

**AMENDMENT TO THE AMENDMENT IN THE  
NATURE OF A SUBSTITUTE TO H.R. 472  
OFFERED BY Ms . Cherfilus-McCormick**

Add at the end of the bill the following:

**1 SEC. \_\_\_\_ . INDEPENDENT STUDY REGARDING MANAGE-  
2 MENT STRUCTURES OF DEPARTMENT OF  
3 VETERANS AFFAIRS.**

4 (a) IN GENERAL.—Not later than 90 days after the  
5 date of the enactment of this Act, the Secretary of Vet-  
6 erans Affairs shall seek to enter into an agreement with  
7 the National Academy of Public Administration (referred  
8 to in this section as the “Academy”) under which the  
9 Academy shall conduct a study and review of the over-  
10 sight, accountability, and performance management struc-  
11 tures of the Department of Veterans Affairs.

12 (b) CONSIDERATIONS.—In conducting a study and  
13 review under this section, the Academy shall—

14 (1) consult with the Secretary and outside  
15 stakeholders;

16 (2) take into account previous reports and rec-  
17 ommendations pertaining to oversight, account-  
18 ability, and performance management of the Depart-  
19 ment;

1           (3) examine alternatives and develop rec-  
2           ommendations for improving the oversight, account-  
3           ability, and performance management of the Depart-  
4           ment; and

5           (4) make recommendations to improve the over-  
6           sight, accountability, and performance management  
7           of the Department.

8           (c) SCOPE.—The scope of the study and review under  
9           this section shall include—

10           (1) the organizational structure of the Depart-  
11           ment;

12           (2) the employee performance management  
13           processes of the Department;

14           (3) training on performance management proc-  
15           esses for employees, supervisors, senior executives,  
16           and human resources professionals of the Depart-  
17           ment;

18           (4) employee professional development pro-  
19           grams of the Department; and

20           (5) leadership development programs of the De-  
21           partment.

22           (d) BEST PRACTICES.—In conducting the study, the  
23           Academy shall review best practices of other Federal agen-  
24           cies to determine whether they are applicable to the De-  
25           partment.

1 (e) REPORT OF THE ACADEMY.—Not later than 18  
2 months after the date of the enactment of this Act, the  
3 Academy shall submit to the Committees on Veterans' Af-  
4 fairs of the Senate and House of Representatives a report  
5 that contains—

6 (1) the findings of the study and review con-  
7 ducted under this section; and

8 (2) any other recommendations that the Acad-  
9 emy determines necessary and relevant to the study  
10 and review.

11 (f) REPORT OF THE SECRETARY.—Not later than 90  
12 days after the Academy submits the report under sub-  
13 section (e), the Secretary shall submit to the Committees  
14 on Veterans' Affairs of the Senate and House of Rep-  
15 resentatives a report containing—

16 (1) the evaluation of the Secretary of the find-  
17 ings and recommendations made by the Academy;

18 (2) the determination of the Secretary whether  
19 to implement such recommendations and findings;

20 (3) a timeline for such implementation; and

21 (4) the determination of the Secretary whether  
22 such implementation requires legislation.

