

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

SALARIES AND EXPENSES, HOUSING AND URBAN DEVELOPMENT

BUDGET ACTIVITY 11: ADMINISTRATION AND STAFF SERVICES

SCOPE OF ACTIVITY

The Office of Administration provides general Departmental support such as management analysis, human resource management, training, correspondence and scheduling for the Secretary, staffing and performance analysis, general building and office services, as well as special activities directly assigned by the Secretary. Field Administration staff also provide management information services, including reports and statistics, as well as direct and essential daily administrative support to program operations.

The attached charts display detailed staffing and workload estimates based on the Resource Estimation and Allocation Process (REAP) baseline data.

WORKLOAD

The Assistant Secretary for Administration is responsible for the development and promulgation of policies, standards, procedures, systems and materials related to the resource and administrative management of the Department and for the execution of such policies and directives at Headquarters and in the field. The Assistant Secretariat and associated offices are responsible for carrying out all administrative support functions that enable HUD's ability to execute its mission. The organization has twelve offices: Office of Management and Planning, Office of Executive Scheduling, Office of Executive Secretariat, Office of Special Actions, Office of Administrative and Management Services, Office of Human Resources, HUD Training Academy, Office of Budget and Administrative Support, Office of The Chief Procurement Officer, Office of Security, Office of Departmental Grants Management and Oversight, Office of Field Operations and Technical Support, and three Field Operating Units located in the cities of New York, Atlanta, and Denver.

The Deputy Assistant Secretary for Operations is responsible for oversight, management, and quality delivery of all Office of Administration services provided to all internal HUD customers. This function is supported by three customer focused divisions at Headquarters and three customer focused Field operating units is responsible for providing day-to-day administrative customer service to all field offices in its geographical area. The Office of Field Operations provides quality and timely customer service and is the single point of contact for all administrative requirements within its geographical area. This Office also provides its customers "one-stop shopping" for the following services: training, information technology, and other administrative resources as required by its field offices.

The Office of Administration field staff is located in three Administrative Service Centers (ASCs):

- **ASC-1, New York:** Field Operations for New England, New York/New Jersey, Mid-Atlantic, and Midwest
- **ASC-2, Atlanta:** Field Operations for the Southeast/Caribbean and Southwest
- **ASC-3, Denver:** Field Operations for Great Plains, Rocky Mountains, Pacific/Hawaii, Northwest/Alaska.

The ASCs service all of HUD's program field office locations and staff located in the field. The ASC Directors are responsible for directing and monitoring administrative activities in their jurisdictions and for insuring coordinated delivery of all

administrative services to field managers and employees. The ASCs provide administrative resource services, and information technology services, which are described below.

The Administrative Resources Division consists of a wide variety of support activities including procurement of goods and services, mail handling, communication services, space management, transit subsidy services, inventory controls, printing support, and property and paperwork management. The management function consists of a wide variety of activities, principally organization and management analysis, coordination of Departmental management plan systems within the former regional areas, and the monitoring and analysis of resource utilization within the ASCs. Staff providing these services are distributed among both the Administrative Service Centers and State and Area field offices, with policy guidance and management provided by staff at the Service Center level.

Information Technology Division is principally related to automated data processing systems including setting up ADP equipment in accordance with system architecture and the subsequent maintenance of ADP equipment. The services also consist of data management, reporting and information services, hardware and software installations for PCs and servers, trouble-shooting on all hardware and software in each field office, web page updates, developing local systems, and providing monitoring and technical assistance in the areas of data quality, special studies, and reports and statistics. The services are provided in both State and Area field offices, with the responsibility for policy guidance and technical assistance residing at the Service Center level. Funding for this activity, implemented through the ASCs in the field, will be paid from the Working Capital Fund.

- Office of Field Operations and Technical Support serves as The Office of Administration point of contact that delivers and provides quality products and services to Administration customers in the areas of information technology. This Office is responsible for guiding the development of integrated Department systems that enable workforce empowerment and support program office execution of the Department and HUD 2020 objectives. The Office of Field Operations and Technical Support creates and provides quality control to ensure that all contracting efforts are in compliance and conform to established HUD contracting policy.

