



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-3000

GENERAL DEPUTY ASSISTANT SECRETARY FOR  
ADMINISTRATION CHIEF HUMAN CAPITAL OFFICER

NOV 16 2009

MEMORANDUM FOR: The Deputy Secretary

FROM: Janie L. Payne, General Deputy Assistant Secretary for  
Administration/Chief Human Capital Officer, A *Janie L. Payne*

SUBJECT: **ACTION** – Proposed Reorganization – Office of Administration

The 2010 Budget, *Road Map for Transformation*, seeks to implement Agency transformation. In line with the Department's Transformation Initiative, Secretary Donovan and Deputy Secretary Sims recently announced that human capital transformation will be a top priority. The proposed reorganization is a result of the decision to focus more strategically on human capital. HUD's focus on Human Capital is congruent with the establishment of agency Chief Human Capital Officers under title XIII, Sec. 1302 (a), November 25, 2002, 116 Stat. 2287.

Given the human capital focus, the Office of the Assistant Secretary for Administration will transform into the Office of the Chief Human Capital Officer (OCHCO). Through this action, the core of OCHCO will include all services designed to foster partnership with HUD's Program Offices to improve their ability to attract, develop and retain people and knowledge in the accomplishment of the Department's mission. The reorganization will create an infrastructure, which will streamline human capital functions and establish a customer service-oriented human resource organization.

In support of the agency senior leadership direction and to exercise the goals of the agency for selecting, developing, training, and managing high quality, productive workforce in accordance with merit system principles, the Office of the Assistant Secretary for Administration will transition all existing functions and resources to more adequately reflect the goals and responsibilities articulated by the Secretary; to focus more deliberately on recruitment and staffing, retention strategies, and training for all HUD employees.

Traditionally, Human Capital functions were buried within the Office of Administration, and therefore, service delivery was minimized, resulting in customer dissatisfaction, inadequate resource allocation, and ineffective work processes. Through this action, the core of the Office of the Chief Human Capital Officer (OCHCO) will be to foster partnering relationships with HUD's Program Offices to improve their ability to attract, develop, and retain people and knowledge in the accomplishment of the Department's mission. The reorganization will, using existing resource allocation, redesign an infrastructure, which will streamline human capital functions, reduce top layers of leadership, and retool staff and redirect that staff to common Human Capital mission for the agency; driving quality decision making and empowerment by front line employees and establishing a customer service-oriented human resource organization.

HUD is facing increase competition in attracting and retaining talent. To meet this challenge, the Office of Administration is proposing to redefine the existing Human Resource management organization. Currently, the Deputy Assistant Secretary for Human Resource Management oversees the Office of Human Resource, the Office of Training Services, and HR Management Information and Enterprise Management Staff Office. The transformation would establish the Office of Human Capital Services (OHCS), which will be lead by an Office Director and is the OCHCO core business function.

The Office of Administration is proposing the establishment of a Recruitment Branch that will focus on strategic recruitment practices. The focal point of the Recruitment Branch will involve the development of partnerships with Program Offices in order to obtain a better understanding of their recruitment needs and to create a strategic approach to reducing skill gaps and succession planning. Additionally, the OHCS will combine previously separated Field and Headquarters recruitment and staffing, and Employee and Labor Relations functions to provide customer specific, human capital services. By combining these functions, OCHCO can maximize resources, create uniform processes across HUD's footprint, and better align staff to work as a team to foster improved results. This Office will focus on establishing procedures that will reform the way HUD does hiring as well as meet the OPM streamline 80 day hiring process.

To effectively execute hiring reform and a streamlined hiring process, a portion of the functional realignment involves movement of the Security and Suitability function. Suitability is the process by which the character and conduct of applicants and employees are assessed to assure that their Federal employment will protect the integrity and promote the efficiency of the Federal Service. Traditionally, this function has resided in the Office of Security and Emergency Planning (OSEP), which often resulted in a lack of coordination between hiring efforts and suitability efforts. Employees were provided entry on duty dates by a hiring specialist; however, the suitability process was slow and disjointed. With this restructure, the process of investigation and adjudicating the background of applicants and employees to determine their eligibility for access to classified information will be inter-dependant with the recruitment and hiring process, supporting HUD's ability to onboard employees within the mandated 80 day window.

In order to provide consistent service delivery and resource distribution, the Office of Administration's proposes the establishment of the Office of Human Capital Services that will combine Field and Headquarters human capital services. This Office will focus on establishing procedures that will meet the OPM streamline 80 day hiring process and hiring reform goals. A portion of the functional realignment involves movement of the Personal Identity Verification and the Security Investigation function to the Office of Human Capital Services to fully consolidate HUD's hiring functions.

In support of the President's Wellness Initiative, the Office of Administration is proposing the establishment of Employee Assistance Program, Health and Wellness Division that will focus on developing steps to improve employee satisfaction and wellness. Additionally, to more effectively manage the vast volume of case work, the Office of Administration is proposing the establishment of a branch that will have the sole function of reasonable accommodation. The

establishment of Reasonable Accommodations Branch will allow the staff to better focus in addressing the reasonable accommodation needs of the Department.

The Office of Administration is proposing the establishment of the Office of Policy, Planning, and Training to ensure uniform development and application of OCHCO policy. The Secretary and Deputy Secretary have made employee training a high priority. With this priority in mind, the Office of Administration proposes the establishment of Training and Employee Development Division. This office will focus on the development of a robust training program that will focus on skill training and Field Office training.

The Office of Administration proposes the establishment of the Office of Human Capital Field Support. The Office will be responsible for the delivery of space management and building operation services based upon the guidance established in Headquarters. Additionally, the proposal includes the establishment of two Operations Branches within the Operations Division. The two additional branches will reduce the supervisor to employee ratio, thus allowing supervisors to more effectively respond to employees' and customers' needs. Furthermore, the Office of Administration proposes the creation of a new position, Human Capital Liaison. This new position will be customer service oriented and the first point of contact for human capital services in the field offices.

To manage the Department's assets and ensure consistent application of facilities management function, the Office of Administration is proposing the establishment of the Office of Facilities Management Services. The Office will work collaboratively with the Office of Human Field Support services in order to ensure that the Department's facility resources are used efficiently and effectively. Moving Physical Security and Investigative Security Branch into the Headquarters Operations Division will align similar functions to include access control and building security.

The Office of Administration is proposing the establishment of OCHCO Support Services, which is designed to meet OCHCO administrative needs. The establishment of Human Capital Information Systems Division will be responsible for the data management relative to OCHCO performance, to include OCHCO Dashboard development.

In preparation for HUD's transformation, Executive Scheduling and Operations, Emergency Preparedness and Disaster Recovery Division, Grants Management and Oversight Division, and Broadcasting Operations are positioned under the Office of the Chief Human Capital Officer for FY2010. However, the Office of Administration is proposing that these organizations be repositioned to the following Offices when the Department's FY 2011 budget is passed:

- Executive Scheduling and Operations to the Office of the Secretary
- Emergency Preparedness and Disaster Recovery Division to the Office of the Disaster and Emergency Operations Officer (formerly managed under the Office of Administration, Office of Security and Emergency Planning)
- Grants Management and Oversight Division to the Office of Strategic Planning and Management
- Broadcasting Operations to the Office of Public Affairs

During the period of transformation, the Office of Administration efforts have centered on increased transparency and accountability. The proposed reorganization to OCHCO will maintain its focus on transparency and accountability. Additionally, OCHCO will focus on developing a partnership with Program Offices. Consequently, OCHCO will develop service level standards that will serve as the foundation for customer expectation.

## **STAFFING/ORGANIZATION**

### **Creation of the Office of Human Capital Services**

The Office of Administration is proposing to disestablish the Office of the Deputy Assistant Secretary for Human Resource Management to streamline the decision making process. To meet the challenge of increased competition in attracting and retaining talent, the Office of Administration is proposing to redefine the existing Human Resource management organization. The Office of Administration is proposing the establishment of the Office of Human Capital Services. Benefits will include:

- A Recruitment Branch which will focus on strategic recruitment practices.
- Combining Field and Headquarters Staffing and Classification and Employee and Labor Relations functions which will provide customer specific and human capital services.
- Realigning Personnel Security Division into the Office of Human Capital Services which will support HUD's ability to onboard employees within the mandated 80 day window.
- An EAP, Health and Wellness Division which will support the President's Wellness Initiative.

### **Proposed Office of Human Capital Services**

- Disestablish the Office of the Deputy Assistant Secretary for Human Resource Management and the Office of Human Resources (OHR). Establish the Office of Human Capital Services that will report to the Deputy Chief Human Capital Officer.
  - Disestablish the following Divisions and Branches in OHR:
    - Headquarters Staffing and Classification Division
      - Headquarters Operation Branch 1
      - Headquarters Operation Branch 2
      - Headquarters Operation Branch 3
    - Field Staffing and Classification Division
      - Field Operation Branch 1
      - Field Operation Branch 2
      - Field Operation Branch 3
  - Establish the following Divisions and Branches in the Office of Human Capital Services:
    - Recruitment & Staffing Division - Headquarters and Field staffing and classification functions will be realigned into Recruitment and Staffing

Division. Staffing and classification functions located in the field will be out-stationed from Headquarters.

