

BUSINESS LINE: EXECUTIVE DIRECTION AND ADMINISTRATION

		FY 2002 Enacted	Uncontrollable Costs	Program Change	FY 2003 Request	Difference from FY 02
Regulation & Technology **	\$\$\$	12,271	422	0	12,693	422
	FTE	68	0	0	68	0
Abandoned Mine Land	\$\$\$	6,552	229	-76	6,705	153
	FTE	37	0	0	37	0
TOTAL	\$\$\$	18,823	651	-76	19,398	575
	FTE	105	0	0	105	0

These amounts do not reflect the Administration's proposal to include the cost of CSRS/FEHB in this Budget. For FY 2003, the estimated amount for this business line is \$691.

Operational Processes (Program Activities): The funding request for this business line is to support activities of Executive Direction, Administrative Support and General Services. Executive Direction provides executive leadership and policy direction for the Bureau, which includes the immediate office of the Director. Administrative Support provides all of the support services for day-to-day operations, such as Human Resources, Procurement, Information Technology, and Finance and Accounting. General Service's funds bureau-wide fixed costs such as office space, telephones, US postage, Unemployment Compensation etc., and Department-wide fixed costs assessed to OSM.

***EXECUTIVE DIRECTION AND ADMINISTRATION
ENCOMPASSES***

- Director's Office
- Administrative support for day to day operations
 - Human Resources
 - Administration
 - Finance and Accounting
 - Information Systems Management
- General Services (*Office space, telephones, postage, unemployment and workers compensation, working capital fund, and other fixed costs*)

Except for the Human Resources measures below, OSM did not incorporate goals and measures for this business line in its annual plan. The human resources measure supports the Department's diversity initiatives and human resources plan. Additional measures have been developed for other administrative activities and are used internally.

Strategic Outcome: Attain a workforce reflective of the nations diversity.

Indicator/Measure(s): Baseline indicators were gathered and analyzed during FY 1999, for use during OSM's Five-Year Strategic Plan Report-FY 2000 through FY 2005.

Table 19: Strategic Measures and FY 2003 Measures
<p><i>Through 2005, OSM will enhance the human resource program through a diverse, highly qualified, well-trained, motivated and informed workforce that supports the mission of OSM.</i></p> <ul style="list-style-type: none">• OSM will make reasonable progress towards a diversified workforce using statistical analysis of OSM's diversity profiles compared to the Civilian Labor Force and an analysis of OSM's new hires.• OSM will make reasonable progress towards the elimination of complaints dealing with accommodation and accessibility for persons with disabilities.• OSM Human Resources will continue to automate Human Resources services to provide more efficiencies.

Data Verification and Validation for Measures: Data will be verified through the OSM/DOI personnel system and standard comparison reports which are produced by the Federal Personnel/Payroll System (FPPS).

Actions Required to Achieve Annual Goals: OSM has developed appropriate measures for the goal of increased diversity within the OSM workforce. During FY 2003, OSM will continue to work to meet its goal based upon analysis of the baseline data collected in previous years,

Resources, Skills, and Technology Needed: OSM and the States and Tribes will continue to need a diverse and multi-disciplinary cadre of personnel to accomplish the mission and goals of SMCRA. In addition, these personnel will guide OSM through technical and policy decisions to ensure that coal-mining activities, including post-mining reclamation, are carried out in such a manner that the safety and health of coalfield citizens is protected and the environment is not degraded.

FY 2003 Budget Request: The FY 2003 President's Budget requests \$19.4 million for Executive Direction and Administrative activities. Of this total, \$3.8 million will be used to provide executive direction and effective policy guidance for the overall program and liaison efforts with States, Tribes, coalfield citizens, Congress, and other Federal agencies. Administrative support and services for OSM will require \$6.4 million and basic bureau-wide fixed overhead costs in general services will cost \$9.2 million.

