

Part A: Office of the Secretary
Chapter AJ: Office of the Assistant Secretary for Administration and Management

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AJ.00 Mission^{1/ 68 FR 36808-12, 6/19/2005}

AJ.10 Organization

AJ.20 Functions

AJ.30 Delegations of Authority

Section AJ.00 Mission. The Office of the Assistant Secretary for Administration and Management (OASAM) performs for the Secretary the administrative management functions (exclusive of financial and information resources management) of the Department. Manages the human resources, equal employment opportunity, acquisition, grants, and general management activities of the Department. Provides leadership and oversight direction to the activities of the Program Support Center. Provides resource management and equal opportunity services to the Office of the Secretary (OS) and is the head of the OS as an Operating Division.

Section AJ.10 Organization: The Office of the Assistant Secretary for Administration and Management is under the direction of the Assistant Secretary for Administration and Management, who report to the Secretary and consists of the following components:

- o Immediate Office (AJ)
- o Office of Human Resources (AJA)^{10/ 72 FR 40155, 07/23/2007}
- o OS Executive Office (AJC)
- o Office for Facilities Management and Policy (AJE)
- o Office of Acquisition Management and Policy (AJG)
- o Office of Small and Disadvantaged Business Utilization (AJH)
- o Office of Diversity Management & Equal Employment Opportunity (AJI)
- o Office of Business Transformation (AJJ).
- o Program Support Center (P)

Section AJ.20 Functions

A. Immediate Office of the Assistant Secretary for Administration and Management (AJ). Provides leadership, policy, guidance and supervision, as well as coordinating long and short range planning for the Office of the Assistant Secretary for Administration and Management. Provides leadership and direction for the Program Support Center (P) and the head of the Program Support Center.

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1. **SW Complex Security Team (AJ1).** Provides physical security for employees and visitors and facility protection in the HHS Building and other SW Complex facilities; oversees the OS and Southwest complex occupational safety and health programs; oversees the fire prevention program; manages HHS Building parking facilities and HHS parking in other SW Complex lots; issues and controls employee identification badges; and manages the HHS Building visitor program and special events admittance support.

B. Office of Human Resources

Section AJA.00 Mission. The Office of Human Resources (OHR) provides leadership in the planning and development of personnel policies and human resource programs that support and enhance the Department's mission. Provides technical assistance to the Operating Divisions (OPDIVs) in building the capacity to evaluate the effectiveness of their human resource programs and policies. Serves as the Departmental liaison to central management agencies on topics relating to human resources matters. Provides Department wide leadership for reorganization and delegation of authority, and other management programs.

Section AJA.10 Organization. The Office of Human Resources (OHR) is headed by a Deputy Assistant Secretary for Human Resources (DASHR) who reports to the Assistant Secretary for Management and Administration (ASAM), and consists of the following components:

- o Immediate Office (AJA)
- o Office of Strategic Planning and Performance Alignment (AJAA)
 - o Accountability and Analysis Division (AJAA1)
 - o Workforce and Career Development Division (AJAA2)
 - o Executive Resources Division (AJAA3)
- o Office of Service Delivery and Management (AJAB)
 - o Employee and Labor Relations (AJAB1)
 - o Talent Management Division (AJAB2)
 - o Human Resources Center (PJ1, PJ2, PJ4)
 - o Talent Resources Center (PJ5)

Section AJA.20 Functions.

1. **The Immediate Office (AJA):** The Immediate Office provides leadership to the development and assessment of the Department's human resources and human capital programs and policies. In coordination with the Operating Divisions (OPDIV), designs human resource programs that support and enhance the HHS missions. Serves as the principal source of advice on all aspects of Department-wide organizational analysis including: planning for new organizational elements; evaluating current organizational structures for effectiveness; and conducting the review process for reorganization proposals; manages the reorganization process for the Office of the Secretary (OS) requiring the Secretary's signature and the ASAM's;

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administers the Department's system for review, approval and documentation of delegations of authority; develops Department-wide policy and provides technical assistance on the use and application of delegations of authority; advises senior officials within the Department on delegations of authority, coordinates review of proposed delegations requiring the Secretary's or other senior officials' approval; analyzes and makes recommendations related to legislative proposals with potential impact upon the Department's organizational structure or managerial procedures; manages the Departmental Standard Administrative Code (SAC) system; and provides special management review services for selected activities.