- Recruitment Branch
- Staffing and Classification Branch 1
- Staffing and Classification Branch 2
- Staffing and Classification Branch 3
- Staffing and Classification Branch 4
- Personnel Security Division
  - Security Investigation Branch - Functions were formerly managed in the Office of Security and Emergency Planning, Security Division, Personnel Security Branch.
- Realign Personal Identity Verification Branch into the Office of Human Capital Services, Personnel Security Division.
- Disestablish the following Division and Branch in OHR:
  - Compensation, Organization Analysis, and Human Resource Systems Division
    - Employee Assistance Program Branch
- Establish the following Division and Branches in the Office of Human Capital Services:
  - Employee Assistance Program (EAP), Health, and Wellness Division
    - EAP Work Life Branch
    - Reasonable Accommodations Branch
- Disestablish the following Divisions and Branches in OHR:
  - Headquarters Labor and Employee Relations Division
    - Employee Relations Branch
    - Labor Relations Branch
  - Field Labor and Employee Relations Division
    - Field Labor and Employee Relations Branch 1
    - Field Labor and Employee Relations Branch 2
    - Field Labor and Employee Relations Branch 3
- Establish the following Division and Branches in the Office of Human Capital Services:
  - Employee and Labor Relations (ELR) and Performance Management Division - Headquarters and Field Labor Relations and Employee Relations functions will be realigned into ELR and Performance Management Divisions. Labor Relations and Employee Relations functions located in the field will be out-stationed from Headquarters.
    - ELR and Performance Management Branch 1
    - ELR and Performance Management Branch 2
    - ELR and Performance Management Branch 3

- Disestablish the following Divisions and Branch in OHR:
  - Pay, Benefits, and Retirement Center
  - Compensation, Organization Analysis, and Human Resource Systems Division, Pay, Performance, and Workforce Analysis Branch
- Establish the following Division and Branches in the Office of Human Capital Services:
  - Pay, Benefits, and Retirement Division
    - Benefits and Retirement Branch
    - Pay and Compensation Branch
    - Time and Leave Administration Branch

### **Creation of the Office of Policy, Planning, and Training**

The Office of Administration is proposing the establishment of the Office of Policy, Planning, and Training. Benefits will include:

- Establishing a Training and Employee Development Division which will have an emphasis on developing a robust training program, which will include a heavy emphasis on Field employee development.
- Establishing a Policy and Oversight Division which will ensure uniform development and application of OCHCO policy.

### **Proposed Office of Policy, Planning, and Training**

- Disestablish Training Services in the Office of the Deputy Assistant Secretary for Human Resource Management and establish the Office of Policy, Planning, and Training that will report to the Deputy Chief Human Capital Officer.
  - Disestablish the following Staff Office and Divisions in Training Services:
    - Training Policy and Services Staff
    - Employee Career Development Division
    - Leadership and Management Division
    - Program Technical Training Division
  - Establish the following Division and Branches in the Office of Policy, Planning, and Training:
    - Training and Employee Development Division
      - Leadership Development Branch
      - Employee Development Branch
  - Disestablish the following Division and Staff Office in OHR:
    - Human Resources Policy Research and Development Division
    - Human Capital Management Staff

- Establish the following Division and Branches in the Office of Policy, Planning, and Training:
  - Policy and Oversight Division
    - Policy Development Branch – Functions were formerly managed in Human Resources Policy Research and Development Division.
    - Strategy, Planning, and Accountability Branch - Functions were formerly managed in Human Capital Management Staff and the Office of Management and Planning.

### **Creation of the Office of Human Capital Field Support**

The Office of Administration is proposing the establishment of the Office of Human Capital Field Support. This Office will provide facilities services along with human capital liaison services for the Field offices. Benefits will include:

- Establishing two additional Operations Branches which will reduce the supervisor to employee ratio, thus allowing supervisors to more effectively respond to employees' and customers' needs.
- Creating a Human Capital Liaison position that will be customer service oriented and the first point of contact for human capital services in the field offices.

### **Proposed Office of Human Capital Field Support**

- Disestablish the Office of Field Administrative Resources (OFAR) and establish the Office of Human Capital Field Support that will report to the Deputy Chief Human Capital Officer. The Office will be out-stationed from Headquarters and will provide administrative support services and human capital liaison services for employees located in the field offices.
  - Disestablish the following Branches:
    - Operations Division, Northern Operations Branch
    - Operations Division, Southern Operations Branch
  - Maintain the Operations Division and establish the following Branches:
    - Operations Branch 1
    - Operations Branch 2
    - Operations Branch 3
    - Operations Branch 4
  - Maintain the Project Management Division that includes the following branches:
    - Project Management Branch A
    - Project Management Branch B

### **Creation of the Office of Facilities Management Services**

The Office of Administration is proposing the establishment of the Office of Facilities Management Services. Benefits will include:

- Working collaboratively with the Office of Human Field Support services in order to ensure that the Department's facility resources are used efficiently and effectively.
- Moving Physical Security and Investigative Security Branch into the Headquarters Operations Division which will align similar functions to include access control and building security.

### **Proposed Office of Facilities Management Services**

- Disestablish the Office of Administrative and Management Services (OAMS) and establish the Office of Facilities Management Services.
  - Disestablish the following Divisions and Branches in OAMS:
    - Space Management Division
      - Property and Supply Branch
      - Space Design Branch
      - Telecommunications Services Branch
    - Facilities Management Division
      - Building Services Branch
      - Building Maintenance and Energy Branch
      - Transportation and Management Services Branch
  - Establish the following offices in the Office of Facilities Management Services:
    - Space and Assets Management Division
      - Space Management Branch
      - Property Management Branch
      - Telecommunications Management Branch
    - Headquarters Operations Division
      - Facilities Services Branch
      - Building Operations and Energy Branch
  - Disestablish the Office of Security and Emergency Planning (OSEP)
    - Disestablish the following Offices in OSEP:
      - Protective Services Division
        - Investigative Services Branch
  - Realign Physical Security Branch into the Office of Facilities Management Services, HQ Operations Division.
  - Realign the functions of the Investigative Services Branch into Physical Security Branch.
  - Disestablish the following Divisions and Branches in OAMS:
    - Multimedia Division



- Publications Branch
- Document Management Division
  - Records and Directives Branch
  - Distribution and Mail Branch
- Establish the following Offices in the Office of Facilities Management Services:
  - Documents and Distribution Division
    - Printing and Graphic Arts Branch
    - Records Management Branch
- Realign Distribution and Mail Branch into the Office of Facilities Management Services, Documents and Distribution Division.

### **Creation of the Office of the Chief Human Capital Officer Support Services**

The Office of Administration is proposing to disestablish the Office of the Deputy Assistant Secretary for Budget and Management Support to streamline the decision making process. The Office of Administration is proposing the establishment of the Office of the Chief Human Capital Officer Support Services to meet OCHCO administrative needs. Benefits will include:

- Establishing a Human Capital Information Systems Division which will be responsible for the data management relative to OCHCO performance, to include OCHCO Dashboard development.
- Administering the Transit Subsidy and Purchase Card management.

### **Proposed Office of the Chief Human Capital Officer Support Services**

- Disestablish the Office of the Deputy Assistant Secretary for Budget and Management Support and the Office of Budget and Administrative Services (OBAS). Establish the Office of the Chief Human Capital Officer Support Services that will report to the Deputy Chief Human Capital Officer.
  - Disestablish HR Management Information and Enterprise Management
  - Disestablish the following Offices in OBAS:
    - Budget Division
    - Contract Oversight Division
    - Management Operations Division
      - Operations Branch
      - Administrative Support Branch
  - Establish the following Divisions and Branches in the Office of the Chief Human Capital Officer Support Services:
    - Human Capital Information Systems Division
      - Systems Management Branch

- Information Management Branch
- Budget and Services Division
  - Budget Branch
  - Administration, Compliance, and Oversight Branch
  - Contract Oversight Branch
- For FY2010, realign the Office of Executive Scheduling and Operations into the Office of the Chief Human Capital Officer Support Services. However, the Office of Administration is proposing that this Office be repositioned to the Office of the Secretary
- Disestablish Executive Secretariat and establish Executive Secretariat Division and the subsidiary Offices:
  - FOIA Branch
  - Correspondence Branch
- Disestablish the Office of Management and Planning. Functions will be realigned into the following Offices:
  - Office of the Chief Human Capital Officer Support Services, Human Capital Information Systems Division, Information Management Branch
  - Office of the Chief Human Capital Officer Support Services, Budget and Services Division, Administration, Compliance, and Oversight Branch
  - Office of Policy, Planning, and Training, Policy and Oversight Division, Strategy, Planning, and Accountability Branch
- Disestablish following Offices in OSEP:
  - Executive Security Branch
  - Security Division
    - Personnel Security Branch - Functions will be realigned into the Office of Human Capital Services, Personnel Security Division, Security Investigation Branch
  - Emergency Planning and Management Division
    - Emergency Preparedness Branch
    - Test, Training, and Exercise Branch
- For FY2010, establish the Emergency Preparedness and Disaster Recovery Division in the Office of the Chief Human Capital Officer Support Services. However, the Office of Administration is proposing that this Office be repositioned to the Office of Disaster and Emergency Operations Officer when the Department's FY 2011 budget is passed.
  - Establish the following Branches in the Emergency Preparedness and disaster Recovery Division:
    - Executive Security Services Branch – Functions were formerly managed in OSEP, Protective Services Division, Executive Security Branch and Investigative Services Branch

- Emergency Planning and Management Branch – Functions were formerly managed in OSEP, Emergency Planning and Management Division, Emergency Preparedness Branch and Test, Training, and Exercise Branch
- For FY2010, realign the Office of Grants Management and Oversight in the Office of the Chief Human Capital Officer Support Services. However, the Office of Administration is proposing that this Office be repositioned to the Office of Strategic Planning and Management in the third quarter of FY2010.
- Rename OAMS, Multimedia Division, Broadcasting Branch to Broadcasting Operations. For FY2010, realign Broadcasting Operations in the Office of the Chief Human Capital Officer Support Services. However, the Office of Administration is proposing that this Office be repositioned to the Office of Public Affairs when the Department's FY 2011 budget is passed.

### **Realignment of Offices out of the Office of the Chief Human Capital Officer**

In preparation for HUD's transformation, Executive Scheduling and Operations, Emergency Preparedness and Disaster Recovery Division, Grants Management and Oversight Division, and Broadcasting Operations are positioned under the Office of the Chief Human Capital Officer Support Services for FY2010. However, the Office of Administration is proposing that these organizations be repositioned out of the Office of the Chief Human Capital Officer for the following reasons:

- Executive Scheduling and Operations to the Office of the Secretary
  - The primary function of this Office is to provide advance team support, which involves all logistics associated with the Secretary's schedule and travel.
- Emergency Preparedness and Disaster Recovery Division to the Office of the Disaster and Emergency Operations Officer
  - The primary function of this Office includes the planning and implementing programs that respond to a wide variety of disasters and other emergencies, critical situation management, safety, and personnel security, which is in alignment of the current functions of the Office of the Disaster and Emergency Operations Officer.
- Grants Management and Oversight to the Office of Strategic Planning and Management
  - The primary function of this Office includes providing leadership, oversight, and strategic direction for the management and coordination of grant programs within the Department, which is in alignment of the current mission of the Office of Strategic Planning and Management.
- Broadcasting Operation to the Office of Public Affairs
  - The primary function of this Office involves collaborating with the Office of Public Affairs regarding the broadcast and photography needs for the Secretary and the Deputy Secretary.

