

Part A: Office of the Secretary
Chapter AM: Office of Resources and Technology

Approved by the Assistant Secretary for Administration and Management (ASAM) on 2/28/2003 and published @ 68 FR 11555-62 on 3/11/2003; ¹Approved by the ASAM on 7/28/2003 and published @ 68 FR 57695-96 on 10/06/2003; ²Approved by the ASAM on 4/1/2005 and published @ 70 FR 17690-91 dated April 7, 2005; ³Approved by the ASAM on 7/18/2005 and published at 70 FR 42321-42324; ⁴Approved by the Secretary on 6/30/2006, and published @ 71 FR 38884-88 on 7/10/2006; ⁵Approved by the ASAM on 1/10/2007, and published @ 72 FR 2282-2283 dated 1/18/2007; ⁶ Signed by the ASAM on 9/18/2007 and published @ 72 FR 56074, 10/2/2007/Signed by Acting Secretary 3/12/2009, and published @74 FR 18238-89 on 4/21/2009

AM.00 MISSION
AM.10 ORGANIZATION
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AM.30 DELEGATIONS OF AUTHORITY

Section AM.00 Mission. The mission of the Office of Resources and Technology (ORT) is to provide advice and guidance to the Secretary on budget, financial management, and information technology, and to provide for the direction and coordination of these activities throughout the Department.

Section AM.10 Organization: The Office of Resources and Technology is headed by the Assistant Secretary for Resources and Technology (ASRT). The Assistant Secretary for Resources and Technology is the Departmental Chief Financial Officer (CFO), and reports to the Secretary. The office consists of the following components:

- Immediate Office of the Assistant Secretary (AM)
- Office of Budget (AML)⁶ 72 FR 560774-75, 10/2/2007
- Office of Chief Information Officer (AMM)³ 70 FR 42321-24, dated 7/22/2005 -72 FR 2282-88;1/18/2007
- Office of Finance (AMS)⁴ 71 FR 3884-88;dated 7/10/2006
- Office of Grants (AMT)² 70 FR 17690-1769, dated 4/7/2005 – 4. 71 FR 3884-88; 7/10/2006
- o Office of Recovery Act Coordination (AMV)⁷ 74 FR 18238-89;4/21/2009

Section AM.20 Functions

1. **Immediate Office of the Assistant Secretary for Resources and Technology /Chief Financial Officer (AM).** Provides executive direction to ORT components. The Assistant Secretary for ASRT is the principal adviser to the Secretary on all aspects of budgetary and financial management and information technology. By delegation from the Secretary, the ASRT/CFO exercises full Department-wide authority of the Secretary in the assigned areas of responsibility to include all responsibilities provided by the Chief Financial Officers Act of 1990. This includes the approval of the job descriptions and skill requirements, and the selection of OPDIV CFOs as well as participation with the OPDIV Head in the annual performance plan/evaluation of the OPDIV CFO. In addition, the Assistant Secretary for ASRT/CFO provides Department-wide policy guidance on the qualifications, recruitment, performance, training, and retention of all financial management personnel. The ASRT manages the Chief

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Information Officer (CIO) and the CIO's fulfillment of all functional responsibilities included in the Clinger-Cohen Act.

2. Office of Budget (AML). The Office of Budget is headed by a Deputy Assistant Secretary for Budget. The Office: 1) advises and supports the Secretary and the Assistant Secretary for Resources and Technology/CFO and oversees the preparation of the Departmental budget estimates and forecasts resources required to support programs and activities of the Department; 2) analyzes budgetary and financial management implications of new or proposed legislation, programs or activities; 3) appraises program activities and operations in terms of policies, goals and objectives of the Department; 4) operates HHS' integrated funding system; 5) recommends and administers policies and procedures for allocation and control of employment ceilings; 6) develops and executes Department-wide procedures relating to implementation and management of the Government Performance and Results Act (GPRA); 7) responsible for the Office of the Secretary activities under the Paperwork Reduction Act; 8) with particular reference to the Office of the Secretary (OS), is responsible for the overall formulation and execution of the OS budget; 9) serves as the focal point for OS budget operations, providing assistance for the development of budget policy and management of positions and financial resources for the OS; and review proposed recommendation on draft regulations and proposed legislation.

3. Office of Office of Chief Information Officer (AMM). The Deputy Assistant Secretary for Information Technology (DASIT), who is also the HHS Chief Information Officer, heads the Office of the Chief Information Officer (OCIO). OCIO provides the Secretary and the Assistant Secretary for Resources and Technology (ASRT) with strategic planning, information resources management and technology policy, architecture, investment review, and Office of the Secretary (OS) computer operations management support.

4. Office of Finance (AMS). The Office of Finance is headed by the Deputy Assistant Secretary for Finance who is also the Deputy Chief Financial Officer. The Office of Finance: 1) advises and supports the Secretary and the Assistant Secretary for Resources and Technology/CFO on all aspects of financial activities across the Department; 2) as directed by the Secretary, oversees the design and implementation of a unified financial management system for the Department consisting of two major components: the Healthcare Integrated General Ledger Accounting System (HIGLAS) at the Centers for Medicare and Medicaid Services (CMS) and a system for the rest of the Department; 3) coordinates CFO activities and reports throughout HHS, including the preparation of audited financial statements and the preparation of the annual CFO report for submission to the OMB and Congress; 4) in coordination with other ASRT components, participates in the clearance/approval process for program information systems that provide financial and/or program performance data which are used in financial statements; 5) provides advice to the ASRT/CFO on approval of the job descriptions and skills requirements for OPDIV CFOs and on the approval of the selection of OPDIV CFOs; 6) provides advice to the Assistant Secretary for ASRT/CFO who participates with each OPDIV Head in the annual

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performance plan/evaluation of the OPDIV's CFO; 7) provides advice to the Assistant Secretary for ASRT/CFO on the qualifications, recruitment, performance, training and retention of all financial management personnel; 8) serves as the Departmental liaison with GAO, OMB, Treasury, and other Federal agencies on financial matters; 9) maintains Departmental finance and accounting standards; 10) resolves monetary findings involving management systems; 11) directs regional review of cost allocation activities; 12) ensures compliance with the Departmental reporting requirements of the Federal Managers Financial Integrity Act (FMFIA); 13) establishes Department policy in the management of Inspector General reports and audits; and 14) manages the day-to-day finance and accounting activities of the Office of the Secretary and other Departmental components as determined by the ASRT/CFO.