2. Office of Strategic Planning and Performance Alignment (AJAA). The Office of Strategic Planning and Performance Alignment (OSPPA) is headed by an Associate Deputy Assistant Secretary who reports directly to the Assistant Secretary for Human Resources. OSPPA provides technical assistance to the OPDIVs in building the capacity to evaluate the effectiveness of their human resource programs and policies, including the development of performance standards. OSPPA provides oversight of the Department human resources activities relating to human capital, performance management, major Administrative and Department initiatives, human resources accountability; workforce and career development, and the executive resources.

a. Accountability and Analysis Division (AJAA1): The Accountability and Analysis Division (AAD) will: a) promote and support OPDIV capacity building efforts, including innovative approaches to human resources management; (b) provide strategic advice to the Deputy Assistant Secretary for Human Resources, the Assistant Secretary for Administration and Management, and the Secretary on those initiatives having major workforce implications; (c) evaluate major human resources policies and programs for the Department to determine the effectiveness; (d) is responsible for the Department's human resources accountability system; (f) have responsibility for planning accountability policy and programs, (and the development of the Department's Human Capital Accountability Plan); and (g) responsible for developing, managing, and directing the Department's policy, plans and guidance for assessment and performance improvement functions in the areas of employee surveys and human resource performance measurement.

b. Division of Workforce and Career Development (AJAA2). The Division of Workforce and Career Development (DWCD) responsibilities include requirements (i.e., 5 USC 4103 and 4121) mandated under the Federal Workforce Flexibility Act of 2004: (a) Formulate and oversee the implementation of Department-wide policies, regulations, procedures, and measures to ensure that training and development plans and programs are aligned with HHS strategic goals and performance objectives, and ensure alignment of training activities across the Department (b) formulate, implement, evaluate and measure employee development activities; (c) serve as the central HHS reference point for inquiries, guidance, interpretation and program monitoring and evaluation for training and workforce development planning; (d) provide

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Department-level workforce planning guidance; (e) working with HHS University, develop new and enhance existing Department-wide training program (e.g., Emerging Leaders Programs, Senior Executive Service Candidate Development Program, etc.) and review training programs proposed by OPDIVs, STAFFDIVs, or Human Resources Centers; (f) serve as the central HHS contact point and representative to non-government and government training communities and their auditors on training and development matters; and (g) monitor the implementation of a Department-wide automated training program and establishes.

c. **Executive Resources Division (AJAA3):** The Executive Resources Division (ERD): (a) is responsible for the development, coordination, policy formulation and administration of the Department's Executive Resources Management program, excluding those functions associated with executive development; (b) serve as the central point of contact for executive resources operational matters, advising on a broad range of executive personnel management matters; (c) administer most aspects of the Senior Executive Service (SES) program and coordinating analytical studies impacting on executive personnel; (d) provide support as required to the Executive Secretary of the Executive Resources Board; (e) manage the SES control and allocation program, provides recruitment assistance when needed, and provide leadership and oversee the executive staffing; (f) review key position cases, expert and consultant appointment, Section 209(f) of Title 42, and other employment cases requiring Departmental approval; and (g) maintain Schedule C appointment control and principal position information listing.

3. **Office of Service Delivery and Management (AJAB) -** The Office of Service Delivery and Management (OSDM) is headed by an Associate Deputy Assistant Secretary who reports directly to the Deputy Assistant Secretary for Human Resources. The OSDM has oversight responsibilities for the Office of Human Resources' budget, IT systems; and coordinates human resources activities related to employee and labor relations; Talent Management and the Human Resources Centers.

a. **Employee and Labor Relations Division (AJAB1):** The Labor and Employee Relations Division (LERD): (a) Promote labor-management cooperation and promulgate labor-management relations policy and programs for the Department; (b) provider leadership, involvement, and training; (c) provide guidance and support for conducting labor management negotiations; (d) review negotiated agreement(s) or supplemental agreement(s) in accordance with the Federal Service Labor Management Relations Statutes requirements; (e) review local agreements and settlement agreement for compliance with applicable labor relations policy and collective bargaining agreements; (f) serve as the Department's focal point for liaison on personnel and labor relations issues with the Office of Personnel Management, the General Accounting Office, the Merit Systems Protection Board, and the Federal Labor Relations Authority; (g) develop, implement and interpret Departmental and Government-wide employee relations policy; (h) provides technical advice and assistance on employee relations issues to