- Broadcasting services is the main communication tool that the Office of Public Affairs uses for the public and the Department.
- Additionally, the realignment of Broadcasting will eliminate the duplication of resources, specifically, the photography services.

### **Creation of the Office of Executive Resources**

The Office of Administration is proposing the establishment of the Office of Executive Resources. Benefits will include:

- Providing a higher profile level of service for the Department's Senior Executive Services (SES), Executive Level, Schedule C, and Senior Level employees to ensure that they are provided with consistent and expert advice on human resource management matters.
- Serving as a strategic transformation agent for executive leaders.
- Providing transformation coordination with various program offices within HUD such as Office of General Council (OGC), Equal Employment Opportunity Office (EEOO), and Union representatives.
- Serving as an advocate, facilitator and policy expert on executive resource issues within the Department and the Office of Personnel Management.

### **Proposed Office of Executive Resources**

- Disestablish the Office of Human Resources, Executive Personnel Management Division and establish the Office of Executive Resources that will report to the Deputy Chief Human Capital Officer.

### **HUMAN RESOURCE IMPACT**

No additional FTEs are being requested. All staffing actions will be accomplished within the resources and staffing levels of the current Office of Administration. All Office of Administration employees will retain a job, their grade, and their geographic location.

For the proposed OCHCO, employees are required to compete for the new manager/supervisor positions. (Office Director, Deputy Office Director, Division Director, Branch Chief) Therefore, current leaders are positioned under the head of the organizations where they are currently aligned. For example, the proposed placement of the four Senior Executive Service employees will be under the Immediate of OCHCO. The Office of Administration is working to establish the Position Descriptions for all of the new positions. Managers not selected for newly established positions will be placed in a position via re-assignment.

Office of Administration intends to follow all provision of Article 5 of the Labor Union Agreement. The majority of employees will be aligned in the organization based upon their current functions; therefore, the Office of Administration anticipates minimal impact to some bargaining unit employees.

## **RESOURCE ESTIMATION AND ALLOCATION PROCESS IMPLICATIONS**

We anticipate that the above proposed changes will be included in the next REAP study refresh.

## **DEPARTMENTAL CLEARANCES**

All relevant HUD officials have been consulted regarding this proposed reorganization of the Office of Administration. The only outstanding issue is the need for union notification. This process will be initiated should you approve this request.

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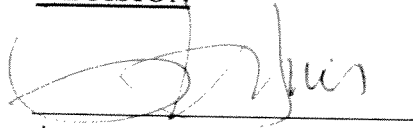
U.S. Department of Housing and Urban Development  
Previous edition is obsolete.

form HUD-713.1 (02-03)

**RECOMMENDATION**

I recommend approval of the request to reorganize the Office of Administration.