B. Chapter AML, Office of Budget

Section AML.00 Mission. The Office of Budget provides advice and support to the Secretary and the Assistant Secretary for Resources and Technology (ASRT) on matters pertaining to: formulation of the HHS and President's budgets, management of program assessment and performance reporting, presentation of budgets and reconciliation legislation to OMB and the Congress, and resolution of issues arising from the execution of final appropriations.

Section AML.10 Organization. The Office of Budget is headed by the Deputy Assistant Secretary for Budget who reports to the Assistant Secretary Resources and Technology/Chief Financial Officer and includes the following:

- Division of Discretionary Programs (AML1)
- Division of Health Benefits and Income Support (AML3)
- Division of Budget Policy, Execution and Management (AML4)

Section AML.20 Functions.

- 1. Division of Discretionary Programs (AML1):** The Division of Discretionary Programs:
 - a. Provides analytical services and assistance to the Secretary, the Assistant Secretary for Resources and Technology (ASRT), and HHS Operating Division (OPDIV) Heads in their budgetary management of the Department's principal discretionary programs, including science and health services programs administered by the Public Health Service components; and social service programs of the Administration for Children and Families and the Administration on Aging.
 - b. Reviews budgets and related requests for resources, and analyzes plans and proposals for new or alternative legislation.
 - c. Analyzes proposed regulations, reorganizations, or program initiatives to determine their policy, resource and management implications.
 - d. Proposes recommendations on draft regulations, proposed legislation and reorganization proposals.

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- e. Proposes budget options and policy initiatives as necessary to achieve program objectives established by the Secretary.
- f. Assists in the development of strategies for the presentation of the budget to the Office of Management and Budget (OMB) and the Congress, and develops materials for key Departmental officials who testify at hearings before these bodies.
- g. Provides guidance to OPDIVs in the formulation of their budgets.
- h. Conducts special reviews and analyses to examine assigned OPDIV program operations and management effectiveness.
- i. Assists in the development of performance plans, reports, and program assessments under the Government Performance and Results Act.
- j. Assists in the presentation of the Department's budget to the public by developing material for use of Departmental officials, and reviews press statements and other public documents for consistency with approved budgets and plans.
- k. Assists in the presentation of the Department's budget to the public by developing materials for use by Departmental officials, and reviews press statements and other public documents for consistency with approved budgets and plans.
- l. Reviews and analyzes the budgets of the Staff Divisions (STAFFDIVS) funded by the General Departmental Management (GDM), Office of Inspector General (OIG) and Office for Civil Rights (OCR) appropriations. Prepares special analyses of these budgets for use in decision-making, particularly for evaluating capacity and determining if alternative approaches are feasible. Monitors Congressional appropriations hearings in which the GDM STAFFDIVS, OIG and OCR are participants.
- m. Works closely with OASAM in planning and formulating the GDM budget justification for presentation to the Secretary, OMB and the Congress.
- n. Provides staff assistance to the Secretary, the ASRT, the Service and Supply Funds (SSF) Board of Directors, OPDIV Budget Officers and STAFFDIV Heads in the budgetary and financial management of the SSF.
- o. Provides for budget policy management and financial integrity of the SSF in the provision of Departmental common use administrative services.
- p. Assists in the planning and preparation of the SSF budget for presentation to the SSF Board, the OMB, and Congress.
- q. Prepares apportionment requests for the SSF.

2. Division of Health Benefits and Income Support. The Division:

- a. Provides analytical services and assistance to the Secretary, the ASRT, and the Department OPDIV Heads in the budgetary management of the Department's principal entitlement programs including Medicare, Medicaid, Family Support Payments and other entitlements in support of children and families.
- b. Reviews budget and related requests for resources; analyzes plans and proposals for new legislation, regulations, or program initiatives to determine their resource, policy, and

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management implications; proposes recommendations for the Deputy Assistant Secretary for Budget on budget requests, draft regulations, proposed legislation, and reorganization proposals.

- c. Assists the Secretary, the ASRT and the OPDIV heads in evaluating programs and budgetary proposals by developing reliable cost projections for legislative and planning proposals, and ensuring that proposals are consistent with approved plans and policies.
- d. Coordinates the preparation of budget estimates and forecasts of resources required to support the programs and operations of the Department.
- e. Reviews reprogramming requests and recommends appropriate action to the Deputy Assistant Secretary for Budget.
- f. Provides guidance in budget formulation for the appropriate OPDIV.
- g. Conducts special management reviews and analyses, and develops management options to ensure efficient and effective program operations and to encourage management improvements.
- h. Proposes budget options and policy initiatives as necessary to achieve program objectives established by the Secretary.
- i. Assists in the development of strategies for presentation of the budget to the Office of Management and Budget and the Congress and develops materials for key Department officials who testify at hearings before these bodies.
- j. Assists in the development of performance plans, reports, and program assessments under the Government Performance and Results Act.
- k. Manages the overall allocation of Health Care Fraud and Abuse Control (HCFAC) funds.

3. Division of Budget Policy, Execution and Review (AML4). The Division of Budget Policy, Execution and Review (DBPER):

- a. Directs the formulation and presentation of the HHS budget by developing and promulgating to the OPDIVs and others the policies, procedures, guidance, and schedules for preparing budget submissions.
- b. Coordinates the presentation of the Department's budget and performance plan to Congress, including preparation and submission of justifications, reports, significant items, and crosscutting materials; preparation of the Secretary's testimony before the Appropriations Committees; and coordination of transcripts, questions for the record, and other hearing materials.
- c. Provides advice and analysis to support Department-wide budget decision-making.
- d. Maintains active communication with Department budget officers with regard to budget events and activities with OMB, GAO, Congress and other parties.
- e. Manages a computerized budget information system reflecting data on a HHS-wide basis and coordinates OPDIV input into the system.
- f. Provides direct staff support to the Secretary in preparation for appropriation hearings and other budget related presentations and briefings.

