

119TH CONGRESS
1ST SESSION

H. R. 3578

To amend title 38, United States Code, to establish the Office of Veterans Experience, and for other purposes.

IN THE HOUSE OF REPRESENTATIVES

MAY 23, 2025

Ms. BUDZINSKI (for herself, Ms. BROWNLEY, and Mr. MCGARVEY) introduced the following bill; which was referred to the Committee on Veterans' Affairs

A BILL

To amend title 38, United States Code, to establish the Office of Veterans Experience, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the “Improving Veterans’
5 Experience Act of 2025”.

6 **SEC. 2. ESTABLISHMENT OF VETERANS EXPERIENCE OF-**
7 **FICE.**

8 (a) ESTABLISHMENT.—

1 (1) IN GENERAL.—Chapter 3 of title 38, United
2 States Code, is amended by adding at the end the
3 following new section:

4 **“§ 325. Veterans Experience Office**

5 “(a) ESTABLISHMENT.—There is established in the
6 Department within the Office of the Secretary an office
7 to be known as the ‘Veterans Experience Office’ (in this
8 section referred to as the ‘Office’).

9 “(b) HEAD OF OFFICE.—(1) The head of the Office
10 shall be the Chief Veterans Experience Officer.

11 “(2) The Chief Veterans Experience Officer shall—

12 “(A) be appointed by the Secretary from among
13 individuals the Secretary considers qualified to per-
14 form the duties of the position;

15 “(B) report directly to the Secretary; and

16 “(C) be responsible for carrying out the func-
17 tions of the Office set forth under subsection (c).

18 “(c) FUNCTION.—The functions of the Office are as
19 follows:

20 “(1) Carrying out the key customer experience
21 initiatives of the Department relating to veterans’
22 and other beneficiaries’ satisfaction with and usage
23 of benefits and services furnished under laws admin-
24 istered by the Secretary for which they are eligible,
25 including setting the strategy, framework, policy,

1 and other guidance for the Department relating to
2 customer experience, including ensuring the activi-
3 ties of the Office and those of other organizations
4 and offices within the Department are coordinated
5 and not duplicative.

6 “(2) Requiring the heads of other organizations
7 and offices within the Department to report regu-
8 larly on customer experience metrics, action plans,
9 and other customer experience improvement efforts
10 to the Chief Veterans Experience Officer.

11 “(3) Collecting veteran-derived data—

12 “(A) to determine veteran and beneficiary
13 satisfaction with and usage of the benefits and
14 services furnished under laws administered by
15 the Secretary for which they are eligible; and

16 “(B) to be considered during policymaking.

17 “(4) Providing strategic guidance and strategies
18 to Department entities for engaging with veterans
19 and beneficiaries regarding benefits and services fur-
20 nished under laws administered by the Secretary, in-
21 cluding those not using such benefits and services.

22 “(5) Assessing and advising the Secretary on
23 the accuracy and helpfulness of the websites and
24 other customer-facing information of the Depart-

1 ment, be it available electronically or in any other
2 format.

3 “(6) Assessing and advising the Secretary on
4 the status and opportunities for improvement of the
5 customer service efforts of the Department.

6 “(d) REPORTS.—(1) Each year, the Chief Veterans
7 Experience Officer shall submit to the Secretary a sum-
8 mary of the data received by the Chief Veterans Experi-
9 ence Officer under subsection (c)(2).

10 “(2) Each year, not later than 180 days after the
11 date on which the Secretary receives the summary under
12 paragraph (1), the Secretary shall submit to Congress an
13 annual summary and analysis of the matters summarized
14 pursuant to such paragraph.

15 “(3) Each annual summary submitted pursuant to
16 paragraph (2) shall include the following:

17 “(A) Data regarding customer service and expe-
18 rience feedback, disaggregated by benefit or service
19 furnished under laws administered by the Secretary,
20 and relevant demographic data of the veterans and
21 beneficiaries providing the feedback.

22 “(B) Data regarding veteran and beneficiary
23 satisfaction with and usage of benefits or services,
24 disaggregated by benefit or service furnished under
25 laws administered by the Secretary, and relevant de-

1 mographic data of the veterans and beneficiaries
2 providing the feedback, including—

3 “(i) potential reasons for not using the
4 benefits or services, such as—

5 “(I) eligibility;

6 “(II) lack of knowledge or awareness
7 of existence of benefit or service;

8 “(III) barriers of technology, informa-
9 tion, or time; and

10 “(IV) other related reasons; and

11 “(ii) an analysis of how such reasons may
12 be addressed.

13 “(e) STAFF AND RESOURCES.—(1) The Secretary
14 shall ensure that—

15 “(A) the Office has such staff, resources, and
16 access to customer service and experience informa-
17 tion as may be necessary to carry out the functions
18 of the Office; and

19 “(B) any information provided to the Office
20 does not include personally identifiable information
21 of an individual veteran, survivor, dependent, or
22 other beneficiary unless such individual provides ap-
23 propriate consent to allow such information to be
24 shared with the Office.

1 “(2) Funds available for basic pay and other adminis-
 2 trative expenses of other Department organizations and
 3 offices may be available to reimburse the Office for all
 4 services provided at rates which will recover actual costs
 5 for services provided to such organizations if the Secretary
 6 determines that contributing to such costs will not under-
 7 mine the ability of any such organization or office to pro-
 8 vide services required by such office.

9 “(3) Nothing in this subsection shall be construed to
 10 authorize an increase in the number of full-time employees
 11 otherwise authorized for the Department.

12 “(f) PRIVACY.—Nothing in this section shall be con-
 13 strued to authorize the Chief Veterans Experience Officer
 14 to disclose any record in contravention of section 552a of
 15 title 5 (commonly referred to as the ‘Privacy Act of
 16 1974’).

17 “(g) SUNSET.—The requirements and authorities of
 18 this section shall terminate on September 30, 2028.”.

19 (2) CLERICAL AMENDMENT.—The table of sec-
 20 tions at the beginning of chapter 3 of such title is
 21 amended by adding at the end the following new
 22 item:

“325. Veterans Experience Office.”.

23 (b) COMPTROLLER GENERAL OF THE UNITED
 24 STATES REVIEW OF VETERANS EXPERIENCE OFFICE AND
 25 CUSTOMER SERVICE IMPROVEMENT EFFORTS.—Not later

1 than 540 days after the date of the enactment of this Act,
2 the Comptroller General of the United States shall—

3 (1) complete an analysis of the methodology, ef-
4 fectiveness, and implementation of findings and
5 feedback of veterans and beneficiaries used by the
6 Department of Veterans Affairs, including the Vet-
7 erans Experience Office, to improve veteran and
8 beneficiary customer experience and satisfaction, in-
9 cluding through the use of what are known as
10 “trust-scores”, Veteran Signals also known as
11 “VSignals”, and related survey and data collection
12 activities, processes, and initiatives; and

13 (2) submit to the Committee on Veterans’ Af-
14 fairs of the Senate and the Committee on Veterans’
15 Affairs of the House of Representatives a report set-
16 ting forth the findings of the Comptroller General
17 with respect to the analysis completed pursuant to
18 paragraph (1).

○