Attachments

**DECISION**A handwritten signature in dark ink, appearing to be "J. H. Smith", is written over a horizontal line.

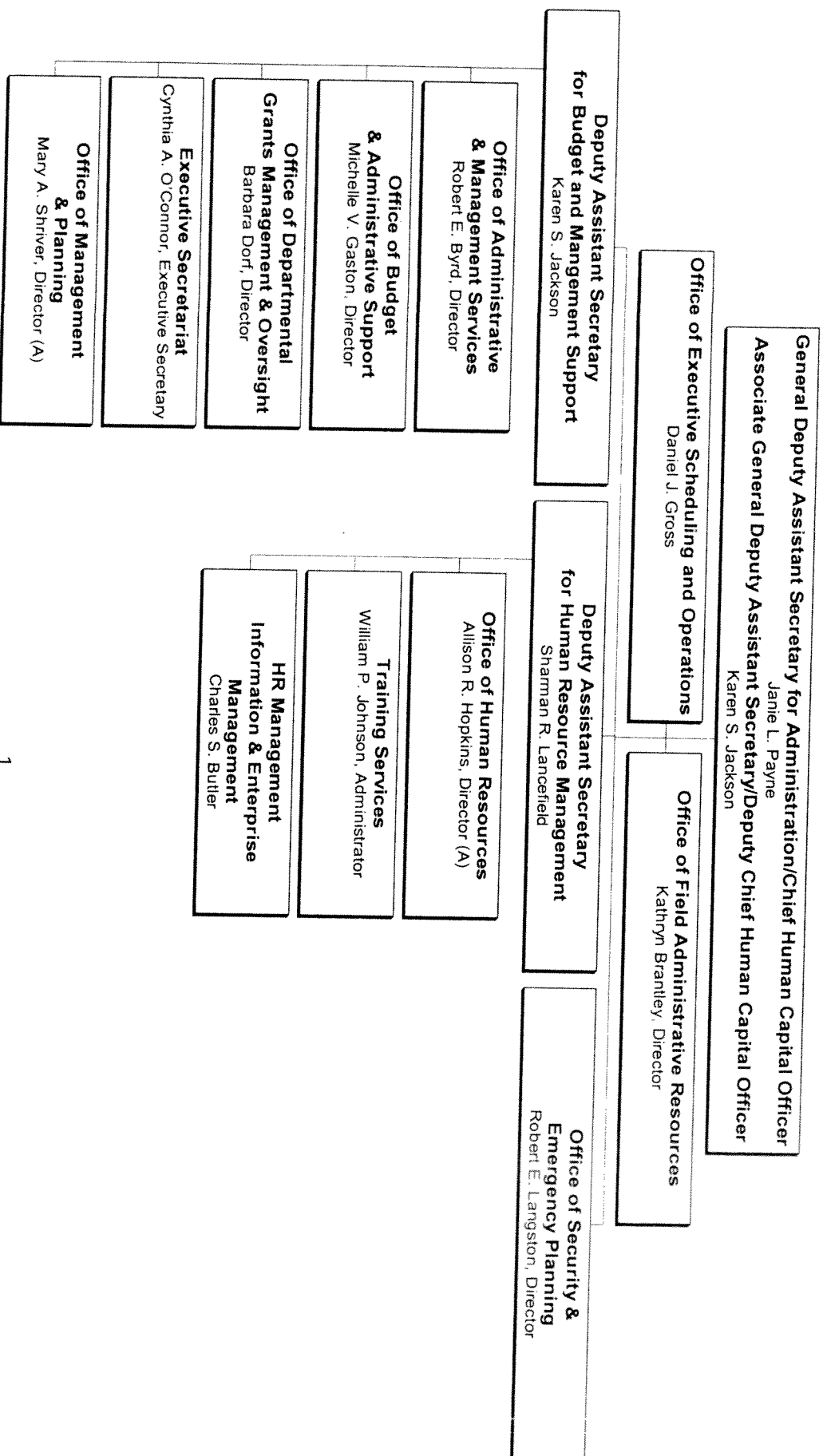
Approve

Disapprove

11-16-2009

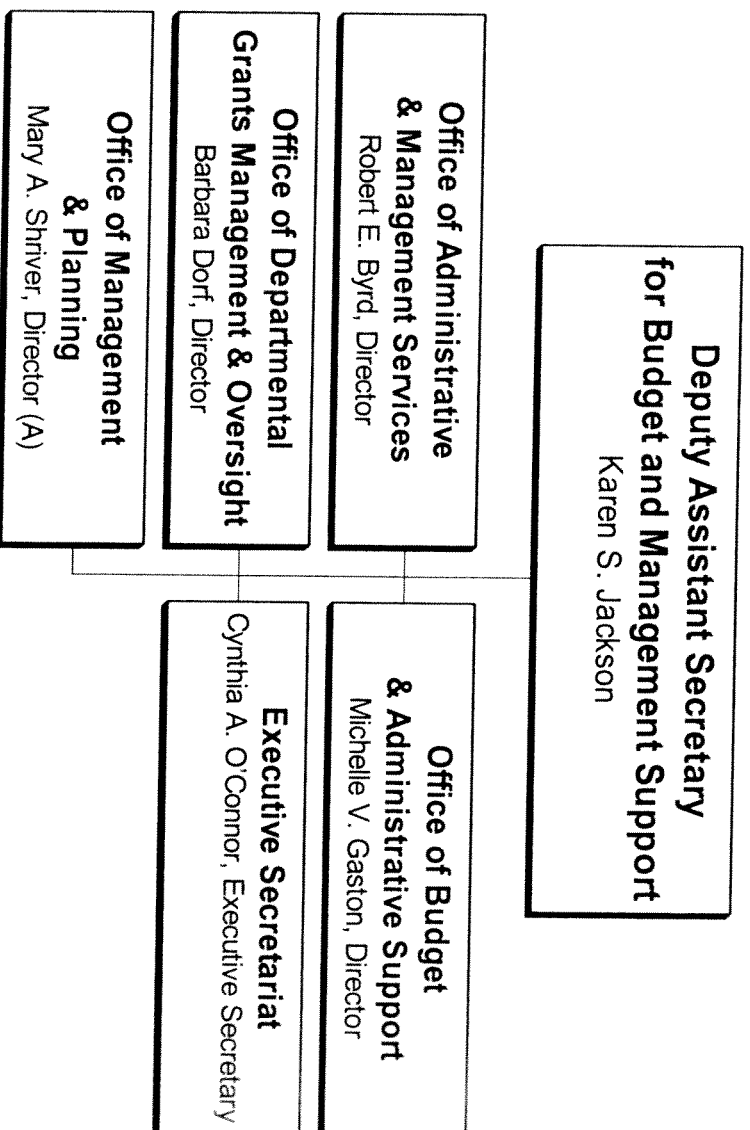
Date

# Office of Administration Current Organizational Chart

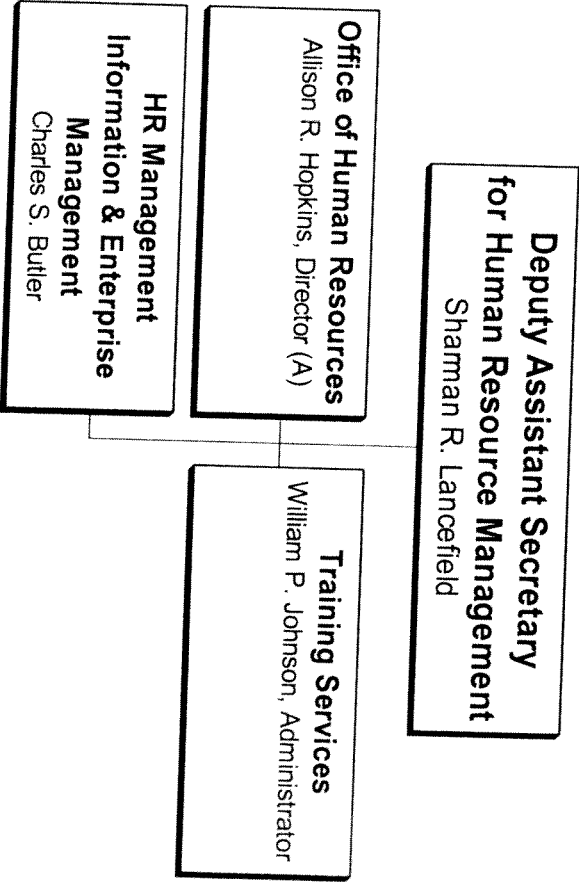




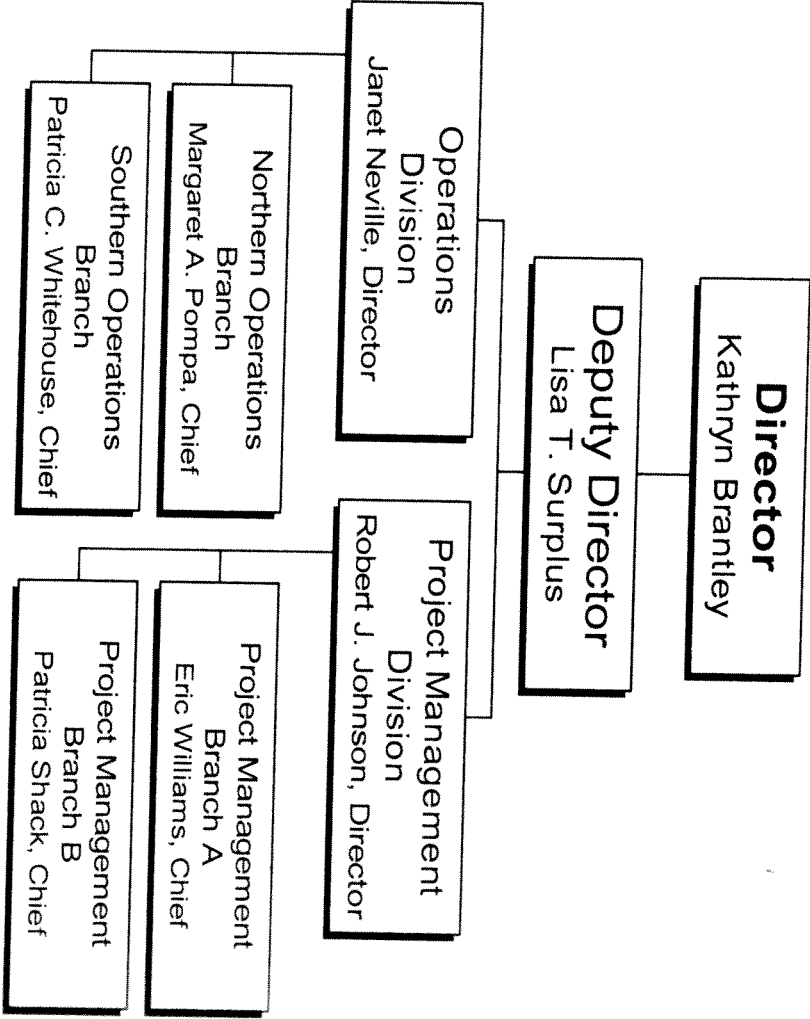
# Deputy Assistant Secretary for Budget and Management Support



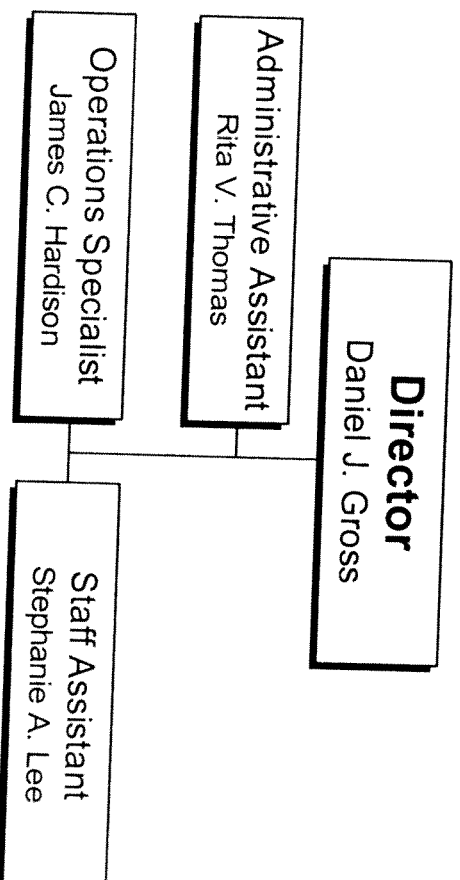
Deputy Assistant Secretary for Human Resource Management



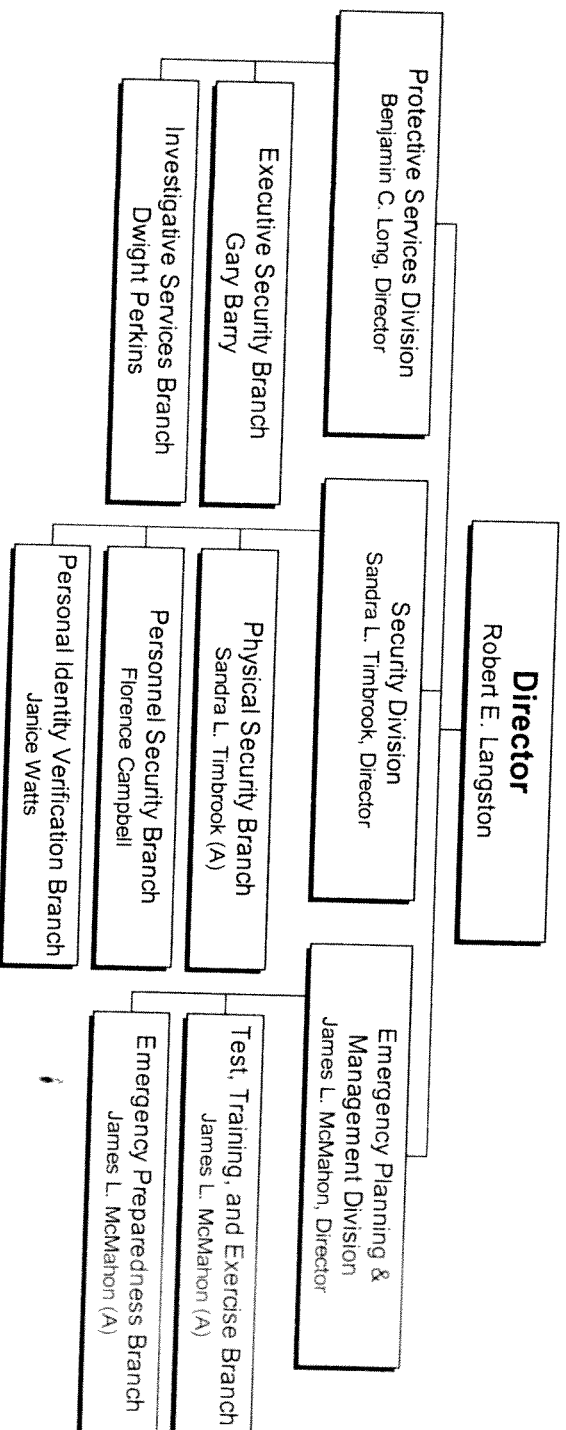
Office of Field Administrative Resources



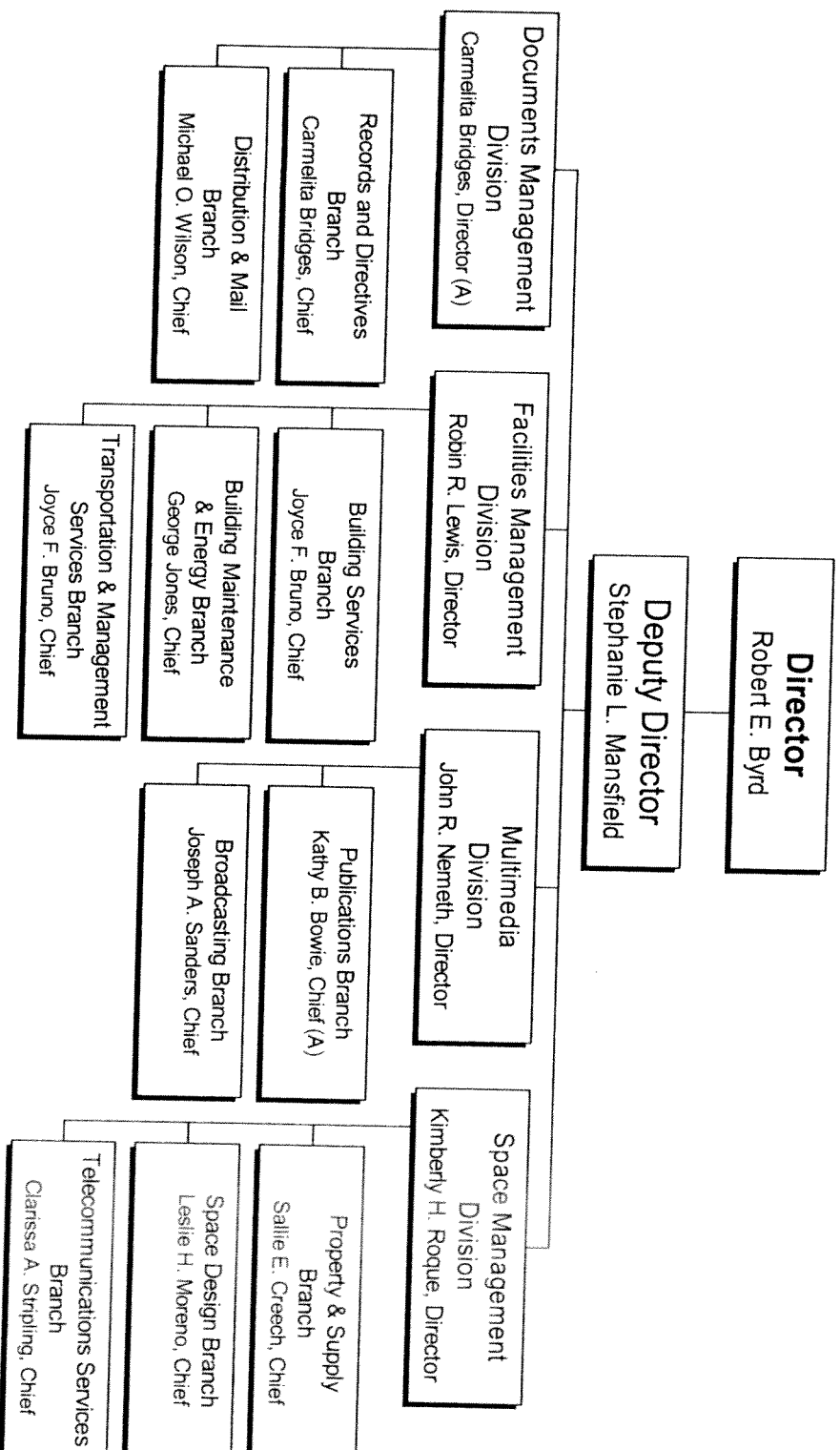
# Office of Executive Scheduling and Operations



