

**BUSINESS LINE: EXECUTIVE DIRECTION AND ADMINISTRATION**

		FY 2000 Enacted	Uncontrollable Costs	Program Change	FY 2001 Request	Differenc e from FY 2000
Regulation & Technology	\$\$\$	11,374	445	0	11,819	445
	FTE	67	0	0	67	0
Abandoned Mine Land	\$\$\$	6,113	247	0	6,360	247
	FTE	37	0	0	37	0
TOTAL	\$\$\$	17,487	692	0	18,213	692
	FTE	104	0	0	104	0

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

**TO SUPPORT MISSION GOALS: WE WILL ENHANCE THE HUMAN RESOURCES PROGRAM THROUGH A DIVERSE, HIGHLY QUALIFIED, WELL-TRAINED, MOTIVATED, AND INFORMED WORKFORCE THAT SUPPORTS THE MISSION OF OSM.**

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

**Strategic Outcome:** A broader representation of the overall population within the Office of Surface Mining workforce.

**Indicator/Measure(s):** Strategic measures have been developed for Goal #5. Baseline indicators were gathered and analyzed during FY 1999, for use during FY 2000 and FY 2001.



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The following section details, by program activity, the funding and FTE resources required to fulfill the mission and goals of this business line.

**Table 21 - Justification of Program and Performance  
Executive Direction & Administration**  
Summary Increases/Decreases for FY 2001  
(Dollars in Thousands)

Program Activity	Regulation & Technology		Abandoned Mine Lands		Total		Inc/Dec
	2000	2001	2000	2001	2000	2001	
Executive Direction	\$\$\$	2,289	2,358	1,273	3,522	3,631	109
	FTE	20	20	11	31	31	0
Administrative Support	\$\$\$	3,949	4,110	2,090	6,039	6,291	252
	FTE	47	47	26	73	73	0
General Services	\$\$\$	5,136	5,351	2,790	7,926	8,257	331
	FTE	0	0	0	0	0	0
TOTAL	\$\$\$	11,408	11,819	6,113	14,787	18,179	692
	FTE	67	67	37	104	104	0

## ONGOING PROGRAM

### 1. Executive Direction

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

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

#### *a. Office of the Director*

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

In FY 2000 and FY 2001, OSM will expand outreach efforts begun in FY 1998 which promote public participation in policy making. The arena for such participation includes public meetings on proposed rulemaking and conferences which promote discussion and exchange of information on the current state of the coal industry and OSM's evolving role. OSM will continue to take positive steps to contact States, Tribes, citizens, and industry and encourage their participation.

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

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*b. Office for Equal Opportunity (OEO)*

This Office is responsible to the Director for promoting equal employment opportunities for all OSM employees. This office:

- provides technical guidance and assistance to field Equal Opportunity managers as well as to OSM employees.
- supervises designated collateral duty Equal Opportunity Counselors.
- processes discrimination complaints and informal disputes.
- develops and implements Affirmative Employment and Diversity plans in order to enhance diversity throughout the Bureau.
- ensures that all programs and activities are fully accessible for the disabled.
- maintains a Civil Rights Compliance program for federally-assisted and conducted programs.

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

*c. Office of Communications (OC)*

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

- publications,
- audiovisuals,
- fact sheets,
- reports,
- photos,
- exhibits, and
- news releases.

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

### *d. Office of Strategic Planning and Evaluation (OSPE)*

This office, under the supervision of the Office of the Director, coordinates the development and maintenance of the bureau's strategic and annual plans. OSPE also coordinates a performance measurement system as required by the Government Performance and Results Act (GPRA). OSPE ensures that the Strategic Plan for the Bureau is consistent with GPRA requirements and is responsible for implementation of Executive Orders and Presidential Memorandum on Customer Service Standards. OSPE is responsible for evaluating program effectiveness which is an integral part of OSM's planning process. OSPE has established a system to test management controls and provide assurances that the bureau is in compliance with the Federal Managers' Financial Integrity Act. The Office works with program officials to develop and track corrective actions when necessary. OSPE also serves as the Bureau's liaison with the Office of the Inspector General (OIG), the General Accounting Office (GAO), and the Department in response to audit reports. The Office coordinates OSM's responses and tracks all audit findings throughout the process of resolution and implementation.

### *e. Budget Office*

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

allocations to program managers, leads periodic program and financial reviews and tracks and reports on budget execution.

## 2. Administrative Support

This program activity includes the administrative support functions necessary to support the programs for OSM. The specific functions are included in three organizational areas, which are as follows:

### a. Administration

The administration function includes the Office of Administration and the Office of Personnel. The Office of Administration also manages the bureau-wide fixed cost accounts in General Services.

1. The Office of Administration is responsible for development and implementation of Bureau-wide administrative policy and procedures. Regional and Field Offices; where appropriate, are responsible for carrying out policy provisions and procedures. The support activities carried out by this headquarters unit include policy direction and/or services in the following areas:

- acquisition,
- property management,
- vehicle fleet management,
- space management,
- telecommunications,
- safety management,
- occupational health,
- physical security,
- bureau-wide printing,
- records management,
- Freedom of Information Act, and
- Privacy Act.

The Office of Administration also provides administrative support to headquarters offices. These support activities include office moves, provision of general supplies, property management, mail room functions, security and safety management, and telecommunications.

The Office of Administration is working on several major initiatives. These include: 1) moving more aggressively into electronic commerce processes; 2) implementing the National Archives and Records Administration's requirements for the maintenance and retention of OSM's electronic records and, 3) implementing a second phase of the Department's web-based property disposal system.