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OPDIVs; and (i) plan and develop personnel policies and programs related to benefits, and the Benefit Officer serves as expert in providing technical assistance to OPDIVs and STAFFDIVs. ELRD is responsible following activities related to performance management: (a) plan and develop personnel policies and programs; (b) formulate and implement policies; and (c) provide technical assistance to the OPDIV in these areas. Also provide oversight and guidance for HHS policy related to awards, benefits and leave, worker's compensation, work life (including childcare subsidy and telework), and the employee assistance program.

b. **Talent Management Division (AJAB2):** The Talent Management Division (TMD): (a) provides leadership to the planning and development of human resource policies and programs relevant to employment, staffing, recruitment and placement; compensation; position management and classification that support and enhance the Department's mission; (b) in coordination with the OPDIVs, formulates HHS policies pertaining to the above; (c) provides technical assistance to the HR Centers/Offices and OPDIVs in the proper application of Federal human resource management laws, regulations, and policies; and (d) accomplishes required human capital initiatives as required by the Office of Personnel Management, the Office of Management and Budget or other organizations

Section PJ.20 Functions

Human Resources Centers (PJ): Each Human Resources Center performs the following functions for assigned Operating Divisions and the Office of the Secretary (client organizations) as follows: (1) Provides human resources strategic programs, client services, and workforce relations support for HHS client organizations; (2) Serves as the principal advisor to the client organizations' leadership on matters related to human resources management, including strategic human capital planning, recruitment and placement, position classification and management, compensation and pay administration, executive resources, workforce planning, labor and employee relations, employee benefits, entitlements and advisory services, and employee services; (3) Interprets regulations, directives and other guidance related to human resources programs and provides policy direction, services, coordination and operational control of human resources programs provided by the Centers; and (4) Implements and evaluates human resources programs and ensures that human resource services serve the needs of client organizations.

Strategic Programs Division (PJ1A, PJ2A, PJ4A): (1) Advises and consults with client organization leadership on strategic human capital planning, human resources program evaluation and service level agreements; and (2) Provides account management services for client organizations with respect to human resource services provided by the Centers.

Client Services Division (PJ1B, PJ2B, PJ4B): Advises and consults with client organization managers on human resource solutions to workforce issues, especially in the areas

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of position classification and compensation, strategic recruitment, hiring and placement, and executive resources.

Workforce Relations Division (PJ1C0, PJ2C, PJ4C): (1) Advises and consults with client organization managers on employee and labor relations matters, including collective bargaining and employee conduct, performance and disciplinary actions; (2) Manages Federal employee benefits and entitlement programs for the client organizations; (3) Provides employees, their families and beneficiaries, as appropriate, counseling and assistance in accessing and understanding benefits and entitlements programs; and (4) Provides employee services, such as managing official personnel records and new employee entrance-on-duty programs.

9. Talent Resources Center ^{3/12/2007}

Section PJ5.10 Mission. The Talent Resources Center (TRC) will identify best practices in acquiring talent for employment in the Federal Government, and will determine the most efficient and effective practices to deliver the optimal human resource related products for the clients.

Section PJ5.20 Organization: The Talent Resources Center is headed by a Director who reports directly to the Deputy Assistant Secretary for Human Resources, Office of the Assistant Secretary for Administration and Management, and consists of the following components:

- o Office of the Director (PJ5)
- o Classification Branch (PJ5A)
- o Recruitment Branch (PJ5B)
- o Screening and Selection Branch (PJ5C)

Section PJ5.20 Functions

1. **Office of the Director (PJ5).** The Office of the Director will provide leadership to TRC and oversee the operational functions and services in the areas of staffing, position classification, strategic recruitment, hiring and placement. Will exercise delegated human resources authorities to ensure that the clients' personnel action requests are appropriate, and implemented in an efficient and timely manner. Advises and consults with client organization managers on human resource solutions regarding workforce issues, especially in the areas of position classification and compensation, strategic recruitment, and hiring and placement.

2. **Sourcing Branch (PJ5A).** The Sourcing Branch (SB) partners with clients to determine the needed competencies for their workforce; develop optimal strategies to acquire the needed workforce, such as, partnering with universities, professional associations and new media, including publications; and develop processes that will add value to the entire hiring

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process.

