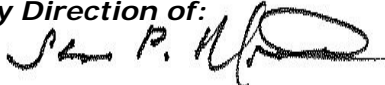


MANAGEMENT DIRECTIVE

Commonwealth of Pennsylvania Governor's Office

Subject: Reorganization Requests	Number: 260.1 Amended
Date: March 2, 2017	By Direction of:  Sharon P. Minnich, Secretary of Administration
Contact Agency: Office of Administration, Office for Human Resources and Management, Bureau of Classification and Compensation, Telephone 717.787.8838	

This directive establishes policy, responsibilities, and procedures for agencies to follow when submitting reorganization requests to the Office of Administration (OA), Office for Human Resources and Management, Bureau of Classification and Compensation (BOCC). This directive contains the process necessary to transfer statutory functions between agencies, which are sent to the General Assembly as Reorganization Plans. This amendment contains revisions to the commonwealth's supervisory span of control policy and to the process for submitting organization charts for revision by the Executive Board. Changes are indicated by marginal dots.

- 1. PURPOSE.** To establish policy, responsibilities, and procedures for: the structure of organizations; submitting reorganization requests to OA; and submitting reorganization plans to the General Assembly to abolish, consolidate or coordinate statutory functions within an agency or transfer statutory functions between agencies.
- 2. SCOPE.** Applies to proposals for creating or changing organizational structures at the division level and above in agencies under the Governor's jurisdiction and in independent administrative boards and commissions pursuant to § 212 of *The Administrative Code of 1929*, and for establishing branch offices outside of Harrisburg by all administrative departments, boards, and commissions. Also applies to proposals to abolish, consolidate or coordinate statutory functions within an agency or transfer statutory functions between agencies pursuant to the *Reorganization Act of 1955 (April 7, 1955, P.L.23)*.

3. OBJECTIVES.

- a. To establish standards, enable effective evaluations of organizations, eliminate processing delays, and maintain complete and accurate records of organizations.
- b. To encourage and facilitate planning by agencies for actions required to establish or change organizations, including the effects on budget, human resources and labor relations, information technology, and the needs for space and equipment.
- c. To ensure that agencies thoroughly consider organizational restructuring opportunities to streamline operations, reduce costs, use appropriate spans of control for supervising employees, and enhance the capability of agencies to improve the level of services to citizens.
- d. To ensure that the transfer of functions or activities between agencies is performed in an effective and efficient manner and that there is sufficient justification for their transfer.

4. DEFINITIONS. To enhance understanding of organizational structures, descriptive and consistent standards for organizational levels and terminology must be used. The following definitions are to be used by all agencies in establishing organizations.

- a. **Agency.** Any administrative department or independent administrative board, commission, or council.
- b. **Branch Office.** An organizational entity, including regional, district, local, county, or other sub office located outside of Harrisburg for the conduct of any one or more functions of a department, board, or commission or of any departmental administrative or advisory board or commission. Regional and district offices are differentiated from other branch offices by the responsibility for directing and implementing programs locally and coordinating communication between central offices and groups of local offices or institutions within a specified geographic area.
- c. **Bureau.** The organizational unit immediately below an office, or executive office when offices are not used, and immediately above two or more divisions. Bureaus are established for either or both of the following reasons:
 - (1) When there is an intra-agency need for the coordination and comprehensive management of a group of logically related functions.
 - (2) When a basic function is of sufficient importance to deserve visibility, as a point of contact, to the public or other agencies.
- d. **Division.** The organizational unit immediately below a bureau. Rationale similar to that for establishing bureaus applies to establishing divisions within a bureau.
- e. **Executive Board Approval.** Receipt of signature approval of a quorum (i.e., four) of the Executive Board members triggering preparation and distribution of the Executive Board Resolution.
- f. **Executive Board Approved Organizational Chart.** The most recent version of an agency's organizational structure that has been approved by the Executive Board. This version should be used as the existing framework and basis for all

reorganization requests. All approved charts are on-line at: <http://www.oa.pa.gov>.

- g. Executive Office.** The highest organizational unit of an agency. The staff reporting to an agency head, such as executive assistants, are included in the Executive Office and do not appear on Executive Board approved organizational charts.
- h. Functional Statements.** Description of the organization's purpose or the expected type of work activities or program operations performed. A change in functional statements at the division level or above must be submitted and approved by the Executive Board.
- i. Functions.** A group of related actions or activities performed regularly within an operational unit of an agency.
- j. Interim Approval.** Interim approval is granted in advance of Executive Board approval by the Secretary of Administration, based on a complete request, as outlined in Section 7, Procedures. Interim approval enables an agency to begin the reorganization process while awaiting Executive Board approval. In rare circumstances, interim approval is granted to address emergency situations or to advance the Governor's priorities, and remains in effect while the agency expeditiously compiles the request for, and receives Executive Board approval.
- k. Office.** The organizational unit headed by a Deputy Secretary or Deputy Commissioner. This unit is located immediately below the Executive Office and immediately above two or more bureaus whose functional responsibilities are compatible or interrelated. The appropriate form of this designation is "**Office of (Name of Organization)**" where the organization name follows the term **Office** (e.g., Office for Human Resources and Management and Office of Income Maintenance). Offices are also informally referred to as **Deputates**.

