 9, 2018: <i>VSO Communications</i>	VA leadership visits Florida DVA Annual Conference. Briefings were conducted with outreach personnel, Veteran Service Officers.
FY 2018-Quarter 3	May 9, 2018	Vantage Point blog published, "VA's Rapid Appeals Modernization Program now open to all appeals," which was posted to VBA's Facebook and Twitter pages. https://www.blogs.va.gov/VAntage/48141/vas-rapid-appeals-modernization-program-ramp-now-open-appeals/ .
FY 2018-Quarter 3	May 14-18, 2018	Chairman of the Board visited Jackson VARO and attended Gold Star Family events.
FY 2018-Quarter 3	May 15, 2018: <i>Follow-up letters</i>	VA mailed follow-up letters to Veterans who have received a RAMP opt-in letter. The letters were mailed to Veterans from the April mailing cohort.
FY 2018-Quarter 3	May 15, 2018: <i>Follow-up emails</i>	VA sent follow-up emails to Veterans who have received a RAMP opt-in letter. The emails were sent to Veterans from the April mailing cohort.
FY 2018-Quarter 3	May 15, 2018: <i>VSO Communications</i>	VA leadership attends Arkansas County Veterans Service Officers conference to provide RAMP VSO Training.
FY 2018-Quarter 3	May 16, 2018: <i>Stakeholder Communications</i>	VA leadership visits Little Rock VARO. Briefings were conducted with outreach personnel, Veterans Service Officers, local congressional staff, and other stakeholders.
FY 2018-Quarter 3	May 16, 2018	VBA began promoting a RAMP Facebook Live event via VBA's Facebook community of 540,000 total followers.
FY 2018-Quarter 3	May 18, 2018: <i>Social Media</i>	Live streaming "Facebook Live Event" on RAMP and appeals modernization.

FY 2018-Quarter 3	May 29-31, 2018	VA Insurance Center hosted several Employee Engagement Sessions that included a module on an introduction to the Appeals Modernization Act and the related changes that will impact Insurance processing of appeals.
FY 2018-Quarter 3	May 31, 2018	VBA featured the 5/16 Facebook Live event again as a new post on the VBA Facebook page, to those who may have missed it previously.
FY 2018-Quarter 3	June 6, 2018	Published the "Comprehensive Plan for Processing Legacy Appeals and Implementing the Modernized Appeals System" quarterly report on the appeals modernization website.
FY 2018-Quarter 3	June 6-8, 2018: <i>VSO Communications</i>	Chairman of the Board attended NACVSO convention in Reno, NV.
FY 2018-Quarter 3	June 7, 2018: <i>VSO Communications</i>	VA leadership presents at the NACVSO 28 th Annual Training Conference and Business Meeting in Reno, NV.
FY 2018-Quarter 3	June 7, 2018: <i>Stakeholder Communications</i>	VA leadership visits Winston-Salem VARO. Briefings were conducted with outreach personnel, Veterans Service Officers, local congressional staff, and other stakeholders.
FY 2018-Quarter 3	June 15, 2018: <i>Follow-up letters</i>	VA mailed follow-up letters to Veterans who have received a RAMP opt-in letter. The letters were mailed to Veterans from the May mailing cohort.
FY 2018-Quarter 3	June 15, 2018: <i>Follow-up emails</i>	VA sent follow-up emails to Veterans who have received a RAMP opt-in letter. The emails were sent to Veterans from the May mailing cohort.
FY 2018-Quarter 3	June 18, 2018	VBA's Benefits Bulletin was sent to 5,609,920 recipients. It featured a blurb and link to the 5/18 RAMP Facebook Live event.
FY 2018-Quarter 3	June 20-22, 2018	Chairman of the Board attended the Federal Circuit Bench and Bar conference in San Diego, CA.
FY 2018-Quarter 3	June 21, 2018	Published the RAMP fact sheet, infographic, brochure, and poster on the VBA appeals modernization website.
FY 2018-Quarter 3	June 22, 2018: <i>Improved Communication Materials distributed</i>	VA distributed a suite of Veteran-centric engagement and communication materials to inform Veterans, their families, VSOs, and other stakeholders, of the benefits of RAMP. These materials were sent to VBA ROs and public contact teams.