3. **Classification Branch (PJ5B).** The Classification Branch (CB) partners with the client to ensure position management is consistent with organization functions; use expertise in the implementation of position classification; implement public trust and security clearance determinations; and develop processes that will add value to the entire hiring process.

4. **Screening and Selection Branch (PJ5C).** The Screening and Selection Branch (SSB) delivers screening and selection services that reduce recruitment costs while increasing efficiencies; provides insight on streamlining the announcement process to strengthen the applicant pool; partners with clients to determine unique hiring processes; and develops processes that will add value to the entire hiring process.

C. Office of the Secretary (OS) Executive Office (AJC). The Office of the Secretary Executive Office (OSEO): 1) works closely with the Office of Budget, Technology, and Finance (OBTF) to provide budget and other financial services to Office of the Secretary Staff Divisions; 2) in conjunction with the OBTF oversees all aspects of budget formulation and execution for the Office of the Assistant Secretary for Administration and Management; 3) maintains funds controls and coordination of billing and accounts related to the Secretary's dining room and the Immediate Office of the Secretary; 4) plans and directs the provision of centralized purchasing and contracting services for administrative supplies, technical, and research requirements for the OS; 5) provides staff assistance and guidance to OS staff on purchasing and contracting related to purchase order, credit card (MACC), etc.; 6) coordinate with PSC contracts sponsored by the OS; and 7) coordinates with the Program Support Center on requests for personnel actions, departure closeout processing, and payroll liaison; as well as other human resources management support activity matters on behalf of the Staff Divisions.

Assists the ASAM in carrying out the delegated authority to establish and maintain equal employment opportunity programs within the Office of the Secretary. The Office is responsible for ensuring that all OS employment policies and actions are based on merit, without regard to race, color, religion, national origin, sex, age, or physical/mental disability. Major functions include: pre-complaint counseling; formal compliant processing; affirmative employment planning and implementation; technical guidance and policy development. The functions of the office also include program efforts which focus on the Federal Women's Program, the Hispanic Employment Program, and the Program for People with Disabilities. Works closely with the Deputy Assistant Secretary for Facilities to develops guidance for the OS on aspects of the HHS annual RENT budget, as it relates to the SW Complex. Coordinates preparation among OPDIVs and STAFFDIVs in the SW Complex RENT budgets, consistent with OMB and GSA guidance. Establishes information and reporting standards for all above listed programs. Collects, assembles, and analyzes required information for mandated reports to Congress, OMB, GSA and other Federal agencies.

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D. Office for Facilities Management and Policy (AJE)

Section AJE.00 Mission. The Office for Facilities Management and Policy (OFMP): 1) plans, oversees and directs facilities master planning, design, programming and construction; 2) oversees and coordinates the following facilities activities: the operations and maintenance of HHS facilities; property management of leased facilities; land and space management; disposal of real property; environmental quality and compliance; facilities energy management; historic preservation; physical security of space occupied by HHS employees; and the requirements contained in the Occupational Safety and Health Act; and 3) and provides administrative and operations support to the Department's Capital Investment Review Board and has oversight responsibilities for multibillion facilities master plan that calls for construction of numerous state-of-the-art laboratories, office buildings and other support facilities.

Section AJE.10 Organization. The Office of Facilities Management and Policy (OFMP) is headed by a Deputy Assistant Secretary, who reports directly to the Assistant Secretary for Administration and Management, and consists of the following components:

- Division of Planning and Construction (AJE1)
- Division of Operations and Maintenance (AJE2)
- Division of Real Property (AJE3)

Section AJE.20 Functions

1. Division of Planning and Construction (AJE1) - The Division of Planning and Construction (DPC): 1) supports the HHS Capital Investment Review Board; 2) leads programming of facilities projects for the HHS annual budget submission and responds to inquiries from external organizations such as GSA, OMB and Congress; 3) facilitates and oversees construction program implementation from preproject planning through facility activation and it fosters application of construction best practices, energy conservation, workforce training and competencies, and the use of different contract acquisition methods; and develops and oversees implementation of policies such as those for sustainable design and preproject planning.