NOTE: The term **Office** may also be used occasionally to provide visibility for a small organizational unit that ordinarily would not require Executive Board approval and is not headed by a Deputy Secretary or Deputy Commissioner. The appropriate form of this designation is "**(Name of Organization) Office,**" where the organization name precedes the term **Office**. This **Office** does not usually have other organizations reporting to it (e.g., Equal Employment Opportunity Office, Legislative Affairs Office, Policy Office, and Communications Office). Agencies may not use this designation as a substitute for an organization that is appropriately a bureau or division. Corrections to any improperly designated organizations improperly titled shall be made with the agency's next reorganization to ensure consistency in naming conventions within the commonwealth.

- l. Statutory Reorganization.** (1) The transfer of the whole or any part of any agency, or the whole or any part of the functions thereof, to the jurisdiction and control of any other agency; or (2) the abolition of all or any part of the functions of any agency, or (3) the consolidation or coordination of the whole or any part of any agency, or of the whole or any part of the functions thereof, with the whole or any part of any other agency or the functions thereof, or (4) the consolidation or coordination of any part of any agency or the functions thereof with any other part of the same agency or the functions thereof.

5. POLICY.

a. Organization Changes Requiring Executive Board Approval.

- (1) Pursuant to the provisions of *Sections 709(b) and 709(h) of The Administrative Code of 1929*, the Executive Board approves or disapproves the establishment of bureaus, divisions, and branch offices, and has authority to investigate duplication of work and the efficiency of the organization, administration, and coordination of agencies.
- (2) Pursuant to the provisions of *Section 220 of The Administrative Code of 1929*, the Governor approves or disapproves the establishment of branch offices.
- (3) To ensure that rational and comprehensive organizations are established consistent with the objectives set forth in Section 3:
 - (a) All organizations created at the division level or above, all organizations created comparable to the division level or above, changes in the purpose for which an organization at the division level or above was established, and changes in the location of an existing organization at the division level or above must be submitted for Executive Board approval in accordance with this directive.
 - (b) The establishment of branch offices, changes in the purpose for which a branch office was established, and the relocation of a branch office from one county to another must be submitted for Executive Board approval in accordance with this directive. A branch office may be relocated within a county with approval of the agency head.
- (4) Organizational changes may not be implemented prior to Executive Board approval, except with explicit interim approval of the Secretary of Administration. Interim and Executive Board approval for reorganization may be requested concurrently in accordance with Section 7, Procedures. Requests for interim approval, in advance of Executive Board approval, may only be made in emergency situations, or where immediately necessary, to advance the Governor's priorities. In exceptional situations, where interim approval has been granted and BOCC has not received a complete proposal requesting Executive Board approval, agencies shall expeditiously provide a complete proposal in accordance with Section 7, Procedures, to enable a timely and thorough review of the request. New organizations may not be established within SAP until Executive Board approval is granted, unless a waiver is provided by OA, Director, Bureau of Classification and Compensation.
- (5) Human resource actions resulting from organizational changes within existing organizations may be implemented based on interim approval, including actions adversely affecting employees, in accordance with paragraph 5. a.(7) in this section and established policy and procedures, including, but not limited to, relevant collective bargaining agreements and management directives.

- (6) An organization may be renamed with the explicit, written approval of the Secretary of Administration, if the existing organization title is not statutorily required, and the proposed title:
- (a) is the only change for the organization being renamed;
 - (b) does not change the purpose for which the organization was established;
 - (c) has minimal human resources and financial implications; and,
 - (d) represents an improvement over the existing name by more clearly reflecting the organization's mission and services.
- (7) Executive Board approval of the organization structure does not constitute approval of either specific classification and pay changes or specific budget changes. These are requested and reviewed in accordance with separately established policy and procedures of the Office of the Budget, Governor's Budget Office (GBO) and OA and acted on accordingly.
- (8) Organization structures should be reviewed with the goal of becoming flatter and more streamlined. The span of control for supervisory employees should not be too great nor should it be less than five, except in unusual cases. Span of control less than 1:5 must be specifically justified. Justification for such reporting relationships must be based on factors such as the logical placement of a function in an organization, the ability to carry out the functions of the organization, or the legal requirement of the organization