Table 20 – Justification of Program and Performance
Executive Direction
 Summary Increases/Decreases for FY 2003
 (Dollars in Thousands)

Program Activity		Regulation & Technology		Abandoned Mine Lands		Total		Inc/Dec
		2002	2003	2002	2003	2002	2003	
Executive Direction	\$\$\$	2,417	2,458	1,293	1,313	3,710	3,771	61
	FTE	22	22	11	11	33	33	0
Administrative Support	\$\$\$	4,148	4,236	2,137	2,188	6,285	6,424	139
	FTE	46	46	26	26	72	72	0
General Services	\$\$\$	5,706	5,999	3,122	3,204	8,828	9,203	375
	FTE	0	0	0	0	0	0	0
TOTAL	\$\$\$	12,271	12,693	6,552	6,705	18,823	19,398	575
	FTE	68	68	37	37	105	105	0

These amounts do not reflect the Administration's proposal to include the cost of CSRS/FEHB in this Budget. For FY 2003, the estimated amount for this business line is \$691.

ONGOING PROGRAM

1. Executive Direction

This activity provides executive direction and leadership, and policy and program management guidance for all areas of responsibility for the Office of Surface Mining Reclamation and Enforcement.

The Executive Direction activity includes the salaries and operating expenses for the office of the Director and immediate staff offices, which include Equal Opportunity, Communications, Strategic Planning and Evaluation, and the Budget Office.

a. Office of the Director

The Director is the Chief Executive of the Office of Surface Mining (OSM). The Director provides the leadership and direction of OSM activities within the limits delegated under SMCRA. The Director's primary objectives are to aggressively pursue the reclamation of abandoned mine lands (AML) and to prevent environmental problems in the coalfields by working through the State agencies. OSM makes every effort to obtain full public involvement in the design and development of agency policy. An extensive outreach approach, carried out two years ago, stimulated a more cohesive partnership that has led to better understanding and cooperation among OSM's stakeholders.

In FY 2003, OSM will continue outreach efforts, which promote public participation in policy making. The arena for such participation includes public meetings on proposed rulemaking and conferences, which promote discussion and exchange of information on the current state of the coal industry and OSM's evolving role. OSM will continue to take positive steps to contact States, Tribes, citizens, and industry and encourage their participation.

In addition to guiding policy decisions, the Director provides direct supervision to the following staff offices; Office of Equal Opportunity, Office of Communication, Office of Strategic Planning and Evaluation, and the Budget Office.

b. Office for Equal Opportunity (OEO)

This Office is responsible for promoting equal employment opportunities for all OSM. The Office:

- provides technical guidance and assistance to field Equal Opportunity managers as well as to OSM employees.
- supervises designated collateral duty Equal Opportunity Counselors.
- processes discrimination complaints and informal disputes.

- develops and implements affirmative employment and diversity plans in order to enhance diversity throughout the Bureau.
- ensures that all programs and activities are fully accessible for the disabled.
- maintains a Civil Rights Compliance program for federally-assisted and conducted programs.

In addition, this Office is responsible for the Special Emphasis and Minority Higher Education programs for the Bureau. Under these programs, the Office has guided OSM in the development of memoranda of understanding, partnerships, and cooperative agreements with Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges and Universities. In part, these initiatives are in response to Executive Orders of the President to work more closely with minority colleges and universities in an effort to enhance recruitment and stimulate curriculum related to OSM's mission. These initiatives will foster the implementation of DOI's and OSM's five-year strategic plan to improve outreach and diversity in the workforce.

c. Office of Communications (OC)

This office plans, coordinates, produces, and distributes the following under the direction of the Director:

- Publications,
- Audiovisuals,
- Fact sheets,
- Reports,
- Photos,
- Exhibits, and
- News releases.