2. Division of Operations and Maintenance (AJE2) - The Division of Operations and Maintenance (DOM): oversees HHS and the OPDIVs activities in maintaining and managing capital facility assets and providing for comfort and cleanliness, 2) oversees expenditure levels, facility condition and condition assessments, deferred maintenance amounts and calculations, and computerized maintenance management systems; 4) fosters application of best practices for energy conservation, workforce training and competencies, and acquisition; 5) develops and oversees implementation of policies such as those for building commissioning, design for maintainability; 6) manages the operations and maintenance activities in the Hubert H. Humphrey Building in Washington, D.C; and 7) establishes, maintains and promulgates HHS

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policy and guidelines for the SW Complex real property program

3. Division of Real Property (AJE3) - The Division of Real Property (DRP): 1) Establishes, maintains and promulgates HHS policy for the real property and management programs, serving as the principal source of advice on these Department-wide programs; 2) establishes the HHS real property program, writes guidelines and procedures to acquire and manage owned and leased real property; reviews and as necessary, manages disposal actions; monitors and analyzes utilization of all space; implements the GSA Delegations program; 3) manage facilities programs, which include: occupational safety and health, environmental quality, physical security, historic preservation, energy conservation and fitness and childcare centers; 4) provides oversight of OPDIV performance, technical assistance and training on a Department-wide basis; a) reviews OPDIVs compliance with program requirements and sets Departmental standards, as required; b) interprets GSA guidelines, facilities related legislation, Executive Orders, applicable regulations, and other guidelines; c) establishes reporting standards for all facilities related programs; and d) collects, assembles and analyzes required information for mandated reports to Congress, OMB, GSA and other Federal agencies.

E. Office of Acquisition Management and Policy (AJG)

Section AJG.00 Mission: The Office of Acquisition Management and Policy (OAMP) provides management direction of the acquisition system including logistics, and provides similar direction for travel. Provides Department-wide leadership in these areas through policy development, performance measurement, and training. Represents the Department in dealings with OMB, GAO and other Federal agencies and Congress in the areas of procurement, logistics, and travel. Fosters creativity and innovation in the administration of these functions throughout the Department.

Section AJG.10 Organization. The Office of Acquisition Management and Policy (OAMP), headed by a Deputy Assistant Secretary for Acquisition Management and Policy, who is the Senior Procurement Executive appointed pursuant to 41 U.S.C. 414(3) section 16(3), reports to the Assistant Secretary for Administration and Management, consists of the following components:

- o Immediate Office (AJG)
- o Division of Acquisition Policy (AJG1)
- o Division of Logistics Policy (AJG2)
- o Division of Travel Program and Policy (AJG3)

Section AJG.20 Functions.

1. **Immediate Office of Acquisition Management and Policy (AJG).** The Immediate Office of Acquisition Management and Policy provides leadership, policy, guidance and

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supervision, as well as coordinating long and short-range planning to constituent organizations. Also, provides technical assistance to the Operating Divisions and evaluates effectiveness of their acquisition, logistics, and small business programs, including the development of performance standards. Manages special departmental procurement initiatives and operations of the Program Support Center's Strategic Acquisition Service.

2. **Division of Acquisition Policy (AJG1).** The Office of Acquisition Policy provides leadership in the area of acquisition through policy development, performance measurement and training. The office is responsible for the following: (a) Formulates Department-wide acquisition policies governing procurement activities, publishes these in regulations and manuals, and recommends and participates in development of government-wide acquisition policy; (b) provides advice and technical assistance on matters related to HHS acquisition programs and other special authorities such as authority to conduct "Other Transactions"; (c) manages workforce development issues for the department's acquisition workforce including certification and warranting of contracting officers; (d) monitors the adoption of acquisition policies by the Department's Operating and Staff Divisions to ensure consistent policy interpretation and application, and provides standards for departmental staff assigned contract management responsibilities; (e) conducts Performance Measurement of the Department's procurement system to ensure compliance with procurement laws and policies and efficient acquisition of the Department's program needs; (f) makes studies of problems requiring creation of new policies or revision of current policies, including the application of Departmental management controls and reports related to the Department's procurement activities, resolves issues arising from implementation of those policies; maintains similar relationships and associations with public and private contractor organizations; (h) serves as the Department's liaison in the area of acquisitions and maintains working relationships with OMB, GSA, GAO, and other Federal agencies to coordinate and assist in the development of policy and to participate in government-wide tests of procurement innovations; (i) conducts special projects to develop improved mechanisms for Department-wide management of procurement, researches, analyzes and tests innovative ideas, techniques and policies in the area of acquisitions, establishes and directs ad hoc teams to work on special projects to develop creative approaches to problems in the area of acquisition; and (j) supports the Chief Acquisition Officer in implementing Section 1421 of the Services Acquisition Reform Act of 2003.