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- g. Actively communicates with the Budget and Appropriations Committees in the Congress and provides intelligence and analyses of budget decisions to senior HHS staff and the OPDIVs.
- h. Coordinates preparation of guidelines governing reprogrammings, transfers between accounts, and other crosscutting funding methods; provides recommendations and staff support in managing and processing crosscutting funding proposals.
- i. Analyzes and prepares reports on HHS performance in managing Full Time Equivalent (FTE) levels and in implementing FTE policy, and provides expert advice on Department-wide staffing.
- j. Provides leadership and direction in the Department-wide review, analysis and appraisal of financial elements of program execution and the development and execution of policies related to efficient allocation, expenditure and control of funds.
- k. Coordinates and tracks outlay projections: (1) to assist OMB in the continuing effort to monitor spending and to thereby improve the management of the Government's overall cash and debt operations; and (2) in support of formulation of the budget, including the maintenance of HHS ceiling controls and the development of outlay estimates shown in the President's Budget for controllable programs.
- l. Promulgates Departmental spending policies, especially in the event of Continuing Resolutions and possible suspension of operations due to the failure of the Congress to enact appropriations on time, and works with agency budget officers and the OMB in formulating agency funding plans.
- m. Maintains a system of Department-wide budget execution, including the management and control of the apportionment of funds in accordance with the requirements of the Anti-Deficiency Act and OMB regulations; and requests and monitors the receipt of Treasury warrants.
- n. Serves as principal staff advisor to the ASRT on all matters involving budget execution.
- o. Acts as liaison on behalf of HHS with OMB, the Treasury Department, the Congressional Budget Office, and other agencies on matters involving budget execution.
- p. Responsible for the development and maintenance of a system of financial information which involves the collection, organization, and maintenance of financial data in electronic form as well as the development of reporting mechanisms for making the financial information useful and available for decision making.
- q. Represents the Department in government-wide activities to implement the development and implementation of performance measures and budget-related performance planning policies, requirements and processes. Manages program performance assessment activities.
- r. Provides special management review services for selected activities.

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C. Chapter AMM, Office of Chief Information Office

AMM .00 Mission. The Office of the Chief Information Officer advises the Secretary and the ASRT on matters pertaining to the use of information and related technologies to accomplish Departmental goals and program objectives. The mission of the Office is to establish and provide: Assistance and guidance on the use of technology-supported business process reengineering; investment analysis; performance measurement; strategic development and application of information systems and infrastructure; policies to provide improved management of information resources and technology; and better, more efficient service to our clients and employees. The Office exercises authorities delegated by the Secretary to the Deputy Assistant Secretary for Information Technology, as the CIO for the Department. These authorities derive from the Clinger-Cohen Act of 1996, the Paperwork Reduction Act of 1995, the Computer Matching and Privacy Act of 1988, the Computer Security Act of 1987, the Federal Information Security Management Act (FISMA), the National Archives and Records Administration Act of 1984, the Competition in Contracting Act of 1984, the Federal Records Act of 1950, OMB Circulars A-130 and A-11, Government Printing and Binding Regulations issued by the Joint Committee on Printing, and Presidential Decision Directive 63.

AMM.10 Organization. The Office of the Chief Information Officer (OCIO) is headed by the Deputy Assistant Secretary for Information Technology/HHS CIO, who reports to the Secretary and the Assistant Secretary for Resources and Technology. The HHS CIO serves as the primary IT leader for the Department, and the OCIO consists of the following:

- o Immediate Office (AMM)
- o Office of Resources Management (AMM2)
- o Office of Enterprise Architecture (AMM4).
- o Office of Enterprise Project Management (AMM5).

Section AMM.20 Functions

1. The Immediate Office of the Chief Information Officer (AMMI). The Immediate Office of the Chief Information Officer supports the DASIT/CIO, and also provides leadership in OS IT issues, HHS IT architecture, use of technology in HHS and the HHS Web site. It performs the following functions:

- a. Provides continuous development and implementation of effective strategic solutions for enabling the HHS mission. Provides advice and counsel to the Secretary and the Assistant Secretary for Resources and Technology.
- b. Ensures the development and updates to the Information Technology Five Year Strategic Plan.

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- c. Develops and coordinates information resources management policies applicable across the Department and the Office of the Secretary, including the creation, handling, storage, dissemination, and disposition of information.
- d. Leads the development and implementation of an enterprise information infrastructure across the Department.
- e. Oversees and manages risks associated with major information systems and information technology.
- f. Evaluates major investments in information technology, and is responsible for their subsequent period review.
- g. Guides and oversees the development of information systems and communications networks.
- h. Provide leadership in e-government activities.
- i. Provides data processing and communications equipment for the Office of the Secretary and participating HHS OPDIVs, and implements, operates, and maintains standard office automation applications running on the OS network.
- j. Provides executive direction to align Departmental strategic planning for information resources and technology with the Department's strategic business planning.
- k. Provides executive direction to develop and maintain Departmental information technology policy and architecture.
- l. Promotes business process re engineering, investment analysis, and performance measurement throughout the Department, to capitalize on evolving information technology.
- m. Represents the Department in Federal Government-wide initiatives to develop policy and implement an information infrastructure.
- n. Provides leadership to the Department's Information Technology Investment Review Board (ITIRB) and the Department's Chief Information Officers' Advisory Council. Oversees enterprise IT efforts and any similar OPDIV efforts related to architecture, technology and the HHS Web site. Provides review and guidance to the ITIRB and CIO Council via analyses of alternative analyses strategies, standards compliance, architectural conformance and technology solutions.
- o. Develops and maintains HHS-wide Architecture, including the business, data, application and technology components. Establishes architecture tools and repositories, coordinates with OPDIV architectures, develops technical guidance, assists managers of applications systems, and coordinates expert working groups to populate the architecture. Advises the ASRT, OPDIV CIOs and other senior officials on matters relating to technology. Leads the development of a department-wide investment strategy for advanced, innovative technology, and reviews agency technology policies, programs, processes and capabilities to ensure that HHS technology programs support the Department's objectives.
- p. Performs alternative analysis for key emerging and enabling technologies. Coordinates or directs pilot projects in these areas to establish proof of concept, confirm return on investment, or implement initial production implementations.

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q. Leads the development of HHS web communications to provide users with a single access point for HHS information. Leads the development of an enterprise information portal to improve the ability of HHS employees to communicate and collaborate with each other.

2. Office of Resources Management (AMM2): The Office of Resources Management (ORM) is headed by the Director, Office of Resources Management and is responsible for OCIO Business Operations. The Office advises the CIO and OCIO managers on matters relating to OCIO operations, HHS information collection, HHS policy development and interpretation, development of the OCIO budget, HHS IT workforce development, coordinates e-government efforts across the Department, and provides recommendations regarding funding of e-government efforts. The Office is responsible for the following:

- a. Leading Departmental efforts to expand the availability of electronic means for conducting business.
- b. Coordinates HHS activities that support the President's Management Agenda's objective for E-Government.
- c. Coordinates planning and task tracking relating to HHS CIO responsibilities to ensure effective utilization of staff and other resources.
- d. Prepares, manages, integrates and coordinates budget formulation, presentation and execution with respect to the responsibilities of the CIO. Conducts analyses of budget implementation for the CIO.
- e. As directed by the DASIT, prepares staffing forecasts, analyzes staffing requirements and utilization, and recommends strategies for changes in human capital for OCIO.
- f. Oversees full life-cycle of OCIO contracts. Works with HHS contracting organizations, contractors and other parties to ensure that contractual transactions are substantively correct, and to track completion of tasks.
- g. Oversees and manages employee performance improvement programs to develop and maintain the technical expertise and qualifications of employees in OCIO.
- h. Coordinates and directs the Department's compliance activities under the Rehabilitation Act (1973), Section 508.
- i. Develops policies and guidance on information resources and technology management, including telecommunications, as required by law or regulation or to fulfill CIO responsibilities and Departmental initiatives.
- j. Manages the Department's information collection program, including development of Departmental policies, coordinating the Department's information collection budget, and reviewing and certifying requests to collect information from the public.
- k. Approves and reporting on computer matching activities as required by law through the Departmental Data Integrity Board.
- l. Manages the Departmental printing management, records management, and mail management policy programs.