The Deputy Assistant Secretary for Resource Management is responsible for providing technical services and deep specialty skill needs to support the Department's mission, and enable the DAS for Operations to provide quality customer-focused service delivery to all internal HUD customers. This function is supported by two offices, which have overall responsibility for providing technical services in their organizational specialty areas. These offices provide the Office of Administration with the following core cross-functional services: statutory and regulatory support, performance standards development, quality control, specialty skill leadership, and project support for Departmental national initiatives.

- The Office of Human Resources (OHR) is responsible for planning, developing, administering and evaluating all personnel programs for the Department except training. This includes overseeing the payroll processing services provided by the National Finance Center (NFC) of the U. S. Department of Agriculture; improving recruitment and selection procedures; maintaining the Departmental position management program; providing advice and assistance on performance and conduct problems; implementing and administering the HUD/American Federation of Government Employees (AFGE) contract and overseeing implementation and administration of HUD/National Federation of Federal Employees (NFFE) agreements in several field offices; providing support of executive services activities, which includes the Executive Performance Appraisal System and Senior Executive Service Awards programs; implementing the Departmental Performance Management System; promoting a drug-free work place; and providing employee support through the Employee Assistance Program.

The Employee Service Center (ESC) is part of the OHR. The ESC streamlines the delivery of benefits and processing services for the entire Department by

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consolidating these activities into one location. The primary services provided by the ESC are the benefits line, Employee Express, and personnel interface with the NFC, which provides payroll services. The benefits-line provides 24-hour access to general benefits information and Employee Express provides the opportunity to directly change selected benefits and other designations by touch-tone telephone. The Employee Service Center is located in Chicago, Illinois, and reports to the Director, Office of Human Resources, in Headquarters.

- The Office of Administrative and Management Services (OAMS) is responsible for the development, administration and evaluation of all administrative services for the Department. These services include, but are not limited to: Headquarters facilities management; Departmental space and telephone management; paperwork management; property management; mail and distribution services; transportation and safety services; and overall management of printing and visual arts activities.

The following offices report directly to the Assistant Secretary:

- The Office of Budget and Administrative Support (OBAS) is responsible for providing administrative support to The Office of Administration personnel, in the management of resources, and financial management. The Administration's budget and fiscal operations, which includes budget formulation and execution is controlled and monitored in this office. OBAS services includes reporting periodically on the status of financial resources, the result of operations and development of reports to support internal as well as external requirements of

also coordinates all Office of Inspector General and General Accounting Office audit activities.

OBAS also provides oversight of contracts assigned to the Office of Administration. This oversight is conducted through the Contract Oversight Division, which has a staff of Government Technical Representatives (GTRs). The GTRs provide contract oversight and monitoring functions to ensure that services and products delivered to the Department are efficient, effective and within cost. The staff coordinates with the Office of the Chief Procurement Officer and provides advice and guidance to program officials, Government Technical Monitors (GTM), and contractor personnel in matters involving contract administration.

- The HUD Training Academy (HTA) is responsible for providing a cost-effective and coordinated strategy for the delivery of training and employee development programs, which support the objectives, and goals of the Department of Housing and Urban Development. HTA is the center for HUD staff training; provides mission and occupational training in support of Departmental priorities; provides for individual training needs through internal training programs and partnerships established with colleges and universities; provides needs assessments and evaluations for its programs and activities; and delivers training to Field locations using innovative technology such as distance learning and video conference systems. The HTA consists of two Institutes:
- The Program Technical Training Institute provides technical training, retraining of HUD employees for new and changing skills, and coordination of training with intermediaries. It also manages the distance learning/satellite system; and
- The Employee and Management Development Institute administers career enhancement and professional skills development at the general workforce and supervisory/management levels, for example: implementation of the Individual Development Plan (IDP) Program; administration of Learning Resource Centers; professional skills development programs for non-supervisory employees; and career counseling. It also manages the establishment of educational partnerships Department wide for achieving technical and cross training for all employees.