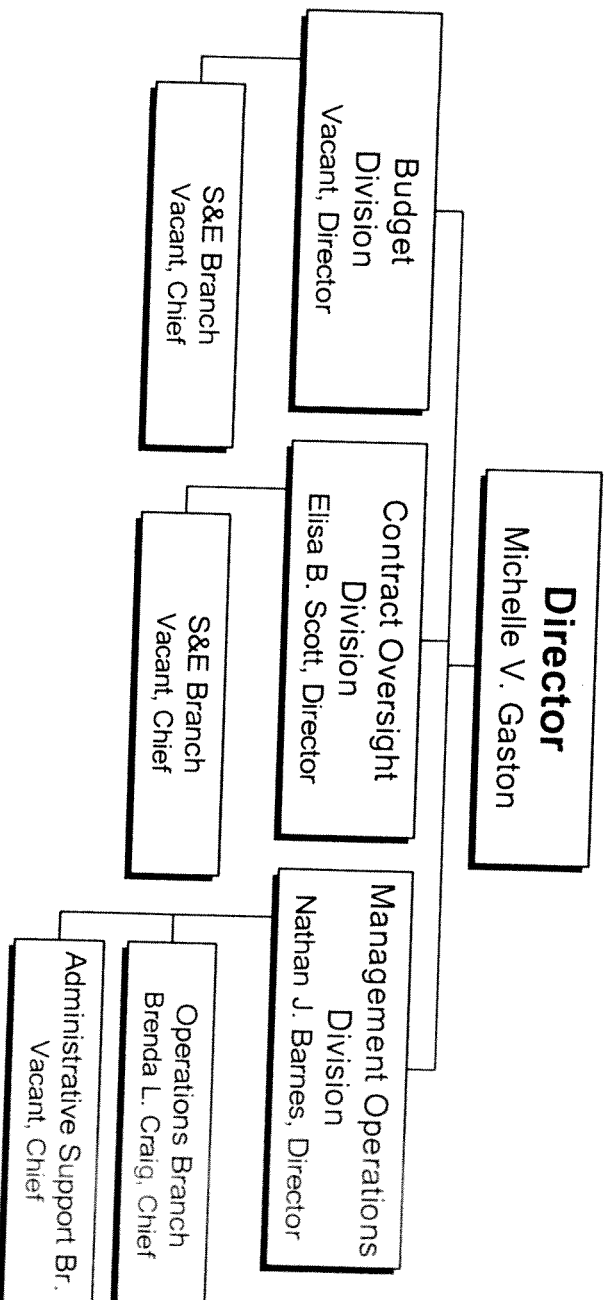
# Office of Security and Emergency Planning



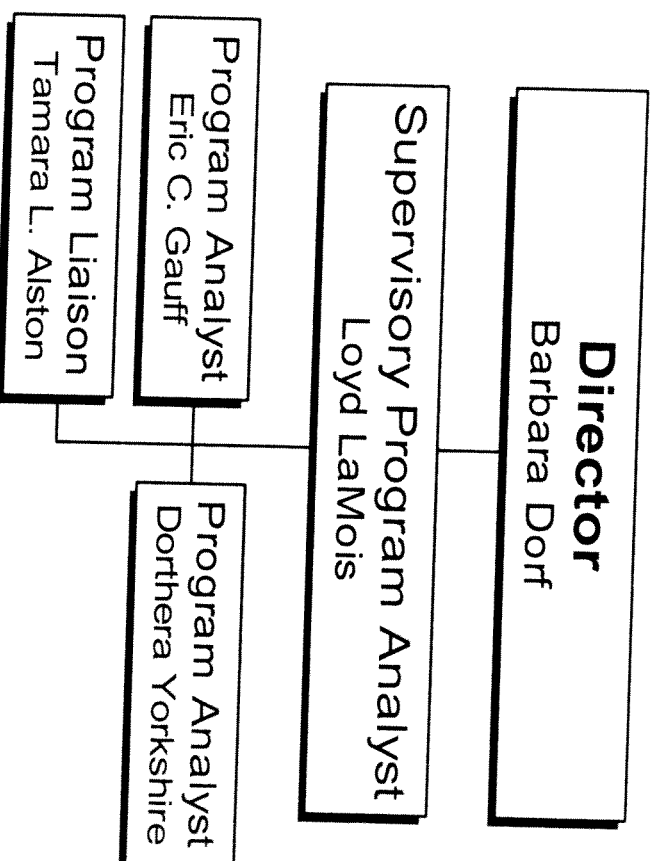
# Office of Administrative and Management Services