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3. Office of Enterprise Architecture (AMM4): The Office of Enterprise Architecture (OEA) is headed by the Director, Office of Enterprise Architecture who is also the HHS Chief Enterprise Architect and supports all planning and enterprise programs that fall under the Office of the Chief Information Officer. The Office of Enterprise Architecture is responsible for:

a. Working with OPDIV Chief Information Officers (CIOs) to support Government-wide initiatives of the Federal CIO Council and to identify opportunities for participation and consultation in information technology projects with major effects on OPDIV program performance.

b. Providing leadership in the planning, design, and evaluation of major Departmental projects and oversight throughout project rollout and perform post implementation performance assessments.

c. Assessing risks that major information systems pose to performance of program operations and administrative business throughout the Department, develops risk assessment policies and standard operating procedures and tools, and uses program outcome measures to gauge the quality of Departmental information resources management.

d. Coordinating the Department's strategic planning, capital planning and investment control (CPIC), budgeting and performance management processes for information technology, and provides direct planning development and support to assure that IRM plans support agency business planning and mission accomplishment.

e. Coordinating the activities of the Departmental Information Technology Investment Review Board (ITIRB) in assessing and prioritizing the Department's major information systems, and in analyzing and evaluating IT investment decisions. Reviews OPDIV ITIRB implementations, IT capital funding decisions, and use of performance metrics to evaluate program for both initial and continued funding.

f. Coordinating and supports the Department's Chief Information Officer's Advisory Council, whose membership consists of the chief Information Officers from each OPDIV. g. Representing the Department through participation on interagency and Departmental work groups and task forces, as appropriate.

h. Working with OPDIV Chief Information Officers to identify opportunities for administering information management functions and telecommunications initiatives with major effects on OPDIV performance. OEA provides leadership primarily in defining alternatives for acquisition of telecommunications services and coordinating implementation of information management initiatives in conjunction with the Chief Technology Officer and the Department Architect.

i. Providing support for special priority initiatives identified by the CIO.

j. Developing, implementing and administering the program to protect the information resources of the Department. This includes management and oversight of activities under the Federal Information Security Management Act (FISMA), IT critical infrastructure protection (CIP), and Department-wide security contracts and high level project management of OPDIV security programs, such as corrective action plans and security policies.

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k. Implementing and administering the HHS security program to protect the information resources of the Department in compliance with legislation, Executive Orders, directives of the OMB, or other mandated requirements (e.g., the Clinger-Cohen Act, Presidential Decision Directive 63, OMB Circular A-130), the National Security Agency, and other Federal agencies.

l. Directing the development of and implementing cyber security policies and guidance for the Department, including requirements for employees and contractors who are responsible for systems of data, or for the acquisition, management, or use of information resources.

m. Monitoring information system security program activities in the Department by reviewing OPDIV's and STAFFDIV's security plans for sensitive systems, recommending improvements, and evaluating safeguards to protect major information systems, or IT infrastructure.

n. Responding to requests in conjunction with OMB Circular A-130, the Computer Security Act of 1987, and Presidential Decision Directive 63, or other legislative or mandated requirements related to IT security or privacy.

o. Monitoring all Departmental systems development and operations for security and privacy compliance and providing advice and guidance to ensure compliance standards are included throughout system life cycle development.

p. Reviewing Departmental ITIRB and CIO Council business cases (as well as OMB circular A-11 requirements) for assurance of security and privacy compliance.

q. Recommending to the CIO to grant or deny programs the authority to operate information systems, based on security compliance.

r. Establishing and leading inter-OPDIV teams to conduct reviews to protect HHS cyber and personnel security programs and conduct vulnerability assessments of HHS critical assets. This includes regular certification of existing systems as well as newly implemented systems.

s. Reviewing the Department's information resources for fraud, waste, and abuse to avoid having redundant resources, in conformance with the Clinger-Cohen Act.

t. Developing, implementing, and evaluating an employee cyber security awareness and training program to meet the requirements as mandated by OMB Circular A-130 and the Computer Security Act.

u. Establishing and providing leadership to the Subcommittee of the HHS CIO Council on Security.

v. Establishing and leading the HHS Computer Security Incident Response Capability team, the Department's overall cyber security incident response/coordination center and primary point of contact for Federal Computer Incident Response Capability (FedCIRC) and National Infrastructure Protection Center (NIPC).

4. The Office of Enterprise Project Management (AMM5): The Office of Enterprise Project Management (OEPM) is headed by the Director, Office of Enterprise Project Management who is also the HHS Chief Technology Officer and supports the design, development, configuration, integration and implementation of all HHS enterprise information technology projects that fall

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under the Office of the Chief Information Officer. The Office of Enterprise Project Management (OEPM) is responsible for:

- a. Advising the HHS CIO on all matters of technology implementation across HHS.
- b. Providing IT project management and oversight for all major IT projects that have enterprise importance.
- c. Managing the design, development, configuration, implementation and testing of major enterprise projects prior to their insertion into service.
- d. Development and management of technical IT contracts in support of major enterprise projects.
- e. Coordinating the HHS participation in, and the technical implementation of, all Presidents Management Agenda (PMA) E-Government initiatives.
- f. Collaboration with the HHS Chief Enterprise Architect to evaluate technical proposals for IT projects to ensure the most beneficial technical alternative is chosen for HHS.
- g. Representing HHS in all technical forums.

