



1. **PURPOSE:** This directive provides policy and procedures for the operation and maintenance of the standardized Business Management Office (BMO) structure within TSA.
2. **SCOPE:** This directive applies to all of TSA.
3. **AUTHORITIES:** Public Law No. 107-71, “The Aviation and Transportation Security Act”
4. **DEFINITIONS:**
  - A. **BMO:** An office established within each of the major organizational elements to centralize and facilitate administrative functions for that organization, and to plan and direct the development, implementation and administration of business management core functions for the major organizational elements within TSA.
  - B. **BMO Alternate:** The individual designated by the appropriate Assistant Administrator/Office Director to act as the head of the BMO during the absence or preoccupation of the BMO Director. The BMO Alternate may be either a permanent position as deputy, or a collateral assigned duty.
  - C. **BMO Council:** The group chartered by the Associate Administrator for Business Transformation and Culture comprised of TSA’s BMO Directors.

**NOTE:** see BMO Council Charter, dated July 10, 2006, **Attachment A**.
  - D. **BMO Director:** Also referred to as the “Director, Business Management Office,” it is the individual designated by the appropriate Assistant Administrator/Office Director to act as the head of the respective office’s BMO, with responsibility for coordinating and implementing all business management core functions for their assigned organization.

**NOTE:** BMO designations for Director and Alternate are executed using [TSA Form 101, BMO Designations](#).
  - E. **BMO Staff Point-of-Contact (POC):** An individual designated by the BMO Director to represent the major organizational element’s interests in, and to provide first-line technical and/or supervisory oversight for, one or more assigned business management core function (e.g., acquisition, administrative management, budget, financial management, human resources, or information technology).
  - F. **“Community of Practice”:** An organization that shares information, identifies opportunities to collaborate, achieves process improvements, guides implementation decisions and tracks actions for completion. The BMO Council is just one community of practice to which the BMO Directors may belong. The concept of a community of practice refers to the process of social learning that occurs when people with a common interest in some subject or problem

collaborate to share ideas, find solutions, and build innovations and develop improved organizations.

- G. Executive Sponsor: A TSA member of the Transportation Senior Executive Service who works with BMO Council members and organizational elements to facilitate information sharing and process improvements, and who interacts with Assistant Administrators/Office Directors on behalf of the BMO Council when appropriate. Keeps Associate Administrator for Business Transformation and Culture informed of systemic issues, resolution recommendations, and business management core functions.

## **5. RESPONSIBILITIES:**

A. Associate Administrator for Business Transformation and Culture is responsible for:

- (1) Designating and modifying, as appropriate, the major organizational elements required to establish and maintain a BMO. Those organizations are:
  - Office of Acquisition
  - Office of Chief Counsel
  - Office of Finance and Administration (Chief Financial Officer)
  - Office of Human Capital
  - Office of Inspection
  - Office of Intelligence and Analysis
  - Office of Law Enforcement/Federal Air Marshal Service
  - Office of Legislative Affairs
  - Office of Operational Process and Technology
  - Office of Security Operations
  - Office of Special Counselor
  - Office of Strategic Communications and Public Affairs
  - Office of the Chief Administrative Officer
  - Office of Transportation Sector Network Management
  - Office of Transportation Threat Assessment and Credentialing
- (2) Ensuring that the Office of Human Capital provides support to the individual organizational elements when preparing Job Analysis Tools (JATs) (i.e., position descriptions) for the BMO Director and other designated BMO staff positions, allowing for tailoring as needed by the requesting office. JATs may identify duties, roles, responsibilities, and competency requirements for the positions.
- (3) Establishing the BMO Council and facilitating the “Community of Practice” among the BMOs and the major organizational elements. (See **Attachment A**)
- (4) Promoting the importance/value of the BMO Council and encouraging the Assistant Administrators/Office Directors to solicit input from the BMO Council when developing policies, procedures, and implementing guidance related to the BMO functional areas.
- (5) Providing administrative support for the operation of the BMO Council.