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

The Office of Personnel continues to implement an automated human resources system to help streamline and make the recruitment process more effective. To improve quality of life standards, the office offers seminars for employees on a variety of work/life issues. Also in support of Departmental goals, OSM has committed to perform a workforce analysis in support of the Department's Human Resources strategic goal.

Also, since July 1, 1996, this office has provided personnel operational and policy services to the Bureau of Indian Affairs on a reimbursable basis..

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

- Targeted Recruitment: Personnel, in conjunction and cooperation with the OSM Office of Equal Opportunity, continues to expand recruitment of the number of women, minorities, and persons with disabilities identified in under represented occupations.
- Automation of Personnel Records : In FY 1999, OSM implemented a digital Official Personnel Folder system to eliminate all paper documents. This secured, read-only system, offers many flexibilities not attainable under a paper system. This system has enhanced

OSM's capability to centralize personnel operations, so that documents can be transmitted quickly by e-mail or telefax to managers or employees as needed. Other inherent benefits include reduced storage and more efficient project management. Employees can also access their ethics and performance/award records.

*b. Information Systems Management*

The Information Systems Management (ISM) activity provides agency-wide technical support to OSM management and staff in the design, development, procurement and operation of computerized information systems. ISM coordinates the development of a bureau-wide information Technology budget. ISM also provides technical support to a variety of program systems including the: Abandoned Mine Land Inventory System which is used to store and process information in the AML inventory, Critical Automated Records and Documents System, and Applicant Violator System. ISM manages a support center and provides technical support services.

ISM also is responsible for the administration of the agency's Information Technology (IT) Security Plan. The security plan ensures the safety of OSM's IT Information and computer technology hardware and software resources. During FY 2001, five specific training areas will be developed and training provided to responsible employees and managers to address security awareness.

ISM also provides agency-wide planning and support for telecommunications. OSM's Wide Area Network (WAN), links bureau offices with the States and Tribes..

*c. Administrative Financial Management*

The Financial Management activity provides OSM's program offices with accounting and fiscal services for appropriated and unappropriated funds to implement SMCRA. These services include paying bills, accounting for receipts and expenditures, issuing financial and management reports, assuring that expenditures are within the allocations, collecting administrative debts, and maintaining the computer systems that support these functions.

Accomplishments in this area include an unqualified audit opinion from the Department of Interior's Inspector General for the ninth consecutive fiscal year, the development of a Management and Performance Accounting System (MAPS) to provide on-line performance data to program managers, and an enhanced and expanded managerial cost accounting program to provide more meaningful performance cost information. This activity also continued to increase

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efficiency of financial processing by improving the travel and purchase cards processes. An integrated credit card system (CONDORS) was developed to automatically process invoices. This has resulted in payment of invoices the day following receipt and has increased rebates to the Department. Interest on late payments for the last quarter of FY 1999 was reduced to 0.24 percent. Electronic transfer payments has increased to 93.3 percent of all payments and 99.9 percent of the dollar amounts paid.

In FY 2001, OSM plans to increase the efficiency and effectiveness of agency financial operations in several areas. Financial services will be compared to other agencies and the best practices will be adopted. Purchase cards will be used wherever appropriate. OSM will continue to promote the use of electronic funds transfer for payments. Delinquent administrative debts will be referred to the Department of Treasury for collection. As a result, the following performance improvements are expected to be achieved in FY 2001:

- 85 percent of purchases will be made by purchase card;
- 95 percent of payments will be made by electronic funds transfer;
- 98.5 percent of vendor payments will be made on time; and
- the agency financial statements will continue to receive a clean opinion.

*d. Managerial Cost Accounting:*

OSM is implementing a managerial cost accounting program, which will meet the requirements of the Government Performance and Results Act. During FY 1999, a team of program managers, the Budget Office and the Division of Finance Management, defined the outputs of major program activity and developed an account code structure to measure the costs of those activities. The cost of the outputs that are produced by these activities were measured in FY 1999 and additional outputs and program activities were defined for use in FY 2000. During FY 2000 and 2001, OSM will continue to calculate the cost per output of its major activities and evaluate the results. During FY 2001, we anticipate that managers will be using cost accounting information to help them manage their operations and programs.

**3. General Services**

This is a funding activity which includes essential fixed costs to support OSM's program missions. No personnel or operational activities are funded by this component. General Service fixed costs are displayed by category in the following table:

**Table 22 - Summary Table of Fixed Costs**

<b>DOLLARS IN THOUSANDS</b>			
<b>Line Items</b>	<b>FY 2000</b>	<b>FY 2001</b>	<b>Change</b>
Rent	4,500,000	4,639,000	139,000
Telecommunications	831,350	913,963	82,613
Postage	145,000	145,000	0
Gasoline	141,214	160,000	18,786
DOI Working Capital Fund	753,300	813,300	60,000
DOI Reimbursable Services	95,000	110,000	15,000
Unemployment Compensation	293,000	283,000	-10,000
Worker's Compensation	257,986	236,986	-21,000
Bureau Wide Printing	314,400	350,000	35,600
FPPS/AVADS/Employee Express	121,000	130,000	9,000
Aircraft Services	31,196	33,196	2,000
Service Contracts	340,554	340,554	0
GSA Work Orders	100,000	100,000	0
<b>Total</b>	<b>7,926,000</b>	<b>8,257,000</b>	<b>330,999</b>

**Justification of Program Changes:**

Ex Direction & Administration	FY 2001 Budget Request	Program Changes (+/-)
\$(000)	18,179	0
FTE	104	0