D. Chapter AMS, Office of Finance (AMS)

Section AMS.00 Mission. The Office of Finance is headed by the Deputy Assistant Secretary for Finance, who is also the Deputy Chief Financial Officer. The Office of Finance advises and supports the Secretary and the Assistant Secretary for Resources and Technology/CFO on all aspects of financial activities to accomplish departmental goals and program objectives. The mission of the office as directed by the Assistant Secretary for Resources and Technology is to: (1) Oversee the design and implementation of a unified financial management system (UFMS) for the Department (the UFMS is an umbrella system for the Department of which the Health Care Integrated General Ledger System (HIGLAS) at the Center for Medicare and Medicaid Services (CMS) and the National Institutes of Health Business System (NBS) are significant parts); (2) coordinate CFO activities and the preparation of reports throughout HHS, including the audited financial statements and the annual Performance and Accountability Report (PAR) for submission to the OMB and Congress; (3) participate in the clearance/approval process for program information systems that provide financial and/or program performance data which are used in financial statements in coordination with other ORT components; (4) provide advice to the ASRT/CFO and recommend approval of the job descriptions, skills requirements and selection of OPDIV CFOs; (5) provide advice to the ASRT/CFO who participates with each OPDIV Head in the annual performance plan/ evaluation of the OPDIV CFOs; (6) provide advice to the ASRT/CFO on the qualifications, recruitment, performance, training and retention of all financial management personnel; (7) serve as the Department liaison with the Office of Management and Budget (OMB), Department of the Treasury, the General Services Administration (GSA) and other Federal agencies; (8) develop and maintain Departmental finance and accounting standards; (9) resolve findings involving grantee financial/management systems; (10) ensure compliance with the Departmental and government- wide reporting requirements of Section 2 and Section 4 of the Federal Managers' Financial Integrity Act

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(FMFIA) and the revised OMB Circular A-123, including requirements for an annual assurance on Internal Controls Over Financial Reporting (ICOFR); (11) establish Department policy for the resolution of findings included in Office of Inspector General (OIG) reports and audits; and (12) oversee other activities to improve financial management throughout the Department.

Section AMS.10 Organization. The Office of Finance (OF) is headed by the Deputy Assistant Secretary for Finance (DASF), who is also the Deputy Chief Financial Officer, and reports to the Assistant Secretary for Resources and Technology/Chief Financial Officer (CFO). The Office includes the following:

- o Immediate Office (AMS)
- o Office of Financial Policy and Reporting (AMSI)
- o Office of Program Management and Systems Policy (AMS2)

Section AMS.20 Functions

1. **Immediate Office (AMS).** The Immediate Office is responsible for support and coordination of the Office of Finance components in their management of the areas listed under section AMS.00 Mission above, especially for ensuring compliance with the Departmental reporting requirements of the Federal Managers' Financial Integrity Act (FMFIA) as Departmental FMFIA Coordinator. In addition, the Immediate Office recommends ASRT/CFO approval of the job description and skill requirements for OPDIV CFOs, advises the ASRT/CFO on the selection of OPDIV CFOs; and advises the ASRT/CFO regarding the annual performance plan/evaluation of each OPDIV CFO. The office also provides guidance on the qualifications, recruitment, training and retention of all financial management personnel.
 2. **Office of Financial Policy and Reporting (AMS1).** The Office of Financial Policy and Reporting (OFPR) consists of:
 - O Division of Financial Management Policy (AMS11)
 - O Division of Financial Statements and Audit (AMS12)
- a. **Division of Financial Management Policy (AMS11).** The Division of Financial Management Policy (DFMP): (1) Ensures that proper internal controls are implemented and maintained under OMB Circular A-123, Management's Responsibility for Internal Control; (2) Coordinates with the OPDIVs in the preparation of the corrective action plan (CAP), which is submitted quarterly to OMB and reflects the material weaknesses and reportable conditions from the annual CFO audit and the Federal Managers' Financial Integrity Act (FMFIA) report; (3) Develops Department-wide policies, procedures, and standards for financial management areas including cash management, credit management, debt management, payment and disbursement activities and functions, and promulgates these and related government-wide financial

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management requirements through the Departmental Accounting Manual system; (4) Establishes a financial management planning process for the development of strategic and tactical plans, and provides guidance and financial management indicators that enable the ASRT/CFO to evaluate the financial management programs and activities of the Department; (5) Provides support to the OPDIV CFOs for financial planning and improvement initiatives; (6) Serves as principal staff advisor on financial management policy matters to the Office of Finance; (7) Maintains liaison with OMB, the Treasury, the GSA and other agencies on financial management policy matters; (8) Prepares, analyzes, coordinates and assesses financial data reflecting financial, accounting and performance information of the Departmental financial activities; (9) Recommends policy and maintains a system for tracking and improving cash and credit management and debt collection performance throughout the Department; (10) Prepares the annual HHS report on CFO activities as guided by the DASF/Deputy CFO.

b. **Division of Financial Statements and Audit (AMS12):** The Division of Financial Statements and Audits: (1) Oversees the preparation and submission of quarterly and annual consolidated financial statements for the Departments; (2) Acts as the principal contact with the OIG in planning the annual financial statement audit strategy under the CFO Act and the 1994 amendments under the Government Management Reform Act (GMRA); (3) Reviews and interprets OMB, GAO, Treasury and Federal Accounting Standards Board (FASAB) guidance related to government wide accounting policy and standards and develops the Department's policy for implementation of these requirements and assures that policies and procedures are in accordance with internal control and reporting standards of financial management activities; (4) Develops uniform business rules, data standards and accounting policy and procedures in support of new financial system implementations. Ensures the development of ongoing accounting policy that further supports the consistent development and implementation of these systems; (5) Provides advice and assistance to OPDIVs and STAFFDIVs on financial accounting and related fiscal matters, and advises the DASF on such matters as they relate to financial system implementations; (6) Maintains liaison with OMB, the Treasury, and other agencies on accounting, financial policy and fiscal matters; (7) Maintains the Departmental Accounting Manual (DAM) which is the official accounting standard for recording and reporting accounting transactions; (8) Provides advice and assistance to OPDIVs and STAFFDIVs on financial accounting and related fiscal matters, government-wide accounting standards and serves as principal advisor to the DASF as it relates to financial statement preparation, audit and financial reporting.