These items contain information about OSM programs, policies, and Congressional activities, the public, the coal industry, citizen groups, and the media. OC responds to requests for information from the news media and the public. OC also maintains a Correspondence Tracking System to manage official correspondence. The Office provides direction for internal communications and functions as the principal point of contact for arranging media interviews and briefings with key officials.

d. Office of Strategic Planning and Evaluation (OSPE)

OSPE, coordinates the development and maintenance of the bureau's strategic and annual plans, the performance measurement system as required by the Government Performance and Results Act (GPRA), and ensures that the Strategic Plan for the Bureau is consistent with GPRA requirements and is responsible for implementation of Executive Orders and Presidential Memorandum on Customer Service Standards. This Office is responsible for evaluating program effectiveness, which is an integral part of OSM's planning process

and has established a system to test management controls and provide assurances that the bureau is in compliance with the Federal Managers' Financial Integrity Act. OSPE also serves as the Bureau's liaison with the Office of the Inspector General (OIG), the General Accounting Office (GAO), and the Department and coordinates OSM's responses and tracks all audit findings throughout the process of resolution and implementation.

e. Budget Office

The Budget Office is responsible for the development and management of all bureau-wide budget activities including the administrative control of funds from all sources, and for compliance with the provisions of the Anti-Deficiency and Chief Financial Officer's Act. This office provides central policy coordination and uniform procedures for budget formulation, presentation, and execution, which includes preparation of budget requests for Departmental, OMB and Congressional approval. The Budget Office leads preparation for hearings with the Appropriation Subcommittees, coordinates budget hearings with the Authorizing Subcommittees, and prepares responses to Congressional committee questions for the hearing's record, edits hearing transcripts, and provides budget effect and capability statements and other documents responding to various Congressional actions on the President's Budget request for OSM. Following enactment of an annual appropriation, this office coordinates the preparation of internal operating budgets for each office and issues allotments and allocations to program managers, leads periodic program and financial reviews and tracks and reports on budget execution.

2. Administrative Support

This program includes the administrative functions necessary to support the program activities of OSM. The specific functions are included in four organizational areas: Administration, Human Resources, Information Systems Management, and Administrative Financial Management.

a. Administration

The Division of Administration is responsible for development of the Bureau-wide administrative policy and procedures. The Division also implements several of these support activities.

- acquisition,
- property management,
- vehicle fleet management,
- space management,
- telecommunications,
- safety management,
- occupational health,

- physical security,
- printing,
- records management,
- Freedom of Information Act,
- Privacy Act, and
- FAIR Act (Competitive Sourcing)

The Division of Administration also provides administrative support to headquarters offices. These support activities include office moves, provision of general supplies, property management, mailroom functions, security and safety management, and telecommunications. The Division also manages the bureau-wide fixed cost accounts in General Services.

The Division of Administration will continue efforts to increase customer satisfaction by improving administrative program support and services to all employees. Focus will be placed on (1) implementing Activity Based Costing to reflect and capture the true costs of the Division's activities, (2) continuing to enhance of the property and vehicle management system, (3) continuing to implement the OSM plan for achieving competitive sourcing goals based on DOI and OMB guidance, and (4) working with focus groups to improve customer service.

b. Human Resources (HR)

The Division of Human Resources develops and implements policies, standards and systems for the effective use of people to accomplish the overall mission of OSM. Specifically, the human resources program helps managers get the right people to do the job; gives managers advice and assistance; and provides processing and record keeping on recruitment, classification, and compensation benefits, employee performance, awards, financial disclosure holdings, disciplinary actions, and retirement. This office, through automated systems such as SMART (Quick Hire), the Federal Personnel and Payroll System (FPPS), Employee Express, and direct on-line access to personnel history files, brings human resources information and services directly to the manager, employee and applicant.

The Division of Human Resources continues to automate personnel processes to streamline and improve the effectiveness of Human Resources service delivery to OSM. To improve quality of life standards, the office offers seminars for employees on a variety of work/life issues.

Special ongoing initiatives coordinated through the human resources program are highlighted below:

- *Targeted Recruitment*: Human Resources, in conjunction and cooperation with OSM's Office of Equal Opportunity, continues to expand recruitment of the

number of women, minorities, and persons with disabilities identified in under represented occupations.

