



DEPARTMENT OF VETERANS AFFAIRS
OFFICE OF INSPECTOR GENERAL
WASHINGTON, DC 20420



January 9, 2026

MEMORANDUM

TO: John Bartrum, Under Secretary for Health
Veterans Health Administration (VHA) (10)

FROM: Larry Reinkemeyer, Assistant Inspector General,
Office of Audits and Evaluations, VA Office of Inspector General (OIG)

SUBJECT: Termination of the Review—VHA’s Hiring and Attrition Approach
2024-03007-AE-0107¹

In August 2024, the OIG initiated a review to assess VHA’s efforts to align staffing with fiscal year (FY) 2024 budget constraints.² This review assessed VHA’s actions taken during October 2023 through September 2024. The review team analyzed FY 2024 and available FY 2025 VHA documentation and employee data. The team also reviewed internal communications and conducted interviews with selected Veterans Integrated Service Network (VISN) and medical facility leaders.

Through the course of the review, the team observed VHA experienced higher-than-anticipated staffing growth in FY 2023 and the beginning of FY 2024. Once budget constraints became clear in FY 2024, VHA took steps to slow hiring. However, the OIG found that inadequate communication and oversight, among other factors, made it difficult for VHA to sufficiently control staffing levels. Leaders across VHA, VISNs, and facilities reported that guidance and strategies on workforce management shifted or were not always communicated consistently or timely. Despite efforts by VHA to reverse some increases in staffing from the early part of the year, levels remained above the funding target at the end of FY 2024.

The OIG shared these and other observations from its review with VHA’s Workforce Management Consulting Office and Office of Finance leaders on August 27, 2025. At that time, VHA was already in the process of reorganizing, having launched a department-wide review in March 2025. Moreover, the Office of Management and Budget issued a related workforce memorandum in November 2025 with new guidance on federal hiring.

¹ Original date of announcement was August 14, 2024.

² The VA Office of Inspector General (OIG) conducted this review in accordance with the Council of the Inspectors General on Integrity and Efficiency’s *Quality Standards for Inspection and Evaluation*.

Because the review team's results were overcome by these events, the OIG is cancelling this project and will not be issuing a report. We appreciate the cooperation extended to us by you and your staff throughout the review.

A handwritten signature in cursive script that reads "Larry M. Reinkemeyer".

LARRY M. REINKEMEYER
Assistant Inspector General
for Audits and Evaluations