**B. Assistant Administrators/Office Directors are responsible for:**

- (1) Designating a BMO Director and an Alternate who meet the competencies established for these positions using TSA Form 101, and submitting original TSA Form 101s to the Deputy Assistant Administrator for Finance and Administration (Chief Administrative Officer) and copies to the designees.
- (2) Ensuring a replacement BMO Director and/or Alternate are designated when the incumbent designee(s) vacate or are unable to manage the position responsibilities.
- (3) Keeping the BMO Director informed of plans and decisions that affect the administrative and/or business operations of the organization. (See **Attachment B**)
- (4) Ensuring that all BMO Directors are routinely notified of program-related information that relates to the BMO business management core functions including providing performance metrics on program and process performance. Examples of core functions include: acquisition, administrative management, budget, financial management, human resources, or information technology.
- (5) Soliciting input from the BMO Council to facilitate information sharing and process improvements.

**C. Deputy Assistant Administrator for Finance and Administration (Chief Administrative Officer) is responsible for:**

- (1) Serving as the Executive Sponsor for the BMO Council.
- (2) Coordinating with the Assistant Administrators/Office Directors and other key officials within the major organizational elements to address BMO issues and facilitate collaboration.
- (3) Receiving and recording TSA Form 101s, and maintaining a BMO directory of designees.

**D. BMO Director is responsible for supervising and/or leading an integrated process team of subject matter experts (i.e., the BMO Staff POCs) in the accomplishment of planning, programming, budgeting, executing and measuring the performance of the administrative support critical to the success of the major organizational element in which they are assigned. Responsibilities include, but are not limited to:**

- (1) Effectively staffing, managing and supervising the BMO and BMO staff sufficient to capably handle and execute program requirements related to the business management core functions and communicating who those staffing assignees are TSA-wide.
- (2) Ensuring that the key administrative functions are properly performed most efficiently for his/her organizational element, including its components. (See **Attachment B**)

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- (3) Keeping his/her respective Assistant Administrator/Office Director and their immediate staff, component managers within his/her major organizational element, and the BMO Alternate informed of items/issues that affect the administrative and/or business operations of the major organizational element related to the business management core functions by providing expert advice and analysis.
- (4) Participating on the BMO Council and contributing to the “Community of Practice” to exchange information, collaborate and share best practices and participate in recommending improvements in administrative policies, procedures and guidance.
- (5) Providing advisory services and direction to the Assistant Administrator/Office Director and senior advisors regarding issues involving administrative programs, policies and procedures.
- (6) Participating in creating or revising internal and external business and strategic plans, facilitating performance measurement and reporting systems, and identifying and implementing solutions to other key management issues.

E. BMO Alternate is responsible for:

- (1) Acting on behalf of the BMO Director during their absence or preoccupation.
- (2) Providing assistance to the BMO Director in overseeing the management of the business management core functions for the major organizational element, and contributing leadership guidance to the BMO Staff POCs.
- (3) Keeping the BMO Director and Assistant Administrator/Office Director informed of items/issues, as appropriate.

F. BMO Staff POCs are responsible for:

- (1) Performing the duties of their assigned business management core functional area.

**NOTE:** Four business management core functions are Administrative Services Management, Financial/Acquisition Management, Human Capital Management, and Information Technology/Knowledge Management. One person may be the BMO Staff POC for several business management core functions involving multiple administrative disciplines. (See **Attachment B**)

- (2) Providing subject matter expertise to the employees in their major organizational element, the BMO Director and/or Alternate, and other program office BMO Staff POCs, as appropriate.
- (3) Coordinating and collaborating across major organizational elements to share services and results, and to exchange information in an efficient and efficient manner.

- G. BMO Council responsibilities are outlined in the BMO Council Charter, and include: formalizing and documenting the roles and responsibilities, business processes and performance expectations of the BMO organization; serving as a mechanism to provide collaboration across BMOs and administrative functional areas; providing improved, timely and consistent communication; and providing administrative function owners a framework and process for giving guidance and requirements to the BMOs and receiving feedback from the BMOs. (See **Attachment A**).

## **6. POLICY:**

- A. Each BMO Director will be responsible and accountable for overseeing the accomplishment of critical success factors related to the four business management core functional areas (see **Attachment B**), though some variation is acceptable and necessary on a case by case basis. Variation will be determined by the respective Assistant Administrator/Office Director and their BMO Director and based on mission requirements which drive particular skills, services, and specialized functions within that Assistant Administrator/Office Director's BMO.