# Office of Budget and Administrative Support

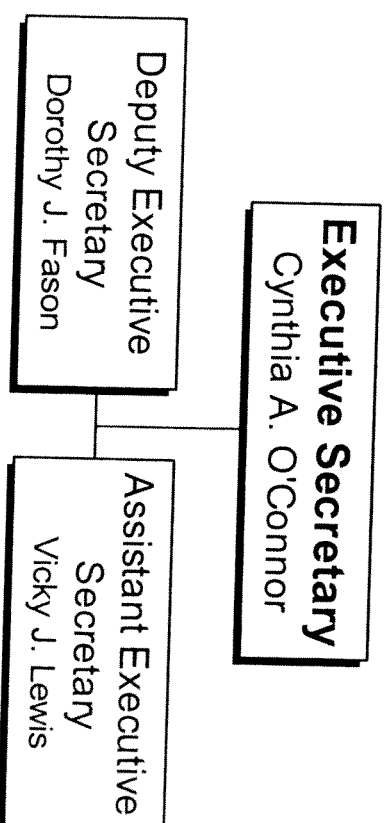


# Office of Departmental Grants Management and Oversight

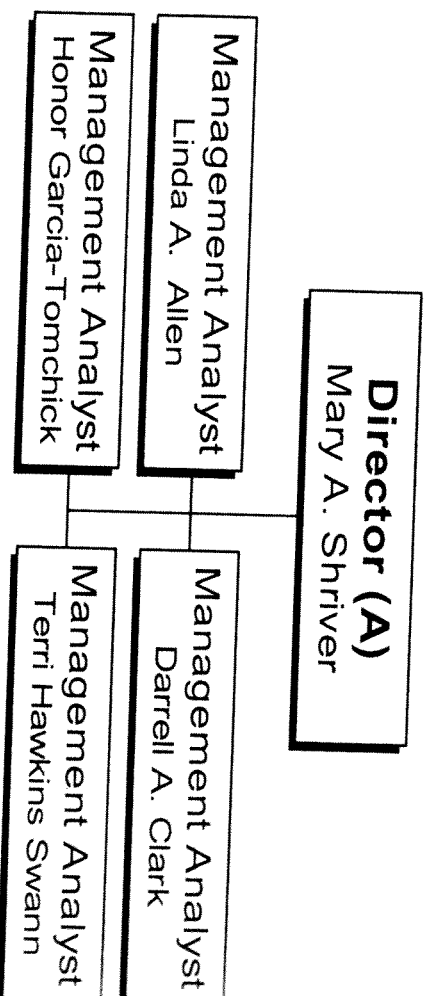




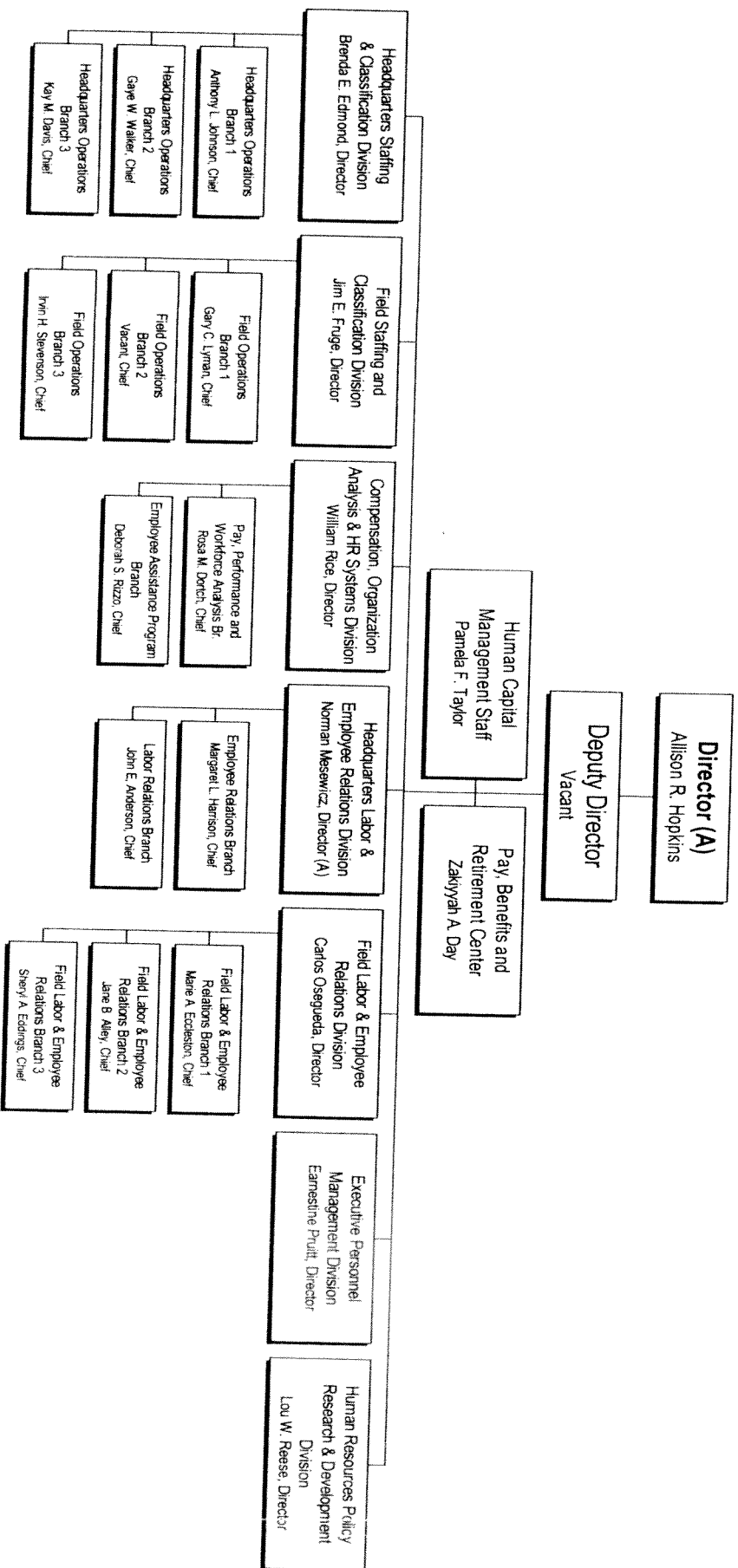
## Executive Secretariat



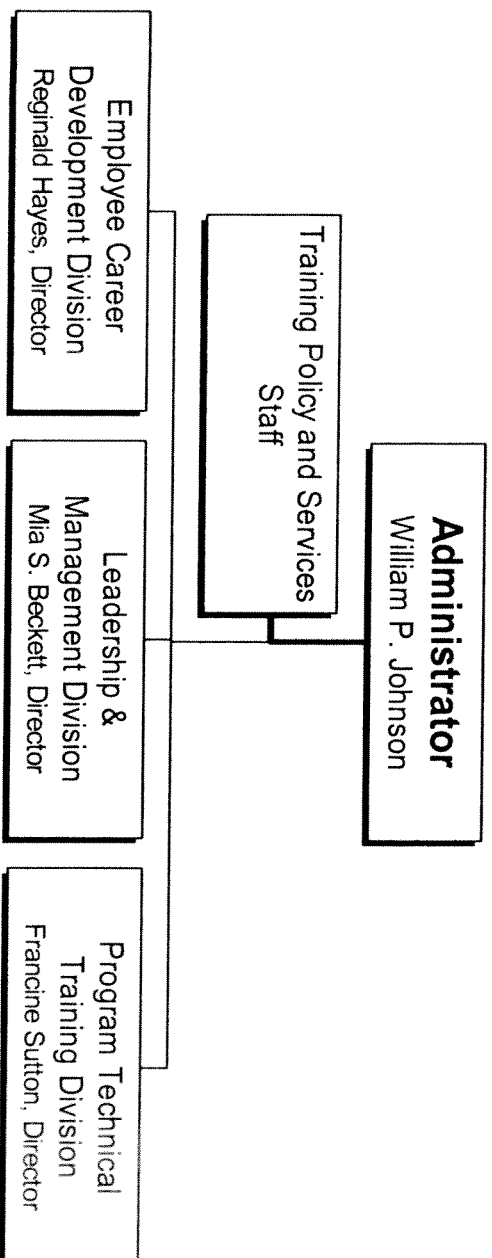
## Office of Management and Planning



# Office of Human Resources



## Training Services



**Proposed**

GDAS/CHCO

Assoc GDAS/Deputy CHCO

Office of Executive Resources





U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20474-1000

ASSISTANT SECRETARY FOR CONGRESSIONAL  
AND INTERGOVERNMENTAL RELATIONS

NOV 16 2009

The Honorable Patty Murray  
Chairwoman  
Subcommittee on Transportation,  
Housing and Urban Development,  
and Related Agencies  
Committee on Appropriations  
United States Senate  
Washington, DC 20510-6032

Dear Madam Chairwoman:

On behalf of Secretary Donovan, I am writing to the Chairs and Ranking Members of the House and Senate Subcommittees on Transportation, Housing and Urban Development, and Related Agencies to provide the requested notification of reorganization of certain HUD offices and activities which currently are under consideration by the Department.

The House Committee Print accompanying the Fiscal Year 2009 Appropriations Act (Public Law 111-8, approved on March 11, 2009) requires that the conferees be notified "regarding reorganizations of offices, programs or activities prior to the planned implementation of such reorganizations". Enclosed please find the summary of the proposed reorganization of the Office of Administration.

If you have any questions, please call me at 202-708-0005.

Sincerely,

Peter A. Kovar  
Assistant Secretary for Congressional  
and Intergovernmental Relations

Enclosure



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-7000

ASSISTANT SECRETARY FOR CONGRESSIONAL  
AND INTERGOVERNMENTAL RELATIONS

NOV 16 2009

The Honorable John Oliver  
Chairman  
Subcommittee on Transportation,  
Housing and Urban Development  
and Related Agencies  
Committee on Appropriations  
U.S. House of Representatives  
Washington, DC 20515-6022

Dear Mr. Chairman:

On behalf of Secretary Donovan, I am writing to the Chairs and Ranking Members of the House and Senate Subcommittees on Transportation, Housing and Urban Development, and Related Agencies to provide the requested notification of reorganization of certain HUD offices and activities which currently are under consideration by the Department.

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Sincerely,

Peter A. Kovar  
Assistant Secretary for Congressional  
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Enclosure



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-1000

ASSISTANT SECRETARY FOR CONGRESSIONAL  
AND INTERGOVERNMENTAL RELATIONS

NOV 16 2009

The Honorable Tom Latham  
Ranking Member  
Subcommittee on Transportation,  
Housing and Urban Development,  
and Related Agencies  
Committee on Appropriations  
U.S. House of Representatives  
Washington, DC 20515-0001

Dear Representative Latham:

On behalf of Secretary Donovan, I am writing to the Chairs and Ranking Members of the House and Senate Subcommittees on Transportation, Housing and Urban Development, and Related Agencies to provide the requested notification of reorganization of certain HUD offices and activities which currently are under consideration by the Department.

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Peter A. Kovar  
Assistant Secretary for Congressional  
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Enclosure





U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-0001

ASSISTANT SECRETARY FOR CONGRESSIONAL  
AND INTERGOVERNMENTAL RELATIONS

NOV 16 2009

The Honorable Christopher S. Bond  
Ranking Member  
Subcommittee on Transportation,  
Housing and Urban Development,  
and Related Agencies  
Committee on Appropriations  
United States Senate  
Washington, DC 20510-6032

Dear Senator Bond:

On behalf of Secretary Donovan, I am writing to the Chairs and Ranking Members of the House and Senate Subcommittees on Transportation, Housing and Urban Development, and Related Agencies to provide the requested notification of reorganization of certain HUD offices and activities which currently are under consideration by the Department.

The House Committee Print accompanying the Fiscal Year 2009 Appropriations Act (Public Law 111-8, approved on March 11, 2009) requires that the conferees be notified "regarding reorganizations of offices, programs or activities prior to the planned implementation of such reorganizations". Enclosed please find the summary of the proposed reorganization of the Office of Administration.

If you have any questions, please call me at 202-708-0005.

Sincerely,

Peter A. Kovar  
Assistant Secretary for Congressional  
and Intergovernmental Relations

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## Summary of Proposed Reorganization

### Office of Administration

Office of Housing FTE Impact		
"From"	"To"	FTEs
Office of Administration	Office of the Chief Human Capital Officer	592

#### a. Justification:

In order to focus strategically on human capital, the Office of Administration proposes an organizational change, which will involve the establishment of the Office of the Chief Human Capital Officer.

The 2010 Budget, *Road Map for Transformation*, seeks to implement Agency transformation. In line with the Department's Transformation Initiative, Secretary Donovan and Deputy Secretary Sims recently announced that human capital transformation will be a top priority. The proposed reorganization is a result of the decision to focus more strategically on human capital. HUD's focus on Human Capital is congruent with the establishment of agency Chief Human Capital Officers under title XIII, Sec. 1302 (a), November 25, 2002, 116 Stat. 2287.

Given the human capital focus, the Office of the Assistant Secretary for Administration will transform into the Office of the Chief Human Capital Officer (OCHCO). Through this action, the core of OCHCO will include all services designed to foster partnership with HUD's Program Offices to improve their ability to attract, develop and retain people and knowledge in the accomplishment of the Department's mission. The reorganization will create an infrastructure, which will streamline human capital functions and establish a customer service-oriented human resource organization.

In support of the agency senior leadership direction and to exercise the goals of the agency for selecting, developing, training, and managing high quality, productive workforce in accordance with merit system principles, the Office of the Assistant Secretary for Administration will transition all existing functions and resources to more adequately reflect the goals and responsibilities articulated by the Secretary; to focus more deliberately on recruitment and staffing, retention strategies, and training for all HUD employees.

Traditionally, Human Capital functions were buried within the Office of Administration, and therefore, service delivery was minimized, resulting in customer dissatisfaction, inadequate resource allocation, and ineffective work processes. Through this action, the core of the Office of the Chief Human Capital Officer (OCHCO) will be to foster partnering relationships with HUD's Program Offices to improve their ability to attract, develop, and retain people and knowledge in the accomplishment of the Department's mission. The reorganization will, using existing resource allocation, redesign an infrastructure, which will streamline human capital functions, reduce top layers of leadership, and retool staff and redirect that staff to common Human Capital mission for the agency; driving quality decision making and empowerment by front line employees and establishing a customer service-oriented human resource organization.

