
CHAPTER 12. ASSISTANT SECRETARY FOR ADMINISTRATION

- 12-1. ASSISTANT SECRETARY FOR ADMINISTRATION. The Assistant Secretary for Administration advises the Secretary on all matters relating to administrative management of the Department and advises other Assistant Secretaries and Principal Staff concerning the management and administrative aspects of their responsibilities. The Assistant Secretary is responsible for:
- a. Directing the administrative management program of the Department, including the functions of budget, productivity and management improvements, organization analysis, financial systems and accounting operations, personnel management and administration, automatic data processing, general administrative services, and procurement and contracting services. Serving as the Department's Senior Official for Information Resources Management and the Department's Senior Procurement Executive.
 - b. Planning and implementing the distribution and utilization of the Department's resources of personnel, equipment, material, and administrative funds.
 - c. Developing and implementing administrative management policies, standards, procedures, and systems, and executing these in Headquarters and ensuring their execution in Regional and Field Offices.
 - d. Establishing and maintaining procedures relating to the collection of claims and the coordination of all collection activities for the Department, including amounts due HUD as a result of audits.
 - e. Providing coordination and liaison with the Office of Management and Budget, the Office of Personnel Management, the General Services Administration, and the Appropriations Committees of the Congress. Coordinating administrative management matters with other departments and agencies and

representing the Department on such matters with public or private groups.

- f. Recommending, in conjunction with the Assistant Secretary for Housing, necessary actions with respect to: mortgage insurance reserve requirements and adequacy of reserves, borrowings required for insurance claims, appropriations to cover insurance claims, appropriations to cover insurance losses, and the determination of distributive shares payable from the mutual insurance funds.
- g. Determining, as a member of the Mortgage Insurance Programs Investment Committee with the Assistant Secretary for Housing, necessary actions with respect to the investment of funds not required for the conduct of program operations.
- h. Directing and coordinating the Department's Internal Control System.
- i. Providing protection for the public interested in the integrity and security of administrative functions by conducting a positive compliance program to prevent fraud, waste, and mismanagement. Closing audit findings and excluding from further participation in Department programs those determined not be responsible by debarment, suspension, or other administrative action.
- j. Exercising functional supervision over the Administrative staffs in the Regional and Field Offices and the following offices in Headquarters:

Office of Information Policies and Systems
Office of Personnel and Training
Office of Budget
Office of Finance and Accounting
Office of Procurement and Contracts
Office of Productivity and Management Improvements

Secretary. It reviews and assigns all incoming correspondence, reviews responses prior to signature, and dispatches all items signed by the Secretary or Under Secretary. The Executive Secretary prepares daily and weekly reports on overdue correspondence, trends, and significant public opinion as expressed by the mail and significant incoming correspondence from national leaders representing the public or private sectors. It prepares reports regarding the weekly activities of the personal staff of the Secretary/Under Secretary.

- 12-3. OFFICE OF INFORMATION POLICIES AND SYSTEMS. This office establishes, coordinates, and implements Departmental information policies and plans and provides information management and automatic data processing services in Headquarters, Regional, and Field Offices. The office administers the Departmental Information Resource Management program which plans for, budgets, initiates acquisition of, and manages automatic data processing equipment, teleprocessing support, office information systems, and related software and services. The office provides ADP systems development and maintenance services, including vendor-developed software packages. It schedules, operates, and maintains the Department's ADP equipment and performs related ADP resource management activities. It executes Departmental data management, statistical support, and reports management functions, including the Information Collection Budget; manages the Departmental ADP security and privacy programs, and serves as the Departmental Privacy Act Officer. The office represents the Department with other Federal agencies and private industry on matters involving information management. It is also responsible for managing computer-related support services for disabled employees.
- 12-4. OFFICE OF PERSONNEL AND TRAINING. This office develops, administers, and evaluates the personnel management and training programs which include classification, staffing, employee and labor relations, performance management, incentive awards, and the Department's payroll function; and establishes, coordinates, and implements policies for these programs. The office provides counseling

assistance on all program responsibilities. It implements standards, programs, systems, regulations, procedures, and forms; and evaluates the quality of personnel management, the implementation of personnel policies, the utilization of delegated authorities, and the accomplishment of personnel objectives. The office represents the Department with the Office of Personnel Management, the Merit Systems Protection Board, and various other outside agencies on matters involving personnel and training. It ensures the implementation of laws, regulations, and policies affecting pay and leave; sets pay procedures; processes the Department's payroll; and maintains related records. It manages the executive development programs, management training programs, and program/technical training courses, and other activities designed to improve the effectiveness of the Department. It administers the training travel budget and coordinates the scheduling of all training courses and programs at Headquarters, at the HUD Residential Training Facility, and at alternative sites in the Field; and administers all contracts for the support of the Departmental training programs. The office establishes policies, standards, and procedures for sound organizational management; reviews organizational changes, supports or coordinates major Departmental reorganizations, and administers the Departmental organizational controls.