**NOTE:** Variations may exist in situations where a BMO contains extensive correspondence units, information technology groups, and/or specialized functions in support of its major organizational element, as well as reassignment of some tasks within the four key administrative functions.

- B. Critical Success Factors: BMOs will employ and demonstrate competencies to ensure the following critical success factors:
- (1) Development and maintenance of systems and processes in the business management core functional areas listed in **Attachment B**.
  - (2) Recruitment, development, promotion and retention of qualified BMO Staff POCs, at a minimum, in the four business management core functional areas: Administrative Services Management; Financial/Acquisition Management; Human Capital Management; and Information Technology/Knowledge Management.
  - (3) Facilitating the securing and maintenance of appropriate certification(s) for individuals responsible for certain organizational requirements, and assuring that BMO Staff POCs are appropriately certified for assigned tasks.
- C. Key Elements: Critical success factors will comprise the following key elements:
- (1) Monitoring and evaluating results of the business systems and processes on a regular basis.
  - (2) Providing information and analytical reports to the Assistant Administrator/Office Directors reflecting level of compliance with organizational strategies, goals and objectives.
  - (3) Addressing existing and potential gaps in BMO Staff POCs, and following up with effective leadership in obtaining formal training, organizational learning or appropriate recruitment.

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- (4) Aligning the business management strategies with organizational mission and functions.
- (5) Balancing professional business management skills with an emphasis on customer service that parallels TSA's balancing of security with excellent customer service.

**7. PROCEDURES:**

- A. BMO Designations: Assistant Administrators/Office Directors must designate BMO Directors and BMO Alternates using TSA Form 101. To cancel an appointment, a memorandum, e-mail or other documented notice may be issued to the individual whose designation is being canceled, with a copy sent to the Deputy Assistant Administrator for Finance and Administration (Chief Administrative Officer).
- B. Attachments A and B contain additional guidance related to the BMO structure and process.

**8. EFFECTIVE DATE AND IMPLEMENTATION:** This policy is effective immediately upon signature.

**APPROVAL**

*signed*

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Gale D. Rossides  
Associate Administrator for  
Business Transformation and Culture

January 8, 2007

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Date

Filing Instructions: 200.1.1  
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## **Business Management Office Council Charter**

### **Purpose:**

With this charter, the Associate Administrator for Business Transformation and Culture creates the Business Management Office (BMO) Council. The BMO Council will function as a Community of Practice and will serve as a conduit to provide timely information and feedback to appropriate BMO staff and related stakeholders. The Council will also enhance BMO collaboration and encourage the sharing of best practices for standard administrative functions. It will leverage the expertise of the members to institutionalize various functions and recommend improvements in the implementation of related policies or guidance established by the various TSA organizational elements.

Specifically, the BMO Council will:

- Formalize and document the roles and responsibilities, business processes and performance expectations of the BMO organization.
- Serve as a mechanism to provide collaboration across BMOs and administrative functional areas.
- Provide improved, timely and consistent communication.
- Provide administrative function owners a framework and process for giving guidance and requirements to the BMOs and receiving feedback from the BMOs.

### **Membership:**

The BMO Council will be comprised of the BMO Director as designated by the Assistant Administrators/Office Directors of the following offices:

- Office of Security Operations
- Office of Transportation Security Network Management
- Office of Law Enforcement
- Office of Operational Process and Technology
- Office of Special Counselor
- Office of Inspection
- Office of Chief Counsel
- Office of Transportation Threat Assessment & Credentialing
- Office of Intelligence and Analysis
- Office of Human Capital
- Office of the Chief Financial Officer
- Office of Administration/CAO
- Office of Acquisitions
- Office of Strategic Communications and Public Information
- Office of Legislative Affairs

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Members should ensure continuity in representation at BMO Council meetings in order to maintain continuity in discussion and decision-making. Members may designate an alternate to attend in their stead; however, alternates should have authority to commit to actions or positions on behalf of their respective organizational unit. Members are responsible for ensuring that their Assistant Administrators/Office Directors are aware of Council activities and may also be requested to ensure the implementation of BMO strategies or initiatives within their organizations.

The Chief Administrative Officer will serve as the Executive Sponsor of the BMO Council.

Administrative support necessary to carry out the responsibilities of the Council including the preparation of minutes and the tracking of action items will be performed by a staff resource provided by the Associate Administrator for Business Transformation and Culture.

**Process:**

- The BMO Council may establish workgroups to support cross-organizational initiatives identified through its work.
- At a minimum, members will meet monthly; members may meet more frequently based on particular issues under way. Meetings will be held, either in plenary session or in workgroups; other individuals may be invited to participate depending upon the topic.
- Specific action or policy recommendations will be submitted to the Associate Administrator for Business Transformation and Culture, as appropriate.
- BMO Council recommendations will be made by consensus. In the event that consensus cannot be reached, majority and minority recommendations will be submitted.
- Action items, initiatives and recommendations will be tracked, with responsible offices identified and target completion dates identified.
- Minutes will be taken and provided to all members.

*signed*

July 10, 2006

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Gale D. Rossides  
Associate Administrator  
Business Transformation and Culture

\_\_\_\_\_  
Date

**ATTACHMENT B**

**BMO Areas of Business**

The following categories of functions and cascading tasks (see bulleted items) are not all inclusive, nor are they intended to be rigidly assigned under the areas of business noted herein and referenced in TSA MD 100.3, *Business Management Office Roles and Responsibilities*. Rather, they are provided as a template within the areas of business commonly found in most major organizational elements within TSA, and they were also considered by the BMO Council as sufficient and generally broad to serve as a reference during the drafting of TSA MD 100.3. It should be noted that BMO Directors may in some instances be responsible for the oversight or direction of the accomplishment of these functions within their respective major organizational elements rather than actually accomplishing the functions with direct reports; i.e., BMO Staff POCs. The business management core functional areas include:

- Administrative Services Management
- Financial/Acquisition Management
- Human Capital Management
- Information Technology/Knowledge Management

BMO Directors will manage and interact with appropriate BMO Staff POCs and others within their major organizational element, as well as throughout the agency, to accomplish the sub-categories of the functional tasks as outlined for the noted areas of business:

Administrative Services Management

- Background Checks and Badging
- Emergency Response Team and Continuity of Operations
- Mail
- Management Directives and Forms
- Personal Property and Oversight
- Real Estate (e.g., office moves, space, furniture)
- Records Management (includes vital records)
- Safety and Health

Financial/Acquisition Management

- Acquisition and Contract-Related Items
- Budget Formulation and Execution and Spend Plans
- Financial System Access and Purchase Request Approvals
- Management Controls and Annual Assurance Statements
- Performance Metrics
- Program Office Purchase Cards
- Program Oversight and Support
- Statements of Work
- Strategic Planning
- Timekeeping
- Travel (includes travel card delinquency issues)

Human Capital Management

- Awards Management (honorary and monetary)
- Details (i.e., developmental assignments)
- FTE Management and Manpower Utilization
- Functional Statements
- Hiring Process (e.g., position descriptions, vacancy announcements, selections)
- Intern Program
- Organization Charts
- Orientation (includes other in-processing)
- Out-Processing
- Performance Management (executive and non-executive)
- Position Management
- Program Policy (includes policy derived from TSA Management Directives, such as alternate work schedules, telework, etc.)
- Training (e.g., organizational development training (*Online Learning Center*) and special training requirements (e.g., continuing legal education, licensing requirements, required certifications, etc.))
- Worker's Compensation

Information Technology/Knowledge Management

- Classified Document Control
- Communications
- Contact List
- Electronic Presentation Development (e.g., projectors, PowerPoint)
- Employee Communication Program (e.g., bulletins, newsletters)
- Executive Secretary Controlled Correspondence
- *Freedom of Information Act* (FOIA) Requests
- GAO and IG Liaison
- Information Center Activities and Coordination of Responses
- Information Systems Security Officer for Program Office
- IT Points-of-Contact
- Legislative Liaison Activities
- Official Communications
- OPSEC and *Federal Information Security Management Act* (FISMA) Policy Implementation
- Process Mapping
- Program Office IT Systems Development, Integration and Implementation
- Program Office Web Development and Management
- Publication Review and Communication
- SSI Coordination