
CHAPTER 2. ORGANIZATIONAL RELATIONSHIPS

2-1. ORGANIZATION OBJECTIVES AND PHILOSOPHY.

- a. HUD programs are closely related to each other in purpose and legislative requirements. They are also operated more effectively on a decentralized basis close to their users. For these reasons, the HUD organization structure is designed to:
 - (1) facilitate the integration of closely related, decentralized HUD programs at operating Area Offices and subordinate Field Offices, and maximize one-stop service at these Offices for HUD program users;
 - (2) provide mechanisms at HUD Regional Offices for assuring proper supervision and coordination of HUD Field operations, including meeting both program goals and social concerns; and
 - (3) establish clear accountability and authority of Assistant Secretaries 1 for the programs and functions assigned them by the Secretary.
- b. The direct lines of communication between Headquarters and Area Office staff, described in Chapter 4 of this Handbook, are not to interfere with the lines of supervisory responsibility and accountability set forth below.

2-2. SUPERVISORY RELATIONSHIPS AND ACCOUNTABILITY. Each official in the supervisory chain is responsible for taking immediate action to correct deficiencies identified in their subordinate activities.

- a. Secretary, Assistant Secretaries and Regional Administrators.
 - (1) Assistant Secretaries are accountable to the Secretary for the operation of their programs and functions at Headquarters and in the Field.

1 As used in this chapter, the term Assistant Secretary includes any official reporting directly to the Secretary and having programs or functions assigned to HUD Field Offices.

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- (a) The lines of Assistant Secretary supervision over their programs and functions in the Field run to the Regional Administrators.
 - (b) Regional Administrators are thus functionally responsible to all of the Assistant Secretaries who have assigned programs or functions to Field officials for performance.
- (2) At the same time, there is a direct line of authority and responsibility from the Secretary and Under Secretary to Regional Administrators. Regional Administrators report to and are responsible to the Secretary and Under Secretary for the aspects of Regional Administrator responsibilities that are not limited to a single program or functional area, including responsibilities for supervision, management evaluation, representation, and coordination of program and social goals.
- (a) In addition, Regional Administrators may report directly to the Secretary about any program issue which, in the judgment of the Regional Administrator, should be called to the attention of the Secretary. However, this direct line of reporting on program matters would normally be used only after the Regional Administrator has been unable to reach agreement with the appropriate Assistant Secretary on the matter.
 - (b) The Deputy Under Secretary for Field Coordination assists the Secretary and Under Secretary in providing oversight and coordination of these Regional Administrator responsibilities.
- (3) Regional Administrators are accountable to Assistant Secretaries for the operation of the programs and functions that have been delegated or assigned by the Assistant Secretaries to Regional Administrators and Area Office and subordinate Field Office officials. Thus, Assistant Secretaries depend on Regional Administrators and not Area Managers for the supervision and management of the Assistant Secretaries' programs in the Field.
- b. Regional Administrators and Area Managers. Regional Administrators supervise and direct Area Managers in the performance of their duties. This Supervisory responsibility

of Regional Administrators with respect to Area Managers extends to the full range of Area Manager responsibilities.

- (1) The specific functions which Regional Administrators perform in the exercise of this supervisory responsibility are set forth in Handbook 1170.1, Regional Office Organization.
- (2) Area Managers are responsible to Regional Administrators for the performance of all of the functions assigned to Area Offices for performance, including the integration of program and other HUD objectives within their areas. Area Managers supervise and direct their immediate subordinate supervisors. Area Managers have overall management responsibility for the supervision of all activities within the geographic jurisdiction of the Area Office.

c. Area Managers, Housing Division Directors, and Field Office Supervisors.

- (1) The supervisors of HUD Service Offices and HUD Valuation and Endorsement Stations report to the Director of the Housing Division in the Area Office having supervisory jurisdiction. Exceptions are:
 - (a) HUD Service Offices with multifamily housing responsibilities report directly to the Area Manager; and
 - (b) Those Valuation/Endorsement Stations which are under the jurisdiction of a Multifamily Service Office report to the Deputy Supervisor for Housing Development at the Multifamily Service Office.
- (2) Area Office supervision of HUD Service Offices and Valuation and Endorsement Stations is intended to accomplish (1) general management supervision of the operations of the subordinate Offices, (2) coordination of the operations of these Offices with Area Office operations, and (3) monitoring achievement of program goals.
- (3) Final authorities have been delegated to the subordinate Field Offices to promote rapid processing of the activities assigned to them, without duplicate processing or reviews by Area Office officials. Housing Division Directors and Area Managers shall assure that cases forwarded to Area Offices from subordinate Field Offices are

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not subjected to duplicative processing and review in the Area Office.

2-3. CHART. Figure 1. shows both the organizational relationships described above and the lines of communication established in the new HUD structure.

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Figure 1.

HUD Organizational Structure

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