

# READINESS SUPPORT BUSINESS INTEGRATION MANAGEMENT

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## I. Purpose

This Directive is the principal document for leading, governing, integrating and managing Readiness Support Services throughout the Department of Homeland Security (DHS).

## II. Scope

A. This Directive applies throughout DHS. DHS Management Directive 0004, "Administrative Services Line of Business Integration and Management," is hereby canceled.

B. Nothing in this directive impedes the statutory authority of the United States Secret Service under 18 United States (U.S.C.) §§ 3056 and 3056A.

## III. Authorities

A. Title 6, U.S.C., Section 341, "Under Secretary for Management"

B. Title 29, Code of Federal Regulations (C.F.R.), Part 1910, "Occupational Safety and Health Standards"

C. Title 40, C.F.R., Part 1500-1508, "Regulations for Implementing the Procedural Provisions of the National Environmental Policy Act"

D. Title 41, C.F.R., Subtitle C, "Federal Management Regulations System"

E. Executive Order (E.O.) 13287, "Preserve America," March 3, 2003

F. E.O. 13327, "Federal Real Property Asset Management," February 4, 2004, as amended

G. E.O. 13423, "Strengthening Federal Environmental, Energy, and Transportation Management," January 24, 2007

H. E.O. 13514, "Federal Leadership in Environmental, Energy, and Economic Performance", October 5, 2009

I. Delegation 00002, "Delegation to the Under Secretary for Management"

J. Delegation 00500, "Delegation for Administrative Services"

## IV. Definitions

A. **Affordable Readiness.** Achieving the optimal balance between operational effectiveness and dollar efficiency in meeting mission requirements.

B. **Readiness Support Services.** All functions managed by the DHS Chief Readiness Support Officer (CRSO), including the Department-wide responsibility for leading, governing, integrating, managing and capital planning for all aspects of the following Readiness Support Services functions throughout DHS: asset management (real property, personal property, aviation, motor vehicle fleet, marine vessels); logistics; mail management and surety; sustainability (environmental planning, environmental management, energy management and historic preservation).

C. **Component Chief Administrative Officer.** Appointed by the Component head with approval from the CRSO, the Component CAO is the senior-most federal executive in the Component exercising leadership and authority over mission-unique Readiness Support Services policies, programs, services, solutions, and resources; even if those functions are not organizationally aligned under his or her direct supervision.

## V. Responsibilities

A. The **DHS Chief Readiness Support Officer** has Department-wide responsibility for leading, governing, integrating, coordinating and managing Readiness Support Services. The DHS CRSO serves as senior advisor to the Secretary and Under Secretary for Management (U/S MGMT), and is responsible for leadership and oversight of Readiness Support Services.

1. Develops a CRSO strategic plan for Readiness Support that integrates key department guidance with Component needs.
2. Compiles and consolidates asset management program data to prepare departmental reports, perform analytics, and use as a basis for departmental planning.
3. Establishes and implements consistent Department-wide priorities, policies and guidance, business processes, standards, guidelines, and procedures for Readiness Support Services.
4. Designs the optimum structure and systems to support Departmental and Component missions and goals.
5. Conducts program reviews in each of the Readiness Support areas and may in turn, recommends program improvements, corrective actions, and if necessary, revocation of delegated authorities in any specific function.
6. Determines on a Component-by-Component basis, when and what specific authority is delegated to the Component Chief Administrative Officers (or other Component Senior Officer who may have primary responsibility within the Component for Readiness Support Services), and may rescind such authority if

Component personnel demonstrate a lack of capability to carry out the appropriate functions.

7. In collaboration with the relevant Component Head, and except as otherwise provided by law, the CRSO retains approval authority over DHS-wide hiring of Component Chief Administrative Officers and other positions within the CRSO readiness support line of business above GS-15 or equivalent or as set forth in the implementing instructions. The CRSO participates in the hiring and selection processes, and has approval authority for written performance objectives and annual performance evaluations.

a. For hiring and selection activities, Components:

i. Submit the qualification standards, including knowledge, skills, and abilities or competencies needed for senior positions, to the CRSO for review and approval;

iii. Invite the CRSO or their designee to participate in the interview process of the best qualified list of candidates;

iv. Secure CRSO approval prior to extending a job offer.

b. For performance evaluations, Components:

i. Submit for consideration and input proposed performance objectives/standards and performance plans prior to finalization with the affected employee;

ii. Secure CRSO approval with proposed performance evaluations/appraisals, bonus or award recommendations, pay adjustments, and/or other forms of commendation prior to final issuance;

iii. Confer with the CRSO to resolve any substantive performance issues.