3. **Office of Program Management and Systems Policy (AMS2).** The Office of Program Management and Systems Policy (OPMSP) has the following components:

- o Program Management Office (AMS21)
- o Division of Systems Policy, Payment Integrity and Audit Resolution (AMS22)

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a. **Program Management Office (AMS21):** The Program Management Office (PMO) is responsible for overseeing the design and implementation of enterprise financial management systems, with a current priority on the unified financial management system (UFMS) consistent with the Secretary's June 2001 directive. The system consists of two major components: the Healthcare Integrated General Ledger Accounting System (HIGLAS) at the Centers for Medicare and Medicaid Services (CMS) and a system for the rest of the Department. The office's responsibilities include: (1) Serving as a focal point for (1) overseeing the design, development, and implementation of the UFMS and the development of life-cycle and budgetary plans; (2) monitoring the milestones and schedules as well as budget expenditures; and (3) the mediation and coordination of activities throughout all levels of HHS; (2) Ensuring that the UFMS complies with applicable Federal accounting concepts and standards, as well as HHS accounting policies and procedures; (3) Ensuring that business requirements are met, the future direction of the initiative is consistent with HHS planning, and the status of the project is appropriately communicated to internal and external organizations; (4) Overseeing a comprehensive program of change management that includes addressing Departmental communication, training plans and human resource issues; (5) Coordinating with workgroups to maximize the input from the cross-functional areas of HHS into the implementation process; and (6) Overseeing risk management plans to ensure that risk to the program are identified and effective mitigation strategies developed.

b. **Division of Systems Policy, Payment Integrity, and Audit Resolution (AMS22).** The Division is responsible for overseeing the financial systems policy, payment integrity and audit resolution functions: (1) The financial system policy function oversees Department-wide financial systems policy development and implementation for HHS financial and mixed financial systems for adherence to government-wide and Departmental financial systems policy and standards; oversees the Department's compliance with the Federal Financial Management Improvement Act of 1996 and Section 4 of the Federal Managers' Financial Integrity Act; and helps ensure the financial accountability for these systems in conjunction with the HHS Office of Chief Information Officer. This includes the following functions: (a) Develops Department-wide policies and standards for financial and mixed financial systems; (b) Provides advice and serves as the focal point with OMB, Treasury and other Federal control agencies on financial systems compliance matters; (c) Provides for the establishment of Department-wide financial definitions and data structures; (d) Provides for the administration of a data integrity and quality control program to ensure compliance with applicable Federal directives, Departmental financial systems policy and automated financial data exchange requirements; (e) Manages the Capital Planning Investment Control (CPIC) process and the OMB Exhibit 300 business case development and review process for IT systems including financial management systems throughout HHS in support of the Department's Information Technology Investment Review Board (ITIRB); (f) Oversees and monitors existing Department-wide and component accounting and financial management systems; (g) Advises the DASF on financial systems related matters in collaboration with the Office of Financial Policy and Reporting; and (2) The payment integrity function

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oversees the Department's improper payment reduction initiatives which include recovery auditing, program risk assessments, estimating and reducing improper payments for high risk programs and reporting to OMB, Congress, and others on these estimates and the Department related actions. This includes: (a) Providing analyses of high risk programs and improper payment identification strategies and formulating recommendations on best approaches to meeting the requirements of the Improper Payments Information Act of 2002 (IPIA) and other related legislation, regulation and policy; (b) Identifying improvements to the HHS Risk Assessment Model and providing assistance to the OPDIVs in completing required IPIA program risk assessments, and addressing issues as they arise about the appropriateness of risk assessment conclusions; (c) Preparing reports, presentations and briefings for the Department's top management, OPDIVs, OMB and other organizations, on the improper payment initiative. This includes preparing the Appendix "Information on HHS Improper Payment and Recovery Auditing Initiative," which is included in the Department's annual Performance and Accountability Report (PAR). (3) The audit resolution function provides leadership in resolving crosscutting audit findings. It performs the following functions: (a) Reviews and resolves audit findings pertaining to monetary and/ or systemic findings of grantee and contractor organizations affecting the programs of more than one Operating or Staff Division or Federal agencies. Conducts or arranges for additional reviews as needed; (b) Coordinates, where necessary, with other affected Federal agencies to establish a uniform Federal position on the actions needed to be taken and negotiates resolution on behalf of all Federal Departments and agencies; (c) Makes recommendations to the Secretary, the ASRT and other officials on safeguards or other actions against a grantee or contractor, where the organization is unwilling or unable to correct serious deficiencies in a timely manner as deemed necessary; (d) Provides technical assistance to grantees, contractors, and other Operating and Staff Divisions related to the resolution of findings contained in audits of HHS awardees and financial management of grants and contracts; (e) Establishes and monitors policy regarding audit issuance, follow-up and resolution for the Department in support of the function of the HHS audit follow-up official as required by OMB Circular A-50; (f) Oversees the submission of required grantee audit reports; (g) Coordinates status of final action on OS audits with the ASRT Office of Budget; and (h) Prepares the Management Report on Final Action for the Department's annual Performance and Accountability Report.

E. Chapter AMT, Office of Grants (AMT)

Section AMT.00 Mission. The Office of Grants (OG) provides functional management directions in the areas of grants policy, grants oversight and evaluation, electronic grants, and grants streamlining. Provides Department-wide leadership in these areas through policy development, oversight and training. Provides Departmental and government-wide leadership on PL 106-107 implementation, Electronic Grants, and other HHS-led initiatives. Represents the Department in dealing with OMB, GSA and other Federal agencies in the areas of mandatory and

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discretionary grants, and electronic grants. Fosters creativity, collaboration, consolidation, and innovation in the administration of grants functions through the Department.

Section AMT.10 Organization. The Office of Grants (OG) is headed by a Deputy Assistant Secretary for Grants who reports directly to the Assistant Secretary Resources and Technology, and consists of the following components:

- o Immediate Office of Grants (AMT)
- o Office of Grants Policy, Oversight and Evaluation (AMT1)
- o Office of Grants Systems Modernization (AMT2)

Section AMT.20 Functions

1. **Immediate Office of Grants (AMT).** The Immediate Office of Grants provides leadership, policy, and guidance and supervision, as well as coordinating long- and short-range planning to constituent organizations. The office supports the government-wide electronic grants initiative, including the outreach to grantors and grantees efforts, and interface with OMB, Federal CIO Council, and HHS leadership on the Grants.gov systems. Also, provides technical assistance to the Operating Divisions and evaluates effectiveness of their grant programs, including the development of performance standards and grant processing systems.