HUD is facing increase competition in attracting and retaining talent. To meet this challenge, the Office of Administration is proposing to redefine the existing Human Resource management organization. Currently, the Deputy Assistant Secretary for Human Resource Management oversees the Office of Human Resource, the Office of Training Services, and HR Management Information and Enterprise Management Staff Office. The transformation would establish the Office of Human Capital Services (OHCS), which will be lead by an Office Director and is the OCHCO core business function.

The Office of Administration is proposing the establishment of a Recruitment Branch that will focus on strategic recruitment practices. The focal point of the Recruitment Branch will involve the development of partnerships with Program Offices in order to obtain a better understanding of their recruitment needs and to create a strategic approach to reducing skill gaps and succession planning. Additionally, the OHCS will combine previously separated Field and Headquarters recruitment and staffing, and Employee and Labor Relations functions to provide customer specific, human capital services. By combining these functions, OCHCO can maximize resources, create uniform processes across HUD's footprint, and better align staff to work as a team to foster improved results. This Office will focus on establishing procedures that will reform the way HUD does hiring as well as meet the OPM streamline 80 day hiring process.

To effectively execute hiring reform and a streamlined hiring process, a portion of the functional realignment involves movement of the Security and Suitability function. Suitability is the process by which the character and conduct of applicants and employees are assessed to assure that their Federal employment will protect the integrity and promote the efficiency of the Federal Service. Traditionally, this function has resided in the Office of Security and Emergency Planning (OSEP), which often resulted in a lack of coordination between hiring efforts and suitability efforts. Employees were provided entry on duty dates by a hiring specialist; however, the suitability process was slow and disjointed. With this restructure, the process of investigation and adjudicating the background of applicants and employees to determine their eligibility for access to classified information will be inter-dependant with the recruitment and hiring process, supporting HUD's ability to onboard employees within the mandated 80 day window.

In order to provide consistent service delivery and resource distribution, the Office of Administration's proposes the establishment of the Office of Human Capital Services that will combine Field and Headquarters human capital services. This Office will focus on establishing procedures that will meet the OPM streamline 80 day hiring process and hiring reform goals. A

portion of the functional realignment involves movement of the Personal Identity Verification and the Security Investigation function to the Office of Human Capital Services to fully consolidate HUD's hiring functions.

In support of the President's Wellness Initiative, the Office of Administration is proposing the establishment of Employee Assistance Program, Health and Wellness Division that will focus on developing steps to improve employee satisfaction and wellness. Additionally, to more effectively manage the vast volume of case work, the Office of Administration is proposing the establishment of a branch that will have the sole function of reasonable accommodation. The establishment of Reasonable Accommodations Branch will allow the staff to better focus in addressing the reasonable accommodation needs of the Department.

The Office of Administration is proposing the establishment of the Office of Policy, Planning, and Training to ensure uniform development and application of OCHCO policy. The Secretary and Deputy Secretary have made employee training a high priority. With this priority in mind, the Office of Administration proposes the establishment of Training and Employee Development Division. This office will focus on the development of a robust training program that will focus on skill training and Field Office training.

The Office of Administration proposes the establishment of the Office of Human Capital Field Support. The Office will be responsible for the delivery of space management and building operation services based upon the guidance established in Headquarters. Additionally, the proposal includes the establishment of two Operations Branches within the Operations Division. The two additional branches will reduce the supervisor to employee ratio, thus allowing supervisors to more effectively respond to employees' and customers' needs. Furthermore, the Office of Administration proposes the creation of a new position, Human Capital Liaison. This new position will be customer service oriented and the first point of contact for human capital services in the field offices.

To manage the Department's assets and ensure consistent application of facilities management function, the Office of Administration is proposing the establishment of the Office of Facilities Management Services. The Office will work collaboratively with the Office of Human Field Support services in order to ensure that the Department's facility resources are used efficiently and effectively. Moving Physical Security and Investigative Security Branch into the Headquarters Operations Division will align similar functions to include access control and building security.

The Office of Administration is proposing the establishment of OCHCO Support Services, which is designed to meet OCHCO administrative needs. The establishment of Human Capital Information Systems Division will be responsible for the data management relative to OCHCO performance, to include OCHCO Dashboard development.

In preparation for HUD's transformation, Executive Scheduling and Operations, Emergency Preparedness and Disaster Recovery Division, Grants Management and Oversight Division, and Broadcasting Operations are positioned under the Office of the Chief Human Capital Officer for FY2010. However, the Office of Administration is proposing that these organizations be

repositioned to the following Offices when the Department's FY 2011 budget is passed:

- Executive Scheduling and Operations to the Office of the Secretary
- Emergency Preparedness and Disaster Recovery Division to the Office of the Disaster and Emergency Operations Officer (formerly managed under the Office of Administration, Office of Security and Emergency Planning)
- Grants Management and Oversight Division to the Office of Strategic Planning and Management
- Broadcasting Operations to the Office of Public Affairs

During the period of transformation, the Office of Administration efforts have centered on increased transparency and accountability. The proposed reorganization to OCHCO will maintain its focus on transparency and accountability. Additionally, OCHCO will focus on developing a partnership with Program Offices. Consequently, OCHCO will develop service level standards that will serve as the foundation for customer expectation.

#### **b. Resource Impact:**

#### **Creation of the Office of Human Capital Services**

The Office of Administration is proposing to disestablish the Office of the Deputy Assistant Secretary for Human Resource Management to streamline the decision making process. To meet the challenge of increased competition in attracting and retaining talent, the Office of Administration is proposing to redefine the existing Human Resource management organization. The Office of Administration is proposing the establishment of the Office of Human Capital Services. Benefits will include:

- A Recruitment Branch which will focus on strategic recruitment practices.
- Combining Field and Headquarters Staffing and Classification and Employee and Labor Relations functions which will provide customer specific and human capital services.
- Realigning Personnel Security Division into the Office of Human Capital Services which will support HUD's ability to onboard employees within the mandated 80 day window.
- An EAP, Health and Wellness Division which will support the President's Wellness Initiative.

#### **Proposed Office of Human Capital Services**

- Disestablish the Office of the Deputy Assistant Secretary for Human Resource Management and the Office of Human Resources (OHR). Establish the Office of Human Capital Services that will report to the Deputy Chief Human Capital Officer.
- Disestablish the following Divisions and Branches in OHR:
  - Headquarters Staffing and Classification Division
    - Headquarters Operation Branch 1
    - Headquarters Operation Branch 2

- Headquarters Operation Branch 3
- Field Staffing and Classification Division
  - Field Operation Branch 1
  - Field Operation Branch 2
  - Field Operation Branch 3
- Establish the following Divisions and Branches in the Office of Human Capital Services:
  - Recruitment & Staffing Division - Headquarters and Field staffing and classification functions will be realigned into Recruitment and Staffing Division. Staffing and classification functions located in the field will be out-stationed from Headquarters.
    - Recruitment Branch
    - Staffing and Classification Branch 1
    - Staffing and Classification Branch 2
    - Staffing and Classification Branch 3
    - Staffing and Classification Branch 4
  - Personnel Security Division
    - Security Investigation Branch - Functions were formerly managed in the Office of Security and Emergency Planning, Security Division, Personnel Security Branch.
- Realign Personal Identity Verification Branch into the Office of Human Capital Services, Personnel Security Division.
- Disestablish the following Division and Branch in OHR:
  - Compensation, Organization Analysis, and Human Resource Systems Division
    - Employee Assistance Program Branch
- Establish the following Division and Branches in the Office of Human Capital Services:
  - Employee Assistance Program (EAP), Health, and Wellness Division
    - EAP Work Life Branch
    - Reasonable Accommodations Branch
- Disestablish the following Divisions and Branches in OHR:
  - Headquarters Labor and Employee Relations Division
    - Employee Relations Branch
    - Labor Relations Branch

- Field Labor and Employee Relations Division
  - Field Labor and Employee Relations Branch 1
  - Field Labor and Employee Relations Branch 2
  - Field Labor and Employee Relations Branch 3
- Establish the following Division and Branches in the Office of Human Capital Services:
  - Employee and Labor Relations (ELR) and Performance Management Division - Headquarters and Field Labor Relations and Employee Relations functions will be realigned into ELR and Performance Management Divisions. Labor Relations and Employee Relations functions located in the field will be out-stationed from Headquarters.
    - ELR and Performance Management Branch 1
    - ELR and Performance Management Branch 2
    - ELR and Performance Management Branch 3
- Disestablish the following Divisions and Branch in OHR:
  - Pay, Benefits, and Retirement Center
  - Compensation, Organization Analysis, and Human Resource Systems Division, Pay, Performance, and Workforce Analysis Branch
- Establish the following Division and Branches in the Office of Human Capital Services:
  - Pay, Benefits, and Retirement Division
    - Benefits and Retirement Branch
    - Pay and Compensation Branch
    - Time and Leave Administration Branch

### **Creation of the Office of Policy, Planning, and Training**

The Office of Administration is proposing the establishment of the Office of Policy, Planning, and Training. Benefits will include:

- Establishing a Training and Employee Development Division which will have an emphasis on developing a robust training program, which will include a heavy emphasis on Field employee development.
- Establishing a Policy and Oversight Division which will ensure uniform development and application of OCHCO policy.

### **Proposed Office of Policy, Planning, and Training**

- Disestablish Training Services in the Office of the Deputy Assistant Secretary for Human Resource Management and establish the Office of Policy, Planning, and Training that will report to the Deputy Chief Human Capital Officer.
  - Disestablish the following Staff Office and Divisions in Training Services:
    - Training Policy and Services Staff
    - Employee Career Development Division
    - Leadership and Management Division
    - Program Technical Training Division
  - Establish the following Division and Branches in the Office of Policy, Planning, and Training:
    - Training and Employee Development Division
      - Leadership Development Branch
      - Employee Development Branch
  - Disestablish the following Division and Staff Office in OHR:
    - Human Resources Policy Research and Development Division
    - Human Capital Management Staff
  - Establish the following Division and Branches in the Office of Policy, Planning, and Training:
    - Policy and Oversight Division:
      - Policy Development Branch – Functions were formerly managed in Human Resources Policy Research and Development Division.
      - Strategy, Planning, and Accountability Branch - Functions were formerly managed in Human Capital Management Staff and the Office of Management and Planning.

