

7460.9

Chapter 1. INTRODUCTION

Section 1. INTRODUCTION

1-1PURPOSE.

The purpose of the Organization, Management and Personnel (OMP) Guidebook is to provide guidance to Area Office staff for monitoring and on-site review of the OMP functional area within a public housing agency's (PH) operation. The Guidebook may also be used by those PHAs interested in conducting self-evaluations. When used in combination with the Field Office Monitoring of Public Housing Agencies Handbook 7460.7, as amended, the Guidebook provides the reader with a clear understanding of the OMP functional area and a road map for its assessment on a remote monitoring or on-site review basis. While the Guidebook's use is optional, its use is recommended. In addition to its useful guidance, readers will find the Guidebook constitutes the only location where the individual sub-functions and components within the OMP functional area are labeled as such as discussed. It is the only source in which the various statutory, regulatory, contractual, and other requirements and documents pertinent to OMP are identified in one document. The Guidebook is the only HUD publication which fully addresses the linkage of OMP to the other four (4) functional areas: Facilities Management; Marketing, Leasing and Management; Financial and Budget; and Community Relations and Involvement, of PHA's operations, and provides worksheets with suggested information sources, review actions and questions, possible causes of OMP problem areas, strategies to address problems, as well as other helpful information for use in the remote monitoring and on-site review of OMP.

1-2OBJECTIVE.

A.Organization, Management and Personnel (OMP) is the function within the PHA that leads and directs the activities of the PHA, providing the framework within which the other functions are performed. It assures that the PHA meets its fundamental objective of serving its customer, the residents. As the "hub" of PHA

1-1

7460.9

operations, it includes coordinating, leading, regulating internal operations, generating and allocating resources, setting objectives and monitoring their fulfillment, and maintaining relationships with local government, the public at large and other governmental partners.

B.The functional area of Organization, Management and Personnel addresses those fundamental elements which form the foundation for success or failure of a PHA's operations. Almost any problem within a PHA's operations can ultimately be traced to having its root cause(s) identified with one or more of the seven subfunctions within OMP.

C.The formality, sophistication and complexity of this function will vary greatly based on the size and situation of the PHA. The objective of a review of this function is not to impose a particular organizational structure or management approach, but to determine whether OMP's seven functional areas are operating in a manner to ensure the PHA's effective and efficient delivery of services to residents. If that end is being achieved, the organizational means of its achievement are of lesser relevance and should not be subject to second guessing.

D.Where desired outcomes are not being achieved, as measured through Public Housing Management Assessment Program (PHMAP) performance indicators and measures of compliance with key requirements, the review should be aimed at determining whether the root cause or significant contributing causes of the performance and/or compliance shortfall lie in the OMP function. The object of the review is not merely to document the existence and nature of OMP problems, but to be an effective partner in the problem solving process by offering meaningful recommendations and/or referring the PHA to other PHAs, or other entities that can assist in resolving the problem, and finally by ensuring that the problem resolution process stays on track to conclusion.

E.Office of Management and Budget (OMB) Circular A-87, Appendix 1, establishes principles and standards for determining allowable costs in programs receiving federal funds. Grantees are to be

1-2

7460.09

held accountable to these standards by the Federal agency responsible for administering the program. The Circular is applicable to PHAs and provides principles for determining allowable costs in several areas, including communications; compensation; employee fringe benefits, employee morale, health and welfare; legal; personnel administration; training and education; travel; and automatic data processing are directly related to the sub-functions within OMP. Circular A-87 should be referred to in order to determine its applicability to any sub-function or component under review.

1-3