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- The Office of The Chief Procurement Officer (OCPO) is responsible for all Departmental procurement activities in support of HUD's operations and program requirements. This includes providing the necessary procurement support to achieve the Department's programmatic goals through the award and administration of contracts, purchase orders, and interagency agreements. OCPO is also responsible for the development and implementation of Departmental policies, standards, and procedures for an effective contracting program; and to ensure that HUD receives good value for the funds expended.
- Office of Departmental Grants Management and Oversight (DOMPC) is responsible for providing leadership; oversight and strategic direction for the management and coordination of grant programs within the Department. The Office ensures that program areas are maintaining up-to-date policies and procedures consistent with Public Law and OMB requirements. Additionally, DOMPC ensures consistency with Departmental policies and the efficient use of HUD funds and staffing resources in the management of grant programs; provides advice and guidance to program Assistant Secretaries and staff to formulate improvements in grant policies and practices; provides recommendations to the Secretary and the Office of the Chief Information Officer on ways to integrate government grant management functions consistent with e-government principals. DOMPC also ensures the integration of IT solutions related to grants management, databases and enterprise wide information systems related to grants and grant policy for the Department.
- The Office of Management and Planning (OMAP) is the Department's internal consultant organization. OMAP's principal responsibility is to provide leadership for productivity and management improvements in the Department. To do so, the Office assists in the development of performance plans and measures as required by the Government Performance and Results Act. It conducts studies and collects documentation of best practices and communicates this information within the Department. OMAP monitors progress on performance goals and initiatives, intervenes as needed to assist managers to resolve problems, and reports on items tracked in the Annual Performance Plan. In addition, OMAP provides management services to the Department by assisting HUD managers with team building and decision support through management consulting and the use of the Collaborative Meeting Center.
- The Office of Physical Security is responsible for establishing and implementing Departmental policy and procedures for physical security and the protection of HUD personnel and property.
- The Office of Executive Scheduling consolidates Departmental executive scheduling, correspondence control and related activities under the Director of Executive Scheduling. The Office considers requests for meetings, appointments, and public appearances by the Secretary and senior Departmental officials, and prepares briefing papers for the Secretary, the Deputy Secretary, and other Principal Staff. The Office also provides related support for the Department's senior officials and acts as a liaison with key Departmental personnel, diverse external groups and officials, and national organizations requesting Secretarial appearances.
- The Executive Secretariat serves as the central coordinating office for all correspondence to the Secretary and the Deputy Secretary, and is responsible for providing the following services:
 - reviewing and assigning of action all incoming official correspondence addressed to the Secretary and the Deputy Secretary, as well as all incoming correspondence from Members of Congress addressed to Department personnel, and reviewing all outgoing correspondence prepared for the signatures of the Secretary or Deputy Secretary for responsiveness and timeliness;
 - maintaining current files on all matters involving the Secretary's and Deputy Secretary's mail, Freedom of Information Act (FOIA) records, White House

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mail, General Accounting Office (GAO) reports, Congressional reports, and Departmental policy;

- disseminating requests for information emanating personally from the Secretary and the Deputy Secretary to key personnel for action, and monitoring these assignments in order to meet established deadlines;
 - providing assistance to program areas by: (1) developing responses of either a programmatic or policy nature in situations where large volumes of identical or similar correspondence is addressed to the Secretary and the Deputy Secretary; and (2) preparing the responses for the signature of the Secretary, Deputy Secretary, Assistant Secretary, or other members of the Department's staff as appropriate; and
 - performing special projects as assigned by the Secretary.
- The Office of Special Actions is a small entrepreneurial staff, which acts as a catalyst for the development of public/private partnerships, which support economic development in communities across the United States. The Office functions as conveyer and expediter for new collaborations with foundations, educational institutions, corporations, non-profit groups, State and local governments, and other Federal agencies. This Office works with the Office of Congressional Relations to inform Members of Congress about HUD programs and initiatives. In addition, the Office of Special Actions maintains liaison with Historically Black Colleges and Universities to explore various partnership opportunities in the areas of community empowerment and economic development. Further, the Office handles special projects as designated by the Secretary to manage the Department's coordinated relief efforts for communities hit by Presidentially declared natural disasters. The Office of Special Actions coordinates HUD's response to national disasters involving both disaster preparedness and relief activities. Other principal initiatives coordinated by the Office include: church arson rebuilding project, veterans affairs, District of Columbia revitalization project, and the St. Petersburg, Florida, Federal task force.