- *Automation of Personnel Records:* OSM implemented a digital Official Personnel Folder system to eliminate all paper documents. This secured, read-only system, offers many flexibilities not attainable under a paper system. This system has enhanced OSM's capability to centralize personnel operations, so that documents can be transmitted quickly by e-mail or telefax to managers or employees as needed. Other inherent benefits include reduced storage and more efficient project management. Employees can also access their ethics and performance/award records.
- *Automated On-line Recruitment:* This system provides a larger more diverse applicant pool that can be screened and provided to management more efficiently.
- *Automated Classification:* Human Resources is implementing an automated position description (PD) and classification program to bring all PD's and the ability to quickly build classifiable PD's to manager's desktops.

c. Information Systems Management (ISM)

The Information Systems Management (ISM) activity provides agency-wide technical support to OSM management and staff in the design, development, procurement and operation of computerized information systems. In addition, ISM is responsible for the telecommunications infrastructure that interconnects all OSM offices and several State and Tribal offices via a high-speed, area network (OSMNET). ISM will continue customizing the OSMNET for more efficient performance, providing higher capacity connections in support of agency Information Systems, and in support of the increasing use of the Internet to accomplish OSM's mission. ISM will continue in FY 2003 to work with the Regions in tying together the use of Novell and Windows network architecture to implement a seamless nationwide LAN resource network.

ISM is also responsible for the administration of the agency's Information Technology (IT) Security Plan. The security plan ensures the safety of OSM's IT information and computer technology hardware and software resources. During FY 2001, ISM raised the level of IT security awareness among all OSM employees, and enhanced the capability to monitor and verify compliance with the DOI IT Security Plan, especially with remote systems. This process will continue into FY 2003. Through implementation of virus filtering and traffic monitoring systems, ISM will significantly enhance efforts to manage existing systems for security, ensure new systems are secure before connection to the Internet, keep systems safe by time installations of patches and fixes, and strengthen incident handling and responses.

ISM is one of OSM's representatives for the following management programs and initiatives: e-Government, Enterprise Architecture, and the Government Paperwork

Elimination Act. ISM will continue to operate and maintain Intranet connectivity, develop IT strategic planning, implement IT policy, and coordinate compilation of the IT budget. ISM is redesigning the OSM Intranet to meet changing requirements, incorporate e-Government needs, and Section 508 accessibility.

d. Administrative Financial Management

The Financial Management activity funded in this business line provides OSM's program offices with accounting and financial services for appropriated and unappropriated operational funds to implement SMCRA. OSM also bills, collects and accounts for funds derived from program activities reflected in other business lines. These services include paying bills, accounting for receipts and expenditures, issuing financial and management reports, assuring that expenditures are within the allocations, collecting administrative debts, and maintaining the computer systems that support these functions.

Accomplishments in this area include an unqualified audit opinion, enhancements of the Management and Performance Accounting System (MAPS) to provide on-line performance data to program managers, and an enhanced managerial cost accounting program to provide performance cost information. This activity also increased efficiency of financial processing by improving the travel and purchase card processes. This has resulted in payment of invoices the day following receipt. Vendors were paid on time 99.7 percent of the time during FY 2001. OSM also increased electronic transfer payments to 97.2 percent of all payments and 99.9 percent of the dollar amounts paid.

3. General Services

This is a funding activity, which includes essential fixed costs to support OSM's program missions. No personnel or operational activities are funded by this component.

Line Items	FY 2002	FY 2003	Change
Rent	5,000,000	5,151,000	150,000
Telecommunications	870,619	840,440	-30,179
Postage	100,000	100,000	0
Gasoline	152,400	155,000	2,600
DOI Working Capital Fund	1,094,000	1,331,000	237,000
DOI Reimbursable Services	265,900	265,900	0
Unemployment Compensation	32,200	10,200	-22,200
Worker's Compensation	247,750	333,750	86,000
Bureau Wide Printing	375,000	375,000	0
Aircraft Services	34,962	36,000	1,038
Service Contracts	378,000	378,000	30,000
GSA Work Orders	277,169	227,710	-49,459
Total	8,828,000	9,203,000	375,000

Justification of Program Changes:

Executive Direction & Administration	FY 2003 Budget Request	Program Changes (+/-)
\$(000)	19,398	-76
FTE	105	0

Program Changes:

A decrease of \$0.076 million is proposed for general services efficiencies.