FY 2018-Quarter 3	June 25, 2018: <i>Social Media</i>	RAMP Informational video link distributed through social media platforms (Facebook, Twitter). The informational video is available on YouTube (https://www.youtube.com/watch?v=F1gpMf6QyPE).
FY 2018-Quarter 4	July 12, 2018	VA issued press release, <i>VA's Board of Veterans' Appeals Using Innovative Tools to Make a Record Number of Decisions</i> , available at: https://www.va.gov/opa/pressrel/pressrelease.cfm?id=5083 .
FY 2018-Quarter 4	July 15, 2018: <i>Follow-up letters</i>	VA mailed follow-up letters to Veterans who have received a RAMP opt-in letter. The letters were mailed to Veterans from the June mailing cohort.
FY 2018-Quarter 4	July 15, 2018: <i>Follow-up emails</i>	VA sent follow-up emails to Veterans who have received a RAMP opt-in letter. The emails were sent to Veterans from the June mailing cohort.
FY 2018-Quarter 4	July 18, 2018	VSO Communicators meeting. VBA briefs on latest metrics concerning RAMP.
FY 2018-Quarter 4	July 19, 2018	Chairman of the Board participated in the Federal Circuit Bar Association webinar: <i>A Conversation with the Chairman of the Board of Veterans' Appeals</i> .
FY 2018-Quarter 4	July 24-31, 2018: <i>Increased Print Materials</i>	All VBA Regional Offices received a supply of printed RAMP materials (brochures, Fact Sheets, and posters). 10 VAMCs with the highest traffic were provided RAMP posters for display. RAMP materials provided to HVAC and SVAC.
FY 2018-Quarter 4	August 6-8, 2018	VR&E Service provided training and outreach to all VR&E field Officers.
FY 2018-Quarter 4	August 7-8, 2018	Chairman of the Board gave remarks at Veterans' Seminar and Resource Fair in Evansville, Indiana.
FY 2018-Quarter 3	August 15, 2018: <i>Follow-up letters</i>	VA mailed follow-up letters to Veterans who have received a RAMP opt-in letter. The letters were mailed to Veterans from the July mailing cohort.
FY 2018-Quarter 3	August 15, 2018: <i>Follow-up emails</i>	VA sent follow-up emails to Veterans who have received a RAMP opt-in letter. The emails were sent to Veterans from the July mailing cohort.
FY 2018-Quarter 4	August 19-21, 2018	Chairman of the Board gave remarks at Arkansas Department of Veterans Affairs CVSO Training and visited Little Rock VARO.

FY 2018-Quarter 4	August 20-24, 2018	Email message to Veterans commemorating one year since enactment of the Appeals Modernization Act. Media Roundtable with reporters who cover Veteran issues.
FY 2018-Quarter 4	August 22, 2018 <i>VSO Communications</i>	Chairman of the Board gave remarks at DAV National Area Supervisors Training.
FY 2018-Quarter 4	August 23, 2018: <i>Social Media</i>	One-Year Commemoration Appeals Modernization Act • Blog Posts on VAntage Point, VA Insider and HeyVBA • Posts on VBA's Facebook, Twitter and Instagram pages • Post on VBATV, VBA's internal communication television feed Communication release to recognize one year since the Veterans Appeals Improvement and Modernization Act of 2017 was signed into law. • Press Release: https://www.va.gov/opa/pressrel/pressrelease.cfm?id=5098 • VAntage Point (link to blog post also promoted on VBA's Facebook page): https://www.blogs.va.gov/VAntage/51696/va-marks-one-year-since-signing-historic-appeals-modernization-act/ • VA Insider: https://vaww.insider.va.gov/va-marks-one-year-since-signing-of-the-historic-appeals-modernization-act/ • HeyVBA: http://vaww.blog.va.gov/heyvba/?p=10278 • Also promoted on VBATV, Twitter (https://twitter.com/VA VetBenefits/status/1032717770398552064) and Instagram (https://www.instagram.com/p/Bm1X-xDj8MF/?taken-by=vabenefits).
FY 2018-Quarter 4	August 23-26, 2018	Chairman of the Board gave remarks at The American Legion National Convention and visited St. Paul VARO.
FY 2018-Quarter 4	August 28, 2018: <i>Satellite Media Tour</i>	Satellite Media Tour with AMO Director and 23 media outlets nationwide discussed VA's progress one year since enactment of the Appeals Modernization Act and the benefits of RAMP. Audience reach of approximately four million people. Interviews with a combination of 23 local and national live and recorded sessions, including Federal News