TRAVEL

The table below identifies travel requirements unique to this activity.

	ACTUAL 2001	ENACTED 2002	ESTIMATE 2003	INCREASE + DECREASE - 2003 vs 2002
	(Dollars in Thousands)			
Travel (HQ)	\$464	\$671	\$671
Training	\$2,585	\$3,306	\$3,306
Travel (Field)	\$563	\$795	\$795
Total.....	\$3,612	\$4,772	\$4,772

The requested travel funding principally reflects the Department's continued efforts to provide a cost-effective and coordinated strategy for the delivery of training, and employee development programs. It is integral to the success of HUD's Management Reform Initiatives, which requires that the occupational performance of all HUD employees be raised to a level of excellence.

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CONTRACTS

The table below identifies contract requirements unique to this activity.

	ACTUAL 2001	ENACTED 2002	ESTIMATE 2003	INCREASE + DECREASE - 2003 vs 2002
	(Dollars in Thousands)			
Technical Services	\$9,774	\$8,437	\$8,437
Data and Statistical Services .	\$20	\$25	\$25
General Support	\$30,294	\$19,596	\$19,596
Training	\$9,558	\$10,927	\$10,927
Total.....	\$49,646	\$38,985	\$38,985

Technical Services. These funds are for specialized technical support, which are not identified in other categories, such as payroll processing services provided by the National Finance Center (NFC) of the U. S. Department of Agriculture. No change to the fiscal year 2002 level is proposed for fiscal year 2003.

Data and Statistical Services. These funds principally reflect HUD's share of the costs of preparing the Single Audit Clearinghouse Report, prepared by the Department of Commerce. No change to the fiscal year 2002 level is proposed for fiscal year 2003.

General Support Services. This category includes a variety of contractual services, which are not covered under the other major contract types. Some examples of these contractual services are: facilities management, space alterations, mail services, administrative hearing and court services, visual arts, and credit information services. These funds also cover the cost of cross-discipline activities such as conferences, meetings, regional summits, marketing and outreach activities, and workshops held for current and potential HUD customers, local officials, housing providers and organizations to develop and implement strategic plans related to accomplishing the Department's mission. These funds would also cover associated costs such as rental of video and audio equipment and exhibit space. No change to the fiscal year 2002 level is proposed for fiscal year 2003.

Detail of Administration and Staff Services Staff Requirements

Workload Guideline	Workload Indicator	-----Fiscal Year 2002-----				-----Fiscal Year 2003-----			
		Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Headquarters Employment									
Immediate Office, AS Admin									
Policy Management and Oversight	NA	1	7.0	1	7.0
Subtotal					7.0				7.0
Office of Budget and Administrative Support									
Provide budget and financial management services to Office of Administration	NA		11.0		11.0
Provide administrative support to the Office of Administration	NA		11.0		11.0
Special Projects	NA	3	0.0	3	0.0
General Direction	NA		1.0		1.0
Contract Oversight		2	5.0	2	5.0
Subtotal					28.0				28.0
Office of Small and Disadvantaged Business Utilization									
Subtotal									
Office of Physical Security		1	13.0	1	13.0
Subtotal					13.0				13.0
Executive Secretariat			19.0		19.0
Subtotal					19.0				19.0
Executive Scheduling			14.0		14.0
Subtotal					14.0				14.0
Special Action			6.0		6.0
Subtotal					6.0				6.0
Grants Management			7.0		7.0
Subtotal					7.0				7.0
OMAP									
Front Office			3.0		3.0
Management Division		7	2.0	7	2.0
Information & Management Services Division					0.0				0.0
Support Best Practices	NA		