### **Creation of the Office of Human Capital Field Support**

The Office of Administration is proposing the establishment of the Office of Human Capital Field Support. This Office will provide facilities services along with human capital liaison services for the Field offices. Benefits will include:

- Establishing two additional Operations Branches which will reduce the supervisor to employee ratio, thus allowing supervisors to more effectively respond to employees' and customers' needs.
- Creating a Human Capital Liaison position that will be customer service oriented and the first point of contact for human capital services in the field offices.



### **Proposed Office of Human Capital Field Support**

- Disestablish the Office of Field Administrative Resources (OFAR) and establish the Office of Human Capital Field Support that will report to the Deputy Chief Human Capital Officer. The Office will be out-stationed from Headquarters and will provide administrative support services and human capital liaison services for employees located in the field offices.
  - Disestablish the following Branches:
    - Operations Division, Northern Operations Branch
    - Operations Division, Southern Operations Branch
  - Maintain the Operations Division and establish the following Branches:
    - Operations Branch 1
    - Operations Branch 2
    - Operations Branch 3
    - Operations Branch 4
  - Maintain the Project Management Division that includes the following branches:
    - Project Management Branch A
    - Project Management Branch B

### **Creation of the Office of Facilities Management Services**

The Office of Administration is proposing the establishment of the Office of Facilities Management Services. Benefits will include:

- Working collaboratively with the Office of Human Field Support services in order to ensure that the Department's facility resources are used efficiently and effectively.
- Moving Physical Security and Investigative Security Branch into the Headquarters Operations Division which will align similar functions to include access control and building security.

### **Proposed Office of Facilities Management Services**

- Disestablish the Office of Administrative and Management Services (OAMS) and establish the Office of Facilities Management Services.
  - Disestablish the following Divisions and Branches in OAMS:
    - Space Management Division
      - Property and Supply Branch
      - Space Design Branch

- Telecommunications Services Branch
- Facilities Management Division
  - Building Services Branch
  - Building Maintenance and Energy Branch
  - Transportation and Management Services Branch
- Establish the following offices in the Office of Facilities Management Services:
  - Space and Assets Management Division
    - Space Management Branch
    - Property Management Branch
    - Telecommunications Management Branch
  - Headquarters Operations Division
    - Facilities Services Branch
    - Building Operations and Energy Branch
- Disestablish the Office of Security and Emergency Planning (OSEP)
  - Disestablish the following Offices in OSEP:
    - Protective Services Division
      - Investigative Services Branch
- Realign Physical Security Branch into the Office of Facilities Management Services, HQ Operations Division.
- Realign the functions of the Investigative Services Branch into Physical Security Branch.
- Disestablish the following Divisions and Branches in OAMS:
  - Multimedia Division
    - Publications Branch
  - Document Management Division
    - Records and Directives Branch
    - Distribution and Mail Branch
- Establish the following Offices in the Office of Facilities Management Services:
  - Documents and Distribution Division
    - Printing and Graphic Arts Branch
    - Records Management Branch
- Realign Distribution and Mail Branch into the Office of Facilities Management Services, Documents and Distribution Division.

### **Creation of the Office of the Chief Human Capital Officer Support Services**

The Office of Administration is proposing to disestablish the Office of the Deputy Assistant Secretary for Budget and Management Support to streamline the decision making process. The Office of Administration is proposing the establishment of the Office of the Chief Human Capital Officer Support Services to meet OCHCO administrative needs. Benefits will include:

- Establishing a Human Capital Information Systems Division which will be responsible for the data management relative to OCHCO performance, to include OCHCO Dashboard development.
- Administering the Transit Subsidy and Purchase Card management.

### **Proposed Office of the Chief Human Capital Officer Support Services**

- Disestablish the Office of the Deputy Assistant Secretary for Budget and Management Support and the Office of Budget and Administrative Services (OBAS). Establish the Office of the Chief Human Capital Officer Support Services that will report to the Deputy Chief Human Capital Officer.
  - Disestablish HR Management Information and Enterprise Management
  - Disestablish the following Offices in OBAS:
    - Budget Division
    - Contract Oversight Division
    - Management Operations Division
      - Operations Branch
      - Administrative Support Branch
  - Establish the following Divisions and Branches in the Office of the Chief Human Capital Officer Support Services:
    - Human Capital Information Systems Division
      - Systems Management Branch
      - Information Management Branch
    - Budget and Services Division
      - Budget Branch
      - Administration, Compliance, and Oversight Branch
      - Contract Oversight Branch
  - For FY2010, realign the Office of Executive Scheduling and Operations into the Office of the Chief Human Capital Officer Support Services. However, the Office

of Administration is proposing that this Office be repositioned to the Office of the Secretary

- Disestablish Executive Secretariat and establish Executive Secretariat Division and the subsidiary Offices:
  - FOIA Branch
  - Correspondence Branch
- Disestablish the Office of Management and Planning. Functions will be realigned into the following Offices:
  - Office of the Chief Human Capital Officer Support Services, Human Capital Information Systems Division, Information Management Branch
  - Office of the Chief Human Capital Officer Support Services, Budget and Services Division, Administration, Compliance, and Oversight Branch
  - Office of Policy, Planning, and Training, Policy and Oversight Division, Strategy, Planning, and Accountability Branch
- Disestablish following Offices in OSEP:
  - Executive Security Branch
  - Security Division
    - Personnel Security Branch - Functions will be realigned into the Office of Human Capital Services, Personnel Security Division, Security Investigation Branch
  - Emergency Planning and Management Division
    - Emergency Preparedness Branch
    - Test, Training, and Exercise Branch
- For FY2010, establish the Emergency Preparedness and Disaster Recovery Division in the Office of the Chief Human Capital Officer Support Services. However, the Office of Administration is proposing that this Office be repositioned to the Office of Disaster and Emergency Operations Officer when the Department's FY 2011 budget is passed.
- Establish the following Branches in the Emergency Preparedness and disaster Recovery Division:
  - Executive Security Services Branch – Functions were formerly managed in OSEP, Protective Services Division, Executive Security Branch and Investigative Services Branch
  - Emergency Planning and Management Branch – Functions were formerly managed in OSEP, Emergency Planning and Management

Division, Emergency Preparedness Branch and Test, Training, and  
Exercise Branch

- For FY2010, realign the Office of Grants Management and Oversight in the Office of the Chief Human Capital Officer Support Services. However, the Office of Administration is proposing that this Office be repositioned to the Office of Strategic Planning and Management in the third quarter of FY2010.
- Rename OAMS, Multimedia Division, Broadcasting Branch to Broadcasting Operations. For FY2010, realign Broadcasting Operations in the Office of the Chief Human Capital Officer Support Services. However, the Office of Administration is proposing that this Office be repositioned to the Office of Public Affairs when the Department's FY 2011 budget is passed.

**Realignment of Offices out of the Office of the Chief Human Capital Officer**

In preparation for HUD's transformation, Executive Scheduling and Operations, Emergency Preparedness and Disaster Recovery Division, Grants Management and Oversight Division, and Broadcasting Operations are positioned under the Office of the Chief Human Capital Officer Support Services for FY2010. However, the Office of Administration is proposing that these organizations be repositioned out of the Office of the Chief Human Capital Officer for the following reasons:

- Executive Scheduling and Operations to the Office of the Secretary
  - The primary function of this Office is to provide advance team support, which involves all logistics associated with the Secretary's schedule and travel.
- Emergency Preparedness and Disaster Recovery Division to the Office of the Disaster and Emergency Operations Officer
  - The primary function of this Office includes the planning and implementing programs that respond to a wide variety of disasters and other emergencies, critical situation management, safety, and personnel security, which is in alignment of the current functions of the Office of the Disaster and Emergency Operations Officer.
- Grants Management and Oversight to the Office of Strategic Planning and Management
  - The primary function of this Office includes providing leadership, oversight, and strategic direction for the management and coordination of grant programs within the Department, which is in alignment of the current mission of the Office of Strategic Planning and Management.
- Broadcasting Operation to the Office of Public Affairs

- The primary function of this Office involves collaborating with the Office of Public Affairs regarding the broadcast and photography needs for the Secretary and the Deputy Secretary.
- Broadcasting services is the main communication tool that the Office of Public Affairs uses for the public and the Department.
- Additionally, the realignment of Broadcasting will eliminate the duplication of resources, specifically, the photography services.

### **Creation of the Office of Executive Resources**

The Office of Administration is proposing the establishment of the Office of Executive Resources. Benefits will include:

- Providing a higher profile level of service for the Department's Senior Executive Services (SES), Executive Level, Schedule C, and Senior Level employees to ensure that they are provided with consistent and expert advice on human resource management matters.
- Serving as a strategic transformation agent for executive leaders.
- Providing transformation coordination with various program offices within HUD such as Office of General Council (OGC), Equal Employment Opportunity Office (EEOO), and Union representatives.
- Serving as an advocate, facilitator and policy expert on executive resource issues within the Department and the Office of Personnel Management.

### **Proposed Office of Executive Resources**

- Disestablish the Office of Human Resources, Executive Personnel Management Division and establish the Office of Executive Resources that will report to the Deputy Chief Human Capital Officer.

No additional FTEs are being requested. All staffing actions will be accomplished within the resources and staffing levels of the current Office of Administration. All Office of Administration employees will retain a job, their grade, and their geographic location.

For the proposed OCHCO, employees are required to compete for the new manager/supervisor positions. (Office Director, Deputy Office Director, Division Director, Branch Chief) Therefore, current leaders are positioned under the head of the organizations where they are currently aligned. For example, the proposed placement of the four Senior Executive Service employees will be under the Immediate of OCHCO. The Office of Administration is working to establish the Position Descriptions for all of the new positions. Managers not selected for newly established positions will be placed in a position via re-assignment.

Office of Administration intends to follow all provision of Article 5 of the Labor Union Agreement.

The majority of employees will be aligned in the organization based upon their current functions; therefore, the Office of Administration anticipates minimal impact to some bargaining unit employees.

**c. REAP Implications:**

It is anticipated that the Office of Administration will be included in the next Resource Estimation and Allocation Process (REAP) Study Refresh.

**d. Organization Charts:** See enclosure.