2. **Office of Grants Policy, Oversight and Evaluation (AMT1).** The Office of Grants Policy, Oversight and Evaluation (OGPOE) reports to the Deputy Assistant Secretary for Grants, and: a. Formulates Department-wide grants policies governing the management of grants throughout the Department; establishes uniform administrative rules; and provides oversight and review. b. Provides leadership in the areas of managing cost policy and has functional responsibility for cost principles and Department-wide cost policies and procedures affecting grants and contracts. Serves as the Departmental liaison and maintains working relationship with OMB and other Federal agencies in the development of government-wide cost principles; maintains similar relationships with associations of States, universities and other grantee and contractor organizations. Upon request, reviews and approves accounting or other systems developed by grantees and contractors to meet Federal cost principle requirements. c. Develops HHS-wide and Government-wide grants management policy for Federal agencies, OPDIVs and STAFFDIVs awarding grants. d. Develops new or improved Department-wide grant policy, which brings the Department to and maintains it at the cutting edge of new ideas in the grants management profession. Reviews trends in the field in both public and private sectors, articulates new concepts and creative adaptation of others' pioneering efforts, tests new approaches in a systematic manner, with key offices in Government-wide policy organizations and HHS components, develops and implements HHS grants management regulations, and publishes new policies and modifications in the HHS Grants Policy Directives (GPDs), including all directives necessary to implement new intergovernmental and HHS policies. e. Implements requirements in the Federal Grant and Cooperative Agreement Act, the Federal Financial Assistance Management

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Improvement Act, OMB Circulars related to grants management, and other relevant legislation and Government-wide policy. Coordinates their implementation by the OPDIVs and STAFFDIVs, and provides technical assistance and policy interpretations to the OPDIVs and STAFFDIVs. f. Assists in the preparation of HHS and Government-wide positions on proposed legislation or proposed Government-wide policies concerning grants. Responds to correspondence and inquiries from State and local government officials, grantees and stakeholders. g. Develops and manages the HHS grants evaluation and oversight procedures to ensure compliance with grants policy and to assure that the policies, business practices, and actual performance of OPDIV and STAFFDIV's grants management offices are performed efficiently, and the government's legal and financial interests are protected. Develops Departmental requirements and criteria for performance of functions and creates review evaluation models, which can be adapted by the OPDIVs and STAFFDIVs for self-evaluation. Evaluates the adequacy of reviews and assesses the completeness or prognosis for success of action plans. Aggregates findings from a variety of sources to identify patterns, e.g., analyzes evaluation and oversight reports from internal HHS sources and from external sources such as GAO to identify trends/patterns and problem areas for the purpose of identifying alternative approaches. h. Represents the Department in interagency grants management activities. Provides counsel and direction on OMB Circulars, GAO reports, and OIG reports. i. Leads the Departmental grants community through the Executive Committee on Grants Administration Policy (ECGAP), made up of the senior grants managers in the OPDIV/ and STAFFDIVs, and manages the design and implementation of HHS grants management conferences to provide state-of-the-art information to Departmental officials. j. Develops a strategic management approach to career development for grants management professionals both within the Department and Government-wide. Takes the lead among senior grants management officials from major agencies participating on the HHS Career Services Board to define and update a competency-based training model, certification model and career development system for application Department-wide. Within a career management approach, develops and keeps current the training and development program, which meets the unique policies and needs of HHS, and produces a fully certified workforce among HHS grants management professionals. Ensures the development of comprehensive evaluation procedures to guarantee not only complete substantive information, but also full and appropriate use of state-of-the-art adult learning technologies. Negotiates with senior officials in other Departments to manage cross-servicing agreements for them to access HHS grants management training and development models and training and to develop tailored approaches to meet their unique needs. k. Establishes approach and methodology to conduct evaluations to assess the effectiveness of the grants awarded and the grantees receiving the awards, including the design of overall plans and strategies for the projects in order to meet mission or program goals, requirements and time frames, to support results-based management of grants. l. Coordinates the review of OPDIV/STAFFDIV grant announcements policies to ensure consistency with the Secretary and the Administration's Priorities and Initiatives, in addition for compliance with Department-wide grants policies and grant regulations. m. Serves as the Department's liaison in the area of grants and maintains

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working relationships with OMB, GSA and other Federal agencies to coordinate and assist in the development of policy.

3. **Office of Grants Systems Modernization (ATM2):** The Office of Grants Systems Modernization (OGSM) reports to the Deputy Assistant Secretary for Grants, and consists of the following components:

- o Grants.gov Program Management Division (AMT21)
- o Division of Grants Streamlining Initiative (AMT22)
- o Division of Grants Management Systems (AMT23)

a. **Grants.gov Program Management Division (AMT21):** The Grants.gov Program Management Division (GPMD) provides leadership to federal and non-federal members of the Grant Community. The GPMD is responsible for the continued enhancement and development of a common, unified Web site and the accompanying business processes for "Finding" and "Applying" for government-wide grant opportunities. The division reports to the Director, Office of Grants Systems Modernization, and: (1) Manage and collects the Grants.gov fee-for-service contributors from the 26 grant-making agencies utilizing a Memorandum of Understanding (MOU) and supports the agencies through Service Level Agreements. (2) Serves as a liaison to ensure coordination with OMB, Federal CIO Council, Grants Policy Committee and HHS leadership and other oversight organizations on the government-wide electronic grants initiative. (3) Enable the government to meet many of the streamlining activities required by Public Law 106-107. (4) Monitors Grants.gov milestones established with OMB to ensure they are met within cost and schedule parameters including HHS pass back re: E-Authentication Security Assertion Markup Language (ASML), multiple credential providers. (5) Coordinates and promotes the use of other government-wide initiatives in conjunction with the Grants.gov initiative (e.g., E- Authentication, Central Contractor Registration (CCR)). (6) Prepares the OMB Exhibit 300 and Grants.gov Business case. (7) Formulates government-wide policy governing the Grants.gov Find and Apply functions and coordination with the PL 106-107 PMO and Grants Policy Committee of the Counsel of the Chief Financial Officers. (8) Manages the clearance and revision of government-wide grant forms. (9) Monitors the adoption of government-wide grant policies and procedures as they affect Grants.gov to ensure compliance. (10) Manages and provides oversight of the Grants.gov initiative; conducts and coordinates outreach and training for grants management professionals, grantees and grantors.

b. **Division of Grants Streamlining Initiative (AMT22):** This Division, established within HHS as the OMB-designated lead agency for implementation of Public Law 106-107, coordinates and provides program management support to the Work Groups and other interagency groups implementing Public Law 106-107. The Federal Financial Assistance Management Improvement Act of 1999, also known as Public Law 106-107, is the statute that underlies the agencies' efforts to streamline and simplify the grants and cooperative agreements administrative process. The Public Law 106-107 PMO is under the oversight of the Grants

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Executive Board and reports to the Director, Office of Grants Systems Modernization. (1) Coordinate PMO. (2) Establish and maintain business processes for Public Law 106- 107 work product development, approval, agency vetting, public comment, public comment reconciliation and restructuring of product and final pass off to OMB, the Federal Register, and Grants.gov (when applicable). (3) Manage the Public Law 106-107 funds, budget (justification) and expenditures. (4) Collect data and conduct analysis of data from public comment. (5) Maintain project milestones/deliverable dates (status report). (6) Create reports for GAO, establish the baseline model of the Annual Public Law 106-107 Congressional Report, tracking 26 Federal Agency submission of their Annual Public Law 106-107 Agency Specific Report to Congress. (7) Maintain a development/content of the Public Law 106-107 Web site. c. Division of Grants Management Systems (AMT23): This Division plans, directs and coordinates the activities of the OG with respect to implementation of all electronic grants initiatives, such as: Grants.gov, Tracking Accountability in Government Grants Systems (TAGGS), One-HHS Grants Management Systems Consolidation, Government- wide Grants Management Line of Business, OG Internet/Intranet sites, for the Department. Represents the Department or the Office of Grants on matters of electronic assistance administration policy in dealing with recipients, OMB, other Federal agencies, and the public in general. The Division reports to the Director, Office of Grants Systems Modernization.