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Workload Guideline	Workload Indicator	-----Fiscal Year 2002-----				-----Fiscal Year 2003-----			
		Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Manage reporting of the Departmental Business and Operating Plan (BOP)	NA		0.0		0.0
	Number of Quality Management Reviews completed								
Provide Departmental management and program evaluation consulting services General Direction	NA		13	1,120.92	7.0		13	1,120.92	7.0
Subtotal					12.0				12.0
<u>Headquarters Employment (CPO)</u>									
Immediate Office									
Perform Administrative and Human Resource Duties	# of Personnel Supported		128	32.62	2.0		128	32.62	2.0
Perform Advisory Duties	NA	3	3.0	3	3.0
Subtotal					5.0				5.0
Program Support Division									
Perform Contract Placement Services	# of Procurement Requests	65	188	113.28	6.7	65	188	113.28	6.7
	# of Procurement Contracts Administered								
Perform Contract Administration	NA	32	109	216.46	8.0	32	109	216.46	8.0
Perform Procurement Management	# of Procurement Plans	40	261	60.00	6.4	40	261	60.00	6.4
Subtotal					21.1				21.1
Policy and Field Operations Division									
Perform Procurement Management	NA		4.2		4.2
Develop Program Policy/Procedures and Process Improvements	NA	2	3.4	2	3.4
Perform Risk Management Duties	# of Field Contracting Operations		3	69.60	0.1		3	69.60	0.1

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Workload Guideline	Workload Indicator	-----Fiscal Year 2002-----				-----Fiscal Year 2003-----			
		Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Perform Systems Management Duties	# of Data Systems		3	3,027.60	4.4		3	3,027.60	4.4
Administer Acquisition Career Management Program	# of GTR/CS Personnel		413	9.61	1.9		413	9.61	1.9
Subtotal					14.0				14.0
Administration Support Division									
Perform Contract Placement Services	# of Procurement Requests	67	200	127.37	8.1	67	200	127.37	8.1
Perform Contract Administration	# of Procurement Administered	40	167	152.50	9.3	40	167	152.50	9.3
Perform Procurement Management	# of Procurement Plans	30	171	93.77	6.3	30	171	93.77	6.3
Subtotal					23.7				23.7
Field Employment (CPO)									
Field Contract Operations (Denver)									
Perform Contract Placement Services	# of Procurement Requests		55	365.59	9.6		55	365.59	9.6
Perform Contract Administration	# of Contract Administered		687	127.50	42.0		687	127.50	42.0
Perform Procurement Management	NA		14.4		14.4
Subtotal					66.0				66.0
Headquarters Employment (DAS for Resource Management)									
DAS Immediate Office	NA	1	4.0	1	4.0
Subtotal					4.0				4.0
OAMS									
Immediate Office OAMS Dir	NA	1	3.0	1	3.0
Provide HQ facility management services	NA	1	19.0	1	19.0
Manage HQ Documents (Records and Mail)	NA	4	18.0	4	18.0

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Workload Guideline	Workload Indicator	-----Fiscal Year 2002-----				-----Fiscal Year 2003-----			
		Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Design install and maintain telecommunications system	Number of telecommunications items managed		3,324	5.03	8.0		3,324	5.03	8.0
Property supply and management	Number of equipment items in inventory		74,000	0.40	14.0		74,000	0.40	14.2
Space Design	Number of office layouts		3,840	3.26	6.0		3,840	3.26	6.0
Broadcasts	Number of Broadcasts		350	53.69	9.0		350	53.69	9.0
Printing/copying services	NA	1	20.0	1	20.0
Subtotal OHR					97.0				97.2
Immediate Office OHR Dir	NA	2	3.0	2	3.0
Executive Personnel Management and Staffing	Number of SES and non-SES positions supported		1,030	20.38	10.1		1,030	20.38	10.1
Non-executive Personnel Management	Number of employees supported		10,160	3.50	17.0		10,160	3.50	17.0
Non-executive Personnel Recruiting and Staffing	Number of staffing/recruiting actions		3,918	16.54	31.0		3,918	16.54	31.0
Labor and Employee relations	Number of LR/ER consultations provided		7,280	4.60	16.0		7,280	4.60	16.0
Personal Monitoring and Compliance	NA	8	5.0	8	5.0
Employee Assistance Program	Number of EAP workshops/support groups		60	104.40	3.0		60	104.40	3.0

