Strategic Goal #1 Restoration and Improved Quality of Life for Disabled Veterans	
Measure: BVA Cycle Time **Target: 105 days** **Result: 136 days**	
Causes	• By law, appeals generally are considered according to their order on the Board's docket. A docket number is assigned when the VA Form 9 (that is, the appeal) is received by the agency that made the initial VA benefits determination and is entered into BVA's computerized tracking system. Under the law, cases that have earlier docket numbers or are assigned a higher priority must be considered before cases that may have been received earlier and have been physically present at the Board for a longer period of time. The delay in reviewing these earlier received cases is what increases the Board's cycle time.
Resolution Strategies	• BVA provided training to staff hired in 2007. Together with on-the-job experience, these employees will steadily become more productive in 2008 and beyond. To date, these measures have resulted in a reduction from 148 days in 2006 to 136 days in 2007.
Measure: Compensation and pension rating related actions – average days to process **Target: 160** **Result: 183**	
Causes	• VA received a greater than expected number of claims in 2007. Through July 2007 we received 687,879 claims, almost 25,000 more than the 663,046 claims we received through July 2006. • VA concentrated on resolving older claims, which increased the fiscal-year-to-date number of days to process a claim.
Resolution Strategies	• VA hired over 1,000 new staff in 2007, and further staff increases are expected in 2008. • VA is consolidating death pension claims processing to three Pension Maintenance Centers (PMCs) and plans to consolidate disability pension processing to the PMCs in calendar year 2008. This will increase the number of resources dedicated to disability claims processing. • By completing work on the oldest claims first, the average age of our inventory of pending claims goes down, and this will lead to improved timeliness in 2008.

Strategic Goal #1 Restoration and Improved Quality of Life for Disabled Veterans	
Measure: Rating-related compensation actions –average days pending **Target: 127** **Result: 135**	
Causes	• VA received a greater than expected number of claims in 2007. Through July 2007 we received 687,879 claims, almost 25,000 more than the 663,046 claims we received through July 2006. • VA concentrated on resolving older claims, which increased the fiscal-year-to-date number of days to process a claim.
Resolution Strategies	• By completing work on the oldest claims first, the average age of our inventory of pending claims goes down, and this will lead to improved timeliness in 2008. • VA is leveraging resources by increasing the number of claims brokered to the Resource Centers, which are co-located with nine VA regional offices. The resource centers are teams of rating specialists who decide cases that are "ready to rate" (cases that have been developed and all evidence has been received) from all regional offices. Brokering claims to the resource centers helps to reduce the size and age of the pending inventory of rating claims at the regional offices. • Fifty-three rehired annuitants are now on board to assist the Tiger Team, co-located with the Cleveland Regional Office, as they process claims from throughout the Nation. The Tiger Team consists of experienced veterans service representatives and rating veterans service representatives who develop and rate very old claims (pending 1 year or more) and claims by elderly veterans (age 70 or older). This effort also helps to reduce the size and age of the pending inventory of rating claims at the regional offices.
Average days to process Dependency and Indemnity Compensation (DIC) actions **Target: 125** **Result: 132**	
Causes	• VA received a greater than expected number of claims in 2007. Through July 2007 we received 687,879 claims, almost 25,000 more than the 663,046 claims we received through July 2006. • VA concentrated on resolving older claims, which increased the fiscal-year-to-date number of days to process a claim.
Resolution Strategies	• VA is evaluating consolidation of DIC claims processing to the PMCs.

Strategic Goal #3 Honoring, Serving, and Memorializing Veterans	
The measures shown below have been grouped together because many of their activities are interrelated and deal with the processing of compensation and pension (C&P) claims. Thus, the causes and resolution strategies described are applicable to more than one measure.	
Measure: Compensation and pension rating related actions – average days to process **Target: 160** **Result: 183**	
Measure: Non-rating pension actions – average days to process **Target: 96** **Result: 104**	
Measure: Average number of days to process a claim for reimbursement of burial expenses **Target: 60** **Result: 91**	
Causes	• The PMCs traditionally receive one batch of Income Verification Matches (IVM) during the last quarter of the year. In 2007, the PMCs received two batches of IVMs to process instead of one. The earlier release during the first quarter of 2007 affected cumulative processing timeliness for the year. • VA received a greater than expected number of claims in 2007. Through July 2007 we received 687,879 claims, almost 25,000 more than the 663,046 claims we received through July 2006. • VA concentrated on resolving older claims, which increased the fiscal-year-to-date number of days to process a claim.
Resolution Strategies	• VA hired over 1,000 new staff in 2007, and further staff increases are expected in 2008. • VA is consolidating death pension claims processing to the three PMCs and plans to consolidate disability pension processing to the PMCs in calendar year 2008. This will increase the number of resources dedicated to disability claims processing. • By completing work on the oldest claims first, the average age of our inventory of pending claims goes down, and this will lead to improved timeliness in 2008.
Annual Percent Increase of Long Term Care Average Daily Census **(using 2006 as the baseline)** **Target: 26.3%** **Result: 6.5% (Partial through 06/2007)**	
Causes	• VA purchases some of these services from community providers. In some cases there may not be a community provider available to meet VA standards and/or willing to contract with VA to provide services.
Resolution Strategies	• VA has established new performance targets that are based on **projected** demand for services rather than on past performance as was done previously. • The President's VA budget for FY 2008 includes sufficient funds to support the performance targets that have been established. • We will track VISN performance and take whatever management actions are needed to improve performance.

Strategic Goal #3 Honoring, Serving, and Memorializing Veterans	
Percent of applications for headstones and markers for the graves of veterans who are not buried in national cemeteries processed within 20 days **Target: 70%** **Result: 38%**	
Causes	• NCA experienced a surge in applications from April through June 2007 which, coupled with decreased processing rates, further increased the number of applications awaiting processing. • Staffing vacancies at the end of 2006 as well as unexpected fluctuations in staffing during 2007 further contributed to problems with timely application processing.
Resolution Strategies	• NCA is evaluating staffing levels, attrition rates, strategic use of overtime, and performance requirements in order to develop a new staffing plan. This plan will ensure that NCA has sufficient staff to respond to changing business conditions in order to ensure the timely processing of headstone and marker applications. • NCA is working with VA's Office of Information and Technology to investigate possible enhancements to the current technology for scanning and processing applications.

OIG Performance Shortfall Table	
Measure: VA Implementation of OIG Recommendations on IT **Target: 90%** **Result: 19%**	
Causes	• IT security is a major intractable problem impacted by organizational culture, rapid technological changes, and management issues. • In the previous 5 years, no OIG IT recommendations were implemented; diligent reviews, follow-up, and work with Congress and top VA management resulted in a 19% increase in FY 2007.
Resolution Strategies	• Maintain aggressive reviews, continue follow-up, and work with Congress and top VA management in FY 2008.
Office of Audit customer satisfaction rating **Target: 4.8** **Result: 3.7**	
Causes	• Timeliness was the principal complaint in survey results.
Resolution Strategies	• Increase customer satisfaction by delivering audit reports with realistic and achievable recommendations in a more timely manner.