		Radio, Sirius XM Patriot Channel, and Coffee With America.
FY 2018-Quarter 4	August 29, 2018 <i>VSO Communications</i>	Joint AMO-Board meeting with VSOs to discuss RAMP and full implementation status, as well as highlight media announcements from August 23, 2018.
FY 2018-Quarter 4	July – September <i>Stakeholder Communications</i>	VA leadership continued outreach with stakeholder groups. This outreach included visits and briefings at: • Philadelphia, Nashville, Montgomery, Cleveland, and Detroit VAROs; • Georgia State Department of Veterans Affairs (SDVA), Las Vegas County Veterans Service Officers (CVSO) Conference; National American Legion Conference in Minneapolis; and • Veteran Advocacy Meeting with congressional stakeholders.
FY 2018-Quarter 4	September 10-11, 2018	Chairman of the Board gave remarks at Wyoming State VSO Conference.
FY 2018-Quarter 4	September 12, 2018	Briefing to VSO Communications Directors
FY 2018-Quarter 4	September 13, 2018	Briefing at Monthly VSO Meeting
FY 2018-Quarter 4	September 12-13, 2018	Chairman of the Board gave remarks at Ohio Department of Veterans Affairs Conference.
FY 2018-Quarter 3	September 15, 2018: <i>Follow-up letters</i>	VA mailed follow-up letters to Veterans who have received a RAMP opt-in letter. The letters were mailed to Veterans from the August mailing cohort.
FY 2018-Quarter 3	September 15, 2018: <i>Follow-up emails</i>	VA sent follow-up emails to Veterans who have received a RAMP opt-in letter. The emails were sent to Veterans from the August mailing cohort.
FY 2018-Quarter 4	September 16-18, 2018	Chairman of the Board visited Nashville VARO.
FY 2018-Quarter 4	September 21, 2018	Chairman of the Board attended Independence Fund's Health Care Hero Award Luncheon in Charlotte, NC
FY 2018-Quarter 4	September 24-26, 2018	Chairman of the Board attended Washington State Department of Veterans Affairs Service Officer Professional Development Summit and visited Portland VARO.
FY 2018-Quarter 4	September 26-28, 2018	Chairman of the Board visited Seattle VARO.
FY 2019-Quarter 1	October 1, 2018	Virtual town hall with AMO Director and St. Petersburg & Seattle DROC staff

FY 2019-Quarter 1	October 5-6, 2018	Chairman of the Board gave remarks at Paralyzed Veterans of America Continuing Education Program in Orlando, FL.
FY 2019-Quarter 1	October 10-12, 2018	Chairman of the Board gave remarks at CVSO training in Columbus, MS.
FY 2019-Quarter 1	October 15-17, 2018	Chairman of the Board gave remarks at CVSO training in Fargo, ND.
FY 2018-Quarter 4	October 29-November 2, 2018	Media Engagement with AMO Director and Board Chairman; Facebook Live with AMO Director
FY 2019-Quarter 1	October-December 2018	Closing phase of RAMP. VA leadership continues outreach with stakeholder groups. Outreach included: • Social media releases; • Updates to National Call Center scripts as necessary (internal); • Updates as necessary to VA.gov webpage on Appeals Modernization; and • South Carolina CVSO state-wide conference and National Organization of Veterans Advocates (NOVA) Conference Panel.
FY 2018-Quarter 4	November 1, 2018	One-Year Commemoration of RAMP • Press Release • Blog Posts on VAntage Point, VA Insider and HeyVBA • Posts on VBA's Facebook, Twitter and Instagram pages • Post on VBATV, VBA's internal communication television feed • Email message through GovDelivery
FY 2019-Quarter 2	January 14, 2019	<i>Secretary certifies that he is ready to implement.</i>
FY 2019-Quarter 2	February 14, 2019	<i>Full implementation of the new law.</i> Outreach and communication includes: • Web communication on internet sites such as VA.gov, and other VAs social media sites (Facebook, Twitter, YouTube etc.); • Communications through regular mail, email, print, and traditional media outlets;

		• FAQs for National VA Call Center and Public Contact representatives (internal); • Town halls with VA employees; and • Presentations at community-based events such as state fairs, VA stand-downs and other outreach activities.
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