Detail of Administration and Staff Services Staff Requirements

Workload Guideline	Workload Indicator	-----Fiscal Year 2002-----				-----Fiscal Year 2003-----			
		Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
General Direction	NA		0.0		0.0
Subtotal					85.1				85.1
HTA									
Training Systems and Services	Number of courses supported		680	37.00	12.0		680	37.00	12.0
Program/Technical Training	Number of training sessions		627	26.97	8.1		627	26.97	8.1
Professional Development Training	Number of training sessions		55	380.53	10.0		55	380.53	10.0
General Direction	NA		4.0		4.0
Subtotal					34.1				34.1
Field Employment (DAS for Resource Management)									
OHR									
Recruitment/staffing classification	NA		39.0		39.0
Academy Training Consultations	Number of nominations processed		805	26.00	10.0		805	26.00	10.0
Employee Service Center			9,732	5.37	25.0		9,732	5.37	25.0
General Direction	NA		
Subtotal					74.0				74.0
Headquarter Employment (DAS for Operation)									
General Direction	NA		0.0		0.0
Subtotal					0.0				0.0
Field Operations/technical support									
Not studied --- new organization									
DAS for Operations(front office)					0.0				0.0
Office of Field Operations & Technical Support					0.0				0.0

Detail of Administration and Staff Services Staff Requirements

Workload Guideline	Workload Indicator	-----Fiscal Year 2002-----			-----Fiscal Year 2003-----				
		Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE	Underfunded Workload/ Allocation	Projected Accomplishment	Projected Unit Cost (Hrs)	FTE
Subtotal					0.0				0.0
Field Employment (DAS for Operation)									
Administrative Service Centers									
Field Office facility support	Number of Field Offices supported		81	1,857.00	72.0		81	1,857.00	72.0
Field staff administrative support	Number of HUD staff serviced		7,779	28.20	105.1		7,779	28.20	105.1
General Direction	NA		
Subtotal					177.1				177.1

Detail of Administration and Staff Services Staff Requirements

	Estimate 2002	Estimate 2003	Increase + Decrease - 2003 vs 2002
Headquarters Employment			
Immediate Office, AS Admin	7.0	7.0	0.0
Office of Budget and Administrative Support	28.0	28.0	0.0
OMAP	12.0	12.0	0.0
Office of Security	13.0	13.0	0.0
Executive Secretariat	19.0	19.0	0.0
Executive Scheduling	14.0	14.0	0.0
Special Action	6.0	6.0	0.0
HTA	34.1	34.1	0.0
Grants Management	7.0	7.0	0.0
Subtotal	140.1	140.1	0.0
DAS for Resource Management			
Immediate Office	4.0	4.0	0.0
OAMS	97.0	97.2	0.2
OHR	85.1	85.1	0.0
Subtotal	186.1	186.3	0.2
DAS for Operation			
General Direction	0.0	0.0	0.0
Field Operations/technical support	0.0	0.0	0.0
Subtotal	0.0	0.0	0.0
CPO			
Immediate Office	5.0	5.0	0.0
Program Support Division	21.1	21.1	0.0
Policy and Field Operations Division	14.0	14.0	0.0
Administration Support Division	23.7	23.7	0.0
Subtotal	63.8	63.8	0.0
Total	390.0	390.2	0.2
Field Employment			
DAS for Resource Management			
OHR	74.0	74.0	0.0
DAS for Operation			
Operation	177.1	177.1	0.0
CPO			
Field Contract Operations (Denver)	66.0	66.0	0.0
Total	317.1	317.1	0.0

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	FTE			
	Actual	Estimate	Estimate	Increase +
	2001	2002	2003	Decrease -
				2003 vs 2002
Headquarters.....	425	390	390	0
Field	259	317	317	0
Total	684	707	707	0

Headquarters Employment - Chief Procurement Officer

The Office of the Chief Procurement Officer (OCPO) is responsible for all departmental procurement activities in support of HUD's operations and program requirements. This includes providing the necessary procurement support to achieve the Department's programmatic goals through the award and administration of contracts, purchase orders, and interagency agreements; This office is also responsible for the development and implementation of Departmental policies, standards, and procedures for an effective contracting program; and, to ensure that HUD receives good value for the funds expended.