- 12-5. OFFICE OF BUDGET. This office prepares the Departmental budget in conjunction with the Primary Organization Heads. It formulates, reviews, evaluates, makes recommendations concerning Departmentwide policies, plans, standards, and procedures on budget formulation, presentation, and execution; and on administrative control of apportioned, allocated, and allotted funds, and intra-Department transfers of such funds. It provides advice and assistance in budgetary responsibilities, appraises the effectiveness of these activities, and exercises technical and functional supervision with respect to all budget activities. The office prepares, or reviews and concurs in, all consolidated Departmental budget estimates and related material for submission to the Office of Management and Budget and the Congress. It serves as the contact point for the

Budget, other Federal agencies, and the Appropriations Committees on matters relating to the preparation and submission of preview, annual, and supplemental estimates, and on arrangements for appropriations hearings. It provides and administers the system for administrative control of funds; submits requests for apportionment and reapportionment to the Office of Management and Budget; and makes allotments of funds to appropriate Department offices. It reviews and evaluates financial and operating reports for Department management with respect to progress toward meeting budgetary objectives and advises on the budget and fiscal implications of current status and developing trends. The office provides budget services to Secretarial Staff Offices which do not have budget staff or facilities.

- 12-6. OFFICE OF FINANCE AND ACCOUNTING. This office provides policy direction, review, and coordination of the financial and accounting responsibilities of the Department. (The financial and accounting operations of the Government National Mortgage Association and the 10 Regional Accounting Divisions are performed by those organizations under the technical supervision of this office pursuant to prescribed accounting policies and standards.) The office develops the accounting principles and standards and the design of accounting systems requirements applicable to the Department, and works directly with the General Accounting Office in these efforts to obtain the required approvals of the Comptroller General. It maintains the official Headquarters accounting, financial, and control records for program, management, and administrative funds; prepares reports providing financial and budgetary information for the Department to the Office of Management and Budget, the Department of the Treasury, and Headquarters managers; represents the Department in all dealings with the General Accounting office, the Department of the Treasury, the Office of Management and Budget, and other Federal agencies on all accounting and financial reporting matters involving overall policy; and develops and issues policy directives for Departmentwide application to implement the related requirements directed by these agencies. The office assists program officials in

developing guidelines, procedures, and agreements with the Department of the Treasury and other agencies and

instrumentalities with respect to Treasury borrowing and repayments, bond servicing, interest rate determinations, and other financial and accounting matters. It reviews, coordinates, and makes recommendations with respect to interest rate determinations on Departmental programs; coordinates collection activities for the Department; provides technical assistance to Regional and Field accounting officials; and monitors and conducts performance evaluations of Regional accounting operations. It performs Departmentwide travel/transportation management functions, including shipment of materials using Government and commercial Bills of Lading.

- 12-7. OFFICE OF ADMINISTRATIVE AND MANAGEMENT SERVICES. This office develops, administers, and evaluates all aspects of administrative service functions for the Department. These services include: Headquarters building operations; communications and space management; printing, distribution and visual arts; issuances, records, and micrographics; correspondence management; committee management; occupational health and safety; energy conservation; emergency planning and preparedness; and imprest funds for travel services for Headquarters personnel. It develops unified policies and implementing guidelines for all administrative management services. It provides administrative support services for Headquarters offices, the Washington, D.C. Office, and provides functional guidance for and support to administrative services staffs in the Field. The office supervises building services provided by contract (building maintenance, food service, parking, etc.), and administers the Headquarters library contract. It maintains liaison with the General Services Administration and other agencies for administrative services.
- 12-8. OFFICE OF PROCUREMENT AND CONTRACTS. This office awards and administers procurement contracts, purchase orders, and interagency agreements for Headquarters operations. It develops Departmental policy and regulations with respect to procurement (contracts, purchase orders, and interagency agreements), reviews

procurement procedures developed throughout the Department, and evaluates all Departmental procurement operations. It establishes functional responsibilities

for Government Technical Representatives and Government Technical Monitors and provides training on those responsibilities. The office maintains several procurement information systems, serves as the Department's representative on inter-Departmental committees on procurement matters, and provides staff support to the Procurement Review Board. The office awards all contracts and agreements in support of all programs and activities, including the Consolidated Supply Program. It develops Departmental policy and guidance for the award and administration of discretionary assistance agreements, ensures effective implementation of related uniform administrative requirements, and awards and administers discretionary grants and cooperative agreements on behalf of program clients.

- 12-9. OFFICE OF PRODUCTIVITY AND MANAGEMENT IMPROVEMENTS. This office provides leadership for productivity and management improvements in the Department. It conducts studies and communicates the importance and results within and outside the Department. The office develops HUD's productivity improvement plan, monitors progress on all initiatives, intervenes as needed to assist managers or resolve problems, and reports on all items tracked in the OMB system. The office ensures the development of productivity improvement strategies and of systems to measure productivity and performance over time. The office tracks organizational progress on strategies and achievement on productivity indicators. The office coordinates the Performance Evaluation Reviews for the Assistant Secretary for Administration and participates in Regional and Field Office performance reviews, and reviews Performance Evaluation Review reports and coordinates the Administration response. The office administers the Departmental forms management program, assists in forms design, reviews the essentiality of forms, and maintains a forms data base. The office

develops policy and provides program instruction for the Departmental employee suggestion program and coordinates the operation of this program in Headquarters. The office advises HUD managers and reports to OMB on activities under OMB Circular A-76 (Performance of Commercial Activities).

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