3. **Division of Logistics Policy (AJG2).** The Division of Logistics Policy (DLP) provides leadership focal point and liaison with the Operating and Staff Divisions in the area of logistics assets (personal property, supply chain, fleet, transportation) function through policy development, technical assistance, oversight and workforce development. The Division is responsible for the following: (a) Formulates Department-wide logistics

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policies governing the management of assets (personal property, supply chain, fleet, transportation); publishes these in manuals, guides and on the web, and recommends and participates in the development of Government-wide logistics policy; (b) monitors the adoption of logistics policies by the Department's Operating Divisions to ensure consistent policy interpretation and application; and provides advice and technical assistance on matters related to HHS logistics programs; (d) manages workforce development issues for the Department's logistics workforce including certification of logisticians; (e) conducts performance measurement of the Department's logistics system to ensure compliance with laws and policies and efficient management of Department's logistics needs; (f) studies, researches, analyzes and tests innovative ideas, techniques and policies in the area of logistics; and (g) sees the implementation of logistics functions throughout the Department; (d) develops, participates in and evaluates logistics training programs for Department staff; (e) researches, analyzes and tests innovative ideas, techniques and policies in the area of logistics; (f) serves as the Department's liaison in the area of logistics and maintains working relationships with OMB, GAO and other Federal agencies to coordinate and assist in the development of policy, and to participate in Government-wide projects of logistics innovations; (h) manages web- based knowledge management and performance support system, including Federal and Departmental management information system to support the HHS, ASAM and OAMP's mission.

4. **Division of Travel Program and Policy (AJG3):** The Division of Travel Program and Policy (DTTP): (a) Formulate Department-wide travel policies governing travel activities; publishes travel regulations and manuals; and recommends and participates in development of government- wide travel; (b) provide advice and technical assistance on travel activities and policy matters to the Department's Operating Divisions; and (c) monitors the adoption of travel policies by the Department's Operating Divisions to ensure consistent policy interpretation and application; and (d) oversees the implementation of travel function throughout the Department; (e) develops, participates in and evaluates travel training programs for Department staff; (f) and serves as the Department's liaison in the area of travel and maintains working relationships with OMB, GAO and other Federal agencies to coordinate and assist in the development of travel policy

F. Office of Diversity Management and Equal Employment Opportunity (AJI)

Section AJI.00 Mission. The mission of the Office of Diversity Management and Equal Employment Opportunity (ODMEEEO) is to provide leadership in creating and sustaining a diverse workforce and an environment free of discrimination at the Department of Health and Human Services. ODMEEEO works pro-actively to enhance the employment of women, minorities, veterans, and people with disabilities. This is achieved through policy development,

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oversight, complaints prevention, outreach, and education and training programs. Provides resource management and equal opportunity services function for the Department.

Section AJI.10 Organization. The Office of Diversity Management and Equal Employment Opportunity (ODMEEEO) is headed by a Director for ODMEEEO, who reports directly to the Assistant Secretary for Administration and Management, and consists of the following components:

- o Diversity Management Division (AJI1)
- o Equal Employment Opportunity (EEO) Programs Division (AJI2)

Section AJI.20 Functions.

1. **Diversity Management Division (AJI1)**--The Diversity Management Division (DMD):
(a) Provides leadership in the planning and development of affirmative employment policies and programs that recognize and value the diversity of the Department workforce and promote a work place free of discrimination; (b) provides technical assistance and enabling tools to the OPDIVs in the design of innovative, effective affirmative employment programs; and (c) keeps top HHS officials apprised of workforce demographics and recommends positive interventions as needed.
2. **Equal Employment Opportunity Programs Division (AJI2).** The Equal Employment Opportunity Programs Division (EEOPD): (a) Prepares, for the Director of Equal Employment Opportunity (EEO), final Departmental decisions on the merits of complaints of discrimination; (b) process conflict of interest complaints and prepare decisions on the merits for issuance by the EEO Director; (d) prepares final Departmental decisions on the merits for the signature of the Surgeon General regarding complaints of discrimination filed by members of the Commissioned Corps; (e) provides technical assistance and enabling tools to the OPDIVs in the design of innovative, effective affirmative employment programs and complaints management and prevention; and (f) serves as the Department's focal point for liaison with the Office of Personnel Management, the Equal Employment Opportunity Commission, and the General Accounting Office on issues pertaining to affirmative employment and discrimination complaints.
- G. **Office of Business Transformation (AJJ)**