The number of procurement requests, procurement contracts administered, and procurement plans that are normally processed will be drastically reduced, due to the decrease in FTEs. The staff will process a lower volume of the workload and, this will have an impact on our ability to timely process these requests and a backlog will develop. This will have an adverse effect on all of HUD's major programs.

The Department may experience a reduced staffing due to attrition and retirement with the aging workforce, including current staff. A decreased in the workforce and an increase in workload requires more work to be performed by contractors. This will require additional staffing levels in the CPO office to handle the significant increases in contract execution and contract management functions.

DAS for Resource Management

Headquarters Employment

Immediate Office

The overall oversight, management, and quality of delivery of all support services to internal HUD customers will suffer due to the unfounded workload/allocation. The immediate office suffers due to the lack of critical support staff. The office as a result, experienced a backlog of work. The existing staffs have been unable to timely process critical actions to improve customer service.

Office of Human Resources

This office develops, administers and evaluates the personnel management programs which include classification, staffing, employee and labor relations, performance management, benefits administration, and the Department's payroll function; This office also establishes, coordinates, and implements policies for these programs. It implements standards, programs, regulations, procedures and systems and evaluates the quality of personnel management. The office represents the Department with the Office of Personnel Management, the Merit Systems Protection Board, and various external agencies. A decrease in workload and FTE will have an impact not only internally but the external agencies will be affected without proper staff support.

Staffing and Classification Division

The Staffing and Classification Division is the nucleus of the staffing and recruitment function within the Department. This Division is responsible for servicing all of Headquarters and coordinating staffing and recruitment services provided by the Field, particularly for major recruitment initiatives. The Division is responsible for Departmental reporting to the Office of Personnel Management (OPM) for various Federal employment initiatives monitored by OPM. In addition to routine staffing, classification and position management, the Division has two other significant functions:

1. Responsible for the Senior Management Approval process which manages the Department's hiring control procedures and

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2. Responsible for managing special employment programs (i.e. employment of Hispanics and persons with disabilities; minority recruitment; and student employment, particularly a formalized Intern Program).

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This workload is already overwhelming for the current Division staff; four Specialists have left since August 2001, creating a significant service delivery problem. The majority of the remaining Specialists are in the developmental stage, below the GS-13 full performance level, and new to the Department. Only three Specialists are technically proficient in both staffing and position classification. Consequently, the Division is suffering a tremendous backlog in position classification. Virtually all program areas are affected by this backlog. Also, there is a serious lack of skill in the area of position management, which is directly linked to the position classification function.

The Division will be severely impacted by any additional staffing cuts. The Division must hire some skilled position classifiers and at least two additional hires are needed to manage the Headquarters servicing workload. The Special Employment Programs function requires a dedicated, full time coordinator and a Branch Chief to provide technical guidance and on-the-job training to assigned staff.

The following areas and initiatives discussed below will not receive adequate coverage by this office due to the staffing shortfalls:

OMB continues to place HUD's Human Capital Management as a High Risk activity and a material weakness.

To address the above issue, this office is tasked with accomplishing the following:

- Major Mandated Human Capital Management Initiatives are planned in 2002 and 2003 to make HUD more citizens centered with employee rewards and accountability tied to results. The following initiatives cannot be completed timely with the existing staff levels.
- Recruitment and Retention Initiatives.
- HUD Intern Program Strategy.
- Succession Planning.
- Five-Year strategic plan to reduce management and organizational layers.
- Compile, analyze and disseminate data on supervisory ratios and salary costs necessary to conduct Departmental review.
- Develop the plan to delayer organizations and decrease average salary costs.
- Analyze retirement and attrition projections in major career series, identify core competencies needed for each major career series, and adopt strategies to keep critical positions filled.
- Approximately 50 percent of the Department's employees will be eligible to retire in the next 3 to 5 years, therefore, it is essential that there be sufficient experience staff to process the increased workload.
- OPM has mandated that key positions at HUD including over 1000 positions in Series 200, 500, 2200, and 901 be re-classified. This workload cannot be completed timely with the current staffing level. The Department must have professional personnel staff to ensure that current and future positions are classified, prior to filling positions.
- HUD is in the process of completing a major redeployment of more than 500 employees to field organizations across the country to strengthened and improve front-line delivery of services to the public. This requires that we process more than 500 reassignment personnel actions in addition to the re-classification project. The current staff FTE is not sufficient to complete

the required projects and workload The Department will be vulnerable in not adhering to regulations and critical positions may not be filled to meet HUD's field program delivery needs