Chapter F. Office of Recovery Act Coordination (AMV)

Section AMV.00 Mission. The Office of Recovery Act Coordination (ORAC) is responsible for coordinating the implementation of the American Recovery and Reinvestment Act of 2009 (ARRA or Recovery Act) within the Department of Health and Human Services (HHS). The ORAC ensures that HHS meets the statutory requirements of the Recovery Act and follows the Office of Management and Budget's (OMB) implementing guidance. ORAC acts as the official repository of HHS Recovery Act information and data. As such, it is the authoritative source for information and data for all memoranda and reports provided to the Secretary, and formal communications to OPDIVs and STAFFDIVs. The ORAC is also the authoritative source for accurate and up-to-date information for all communications, including electronic communication, to OMB, the Congress and the public. To carry out its mission, the ORAC coordinates with all relevant business management functions managed by STAFFDIVs, such as public affairs, grants and contract management, financial management, budget, planning and evaluation, information technology, and the Office of the General Counsel. It also coordinates closely with the OPDIVs that manage appropriated funds and programs authorized under the Recovery Act. By convening meetings and workgroups of senior HHS program and business managers and by working in close collaboration with existing business management and program offices, the ORAC ensures that funds are awarded in a prompt, fair and reasonable manner; that recipients and users of all funds are transparent to the public; that the public benefits of these funds are reported clearly and accurately; that reporting due dates are met; that performance outcomes are established and tracked; that projects and activities funded under the Recovery Act are achieved while mitigating

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risk; and that the Office of the Assistant Secretary for Public Affairs is able to keep the public constantly informed through the web and other means of communications.

Section AMV.10 Organization. The Office of Recovery Act Coordination is headed by a Deputy Assistant Secretary for Recovery Coordination, reports to the Assistant Secretary for Resources and Technology, and is responsible for meeting performance objectives set by the HHS Senior Accountable official. ORAC includes the following components:

- o Immediate Office of the Recovery Act Coordination (AMV)
- o Division of Management and Performance (AMV1)
- o Division of Planning and Presentation (AMV2).
- o Division of Project Coordination (AMV3)

Section AMV.20 Function

1. **Immediate Office of Recovery Act Coordination (AMV).** The Immediate Office of Recovery Act Coordination (ORAC) is responsible for:

(a) providing advice and counsel to the Secretary, the Senior Accountable Official, and the Assistant Secretary for Resources and Technology (ASRT) on all issues related to the Recovery Act.

(b) convening senior HHS program and business managers in order to coordinate activities of the Recovery Act and the Office of Management and Budget's (OMB's) implementing guidelines related to the Recovery Act.

2. **Division of Management and Performance (AMV1).** The Division of Management and Performance (DMP) is responsible for:

(a) Ensuring that accountability measures for all ARRA projects and activities are identified, coordinated with the HHS Office of Inspector General (OIG) and implemented according to schedules.

(b) Coordinating with the General Accounting Office (GAO) and the OIG on all matters relating to the integrity of projects and activities supported by the ARRA.

(c) Managing HHS contacts with the Recovery Accountability and Transparency Board.

(d) Identifying and coordinating the timely preparation of all reports required by ARRA and OMB's guidance.

(e) Coordinating the development and implementation of procedures for performance reporting by recipients of funds under the ARRA.

(f) Providing management support to the Deputy Assistant Secretary and ORAC staff including correspondence control.

(g) Establishing and maintaining all files and records related to the Recovery Act.

(h) Managing the distribution and maintenance of all guidance developed by ORAC.

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3. **Division of Planning and Presentation (AMV2).** The Division of Planning and Presentation (DPP) is responsible for:

- (a) Designing and assembling project plans for implementing all essential projects and activities required by the American Recovery and Reinvestment Act (ARRA) and related Office of Management and Budget guidance.
- (b) Identifying for each project plan the key tasks, milestones, and activities requiring coordination with HHS program and business functions managed by OPDIVs and STAFFDIVs.
- (c) Updating the project plans regularly as required.
- (d) Preparing executive level reports that portray the overall status of ARRA implementation based on individual project and activity plans. These status reports will provide the basis for ARRA briefings and reports to the Secretary, the ARRA Implementation Team, the Recovery Act Technical Council, OMB, the Congress, and the public.
- (e) Reviewing and coordinating external communications related to ARRA implementation. As the authoritative source for information on ARRA implementation, DPP will work closely with the Office of the Assistant Secretary for Public Affairs (ASPA), STAFFDIVs and OPDIVs on the preparation of all public statements and web communication related to ARRA.
- (f) Preparing presentations and briefings on ARRA implementation to the Secretary, OMB, and in consultation, with the Office of the Assistant Secretary for Legislation, the Congress.
- (g) Coordinating the preparation of the Implementation Plan required by ARRA and other similar reports to the Congress and OMB.
- (h) Convening meetings and workgroups of senior HHS program and business managers in order to coordinate the development of the Recovery Act plans and projects.

4. **Division of Project Coordination (DMV3).** The Division of Project Coordination (DPC) is responsible for:

- (a) Establishing systems and procedures for coordinating the implementation plans for all relevant projects and activities of the ARRA and preparing guidance to all relevant HHS components specifying the roles and responsibilities of key components.
- (b) Coordinating, through its project officers, each project and activity using the project plan designed by DPP as the framework for identifying key tasks, milestones and the matrix of business functions and offices that are involved in implementation.
- (c) Identifying and resolving issues arising during implementation using coordination as a primary means for issue resolution.
- (d) Preparing status reports against project plans as specified by DPP.
- (e) Providing support to the Recovery Act Technical Council and the ARRA Implementation Team.