Section AJJ.00 Mission. The Office of Business Transformation (OBT) provides results-oriented strategic and analytical support for key management initiatives and coordinates with others the business mechanisms necessary to account for the performance of these initiatives and other objectives as deemed appropriate. OBT also oversees the implementation of competitive sourcing activities Department-wide, as a tool to generate savings and improve efficiencies. The

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OBT will also be responsible for integrating the work performed by ASAM in the areas of business process reengineering, core business mission activities, responsibility and investment matters as determined by ASAM.

Section AJJ.10 Organization. The Office of Business Transformation (OBT), headed by a Deputy Assistant Secretary who reports directly to the Assistant Secretary for Administration and Management consists of the following components:

- o Division of Strategic Initiatives (AJJ1)
- o Division of Competitive Sourcing (AJJ2)

Section AJJ.20 Functions.

1. **Division of Strategic Initiatives (AJ).** Division of Strategic Initiatives (DSI): (a) Provides coordination and management support to ASAM as appropriate for all HHS management initiatives through active involvement in the process and related activities necessary to the successful accomplishment of same; (b) performs management and administrative analysis for a variety of management initiatives, either proposed or ongoing, to improve management effectiveness and gain management efficiencies on a Department-wide basis; (c) develops policy and guidelines to promulgate these initiatives to the extent determined necessary; and (d) work collaboratively with STAFFDIVs, especially the Office of the Assistant Secretary for Planning and Evaluation and the Office of Budget, Technology and Finance, in formulating the process of for developing the annual Department-wide Objectives.
2. **Division of Commercial Services Management (AJJ2)**^{12. 74FR 301 1/2/2009}. Division of Competitive Sourcing (DCS): (a) Provides Department-wide leadership, centralized oversight and coordination of competitive sourcing activities; (b) develops policy and issues guidelines relating to competitive sourcing; and (c) represents the Department in dealings with OMB, GAO and other Federal agencies in the area of competitive sourcing.

H. Office of Small and Disadvantaged Business Utilization (AJH)^{70 FR 17690, 4/7/2005}

Section AJH.00 Mission. The Office of Small and Disadvantaged Business Utilization (OSDBU) for the Department of Health and Human Services (HHS) fosters the use of small and disadvantaged business as Federal contractors pursuant to Pub. L. 95-507. Manages the development and implementation of appropriate outreach programs aimed at heightening the awareness of small business community to the contracting opportunities available within HHS. Issues policy and guidance on all small business programs for HHS. Section AJH.10 Organization. The Office of Small and Disadvantaged Business Utilization (OSDBU) is responsible to and reports directly to the Deputy Secretary, who reports to the Secretary. The OSDBU is headed by a Director, who is responsible only to, and report directly to, the Deputy

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Secretary.

Section AJH.20 Functions.

A. The Office of Small and Disadvantaged Business Utilization (OSDBU) provides leadership, policy, guidance and supervision, as well as coordinating short and long range strategic planning for the Secretary and the Deputy Secretary to aid small business vendors in doing business with the Department.

B. Has responsibility within the Department for policy, plans, and oversight to execute the functions the functions under Section 8 & 15 of the Small Business Act.

C. Provides leadership to the development and assessment of the Department's programs and policies to develop and consolidate a unified small business voice in support of the "One Department" initiative.

D. Supports the acquisition and program offices of HHS to ensure compliance with the Small Business Act, the Federal Acquisition Regulations (FAR) and the HHS Acquisition Regulations (HHSAR).

E. Prepares documentation and reports to the Executive Office of the President, the Congress, Office of Management and Budget, the Small Business Administration, and other agencies as required.

F. Provides input for coordinated Department positions on proposed legislation and Government regulations on matters affecting cognizant socioeconomic programs and maintains liaison with Congress through established Department channels.

G. Oversees and monitors the Departmental review and screening of planned procurement by programs and procurement offices to ensure that preference programs are given through consideration throughout the decision making process.

I. Builds strong relationships with internal, as well as, external customers and partners of HHS.