- Conduct on-going Performance Management and Incentive Awards, provide advice and guidance.
- Human Resources Handbook revisions and new items required: (1) Classification Appeals (New); (2) Position Management (New) Time; and (3) Attendance (Updated).

Executive Personnel Management & Staffing

This division develops, implements and evaluates agency and OPM required programs for its service population. The division is responsible for providing the full range of personnel services to all employees in the Office of the Secretary (including competitive and noncompetitive), the Office of Administrative Law Judges, the HUD Board of Contract Appeals, Presidential appointees, Schedule C employees, non-career and career Senior Executive Services (SES) members, Experts and Consultants, and Senior Executives in the field. Providing personnel services to the SES executives not only includes staffing and classification services, but also includes implementing the Executives Performance Accountability and Communication Systems (including the most recent mandate of the OPM performance management regulation pertaining to balance measures), Presidential Rank Awards Program, the SES Re-certification Program, the SES Candidate Development Program, and providing support services to the Executive Resources Board and Performance Review Board.

The division must maintain full staff capacity level to continue to provide the high quality of service to its customer and accommodate the needs of the new Administration. The new Administration leadership team now in place, has increased the workload of the division as SES positions are being staffed and reassignments among SES members. Staff shortages drastically impact the division's efforts to provide comprehensive services in a timely manner. Additionally, a staff shortage will produce a serious deficiency in skill levels and depletion of specific OPM executive program knowledge.

Labor and Employee Relations

This division has Department-wide responsibility for providing statutory and regulatory guidance, policy development and interpretation, research, technical and operational assistance, program compliance and evaluation to all levels of management in three major functional areas: (1) labor relations, (2) employee relations, and (3) personnel security. The labor relation staff is also responsible for national level negotiations, representation before third parties, and for maintaining ongoing working relationships with two active and aggressive Union organizations in HUD at both the national and headquarters level.

With the increased Congressional interest in the security of information systems Government-wide, the Office of Inspector General is closely scrutinizing the functional operations and procedures employed by the personnel security staff to ensure that all HUD employees and contractor staff on sensitive/financial computer systems have appropriate background investigations. This initiative has resulted in a massive increase in workload for the personnel security staff, which is likely to grow in light of recent terrorist activities.

The work of employee relations, labor relations, and personnel security is knowledge-based and highly specialized. The staff must be professionally skilled and trained consultants in order to provide management adequate technical advice to avoid grievances, and suits by third parties due to inadequate technical advice and assistance. The result could be a grave financial and operational impact to the Department (e.g., back pay, compensatory damages, attorney fees, arbitrator fees, etc.).

Salaries and Expenses, Housing and Urban Development
Budget Activity 11: Administration and Staff Services

It is imperative that this division increases its current FTE level in order to operate efficiently, ensure continuity in the technical advice and services, and to ensure that management actions are properly managed.

DAS for Operations - Administration

Field Employment

Administrative Service Centers

Field Office facility support

This office is comprised of three Service Centers in New York, Atlanta and Denver, and provides critical front-line support involving a wide range of coordinated services to HUD internal customers in all of the 80 HUD Field Offices. Currently, 336 employees in these Service Centers serve 6,565 HUD employees nationwide. These services include human resources support and liaison services for training and other services, such as document management, space management, facilities management and contracting. The physical asset inventory is approximately \$300 million. The Service Centers manage over 2.9 million square feet of Federal leased office space with associated lease costs that are over \$60 million.

The need for heightened security at all Federal facilities creates the need for additional resources to perform reviews of existing security and to strengthening security to the required levels as a result of the terrorist attacks in September, 2001.