8. Manages and administers a capital planning process for all physical assets. This includes approving Component physical asset capital plans.

9. Represents the Department in legislative, regulatory, and other policy matters affecting Readiness Support Services.

10. Serves as the Department's interface and representative with Congress, Government Accountability Office (GAO), DHS Inspector General, and the General Services Administration (GSA) and with other oversight entities with respect to Readiness Support Services.

11. Maintains a situational awareness through data of the capability and resources available Department-wide to support DHS and Government operations.

B. **DHS Component Heads** ensure the Component CAO is organizationally placed

at a senior level and is included in the strategic leadership team in the Component.

C. **DHS Component Chief Administrative Officers** incorporate program guidance and implement the policies and business processes of the DHS CRSO. Component CAOs:

1. Effectively manage and administer all Component physical assets and related services to meet mission and Departmental goals.
2. Submit major asset and related services program and project acquisitions and an annual Readiness Support Services business line budget to the CRSO through the Planning, Programming, and Budgeting and Execution process.
3. Provide enterprise level data, as required, to facilitate DHS portfolio management and program performance management.
4. Collaborate with the CRSO on Department wide strategic and capital planning for Readiness Support Services.
5. Foster a coordinated, responsive, and efficient organization that supports Component and Department missions.
6. Execute this Directive within their Component.

D. **Readiness Support Council** -To accomplish functional integration of Readiness Support Services within DHS, the CRSO seeks the advice of the Readiness Support Council. The Council is chaired by the CRSO and operates under a charter approved by the U/S MGMT. It ensures development of Readiness Support Services management policies, processes, best practices and performance metrics for managing the delivery of these functions. The Council assists the CRSO in the development of physical asset Capital Planning and asset and related services investments, while controlling costs and mitigating risks.

E. **DHS Chief Financial Officer** specifies the format of the budget submission in the annual Planning, Programming, Budgeting and Execution memorandum, and forwards Component readiness support budget submissions to the DHS CRSO for review and approval per the timeline identified in the Planning, Programming, Budgeting and Execution memorandum. The Chief Financial Officer sustains a working capital fund and shared service activity suitable to fund DHS Readiness Support Services requirements.

## VI. Policy and Requirements

A. Pursuant to 6 U.S.C. § 341, the U/S MGMT is the Chief Management Officer and principal advisor to the Secretary on matters related to the management of the Department. Included within the Under Secretary's responsibilities are the management and administration of facilities, property, equipment, service functions and other material resources.

B. The U/S MGMT administers and manages Readiness Support Services throughout the Department using functional excellence.

C. The CRSO is the Under Secretary's Chief responsible for Readiness Support Services throughout DHS. The CRSO oversees, defines and uses output metrics to evaluate program effectiveness for all Readiness Support Services within the Department. To achieve functional excellence, the CRSO standardizes policies and procedures, and promotes consistent delivery of Readiness Support Services across DHS.

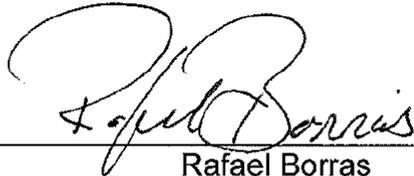
1. The CRSO conducts program reviews of Component readiness support programs on a periodic basis. The CRSO recommends program improvements, corrective actions, and if necessary, revocation of U/S MGMT delegated authorities.

2. The CRSO defines performance metrics to evaluate performance of Component and DHS Readiness Support Services programs. Components are required to compile and submit data in accordance with CRSO direction.

D. Component heads, Component CAOs, and the DHS CRSO all share accountability for successful planning and implementation of functional excellence within the Department.

## VII. Questions

Address any questions or concerns regarding this Directive to the DHS OCRSO.



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Rafael Borrás  
Under Secretary for Management

2/6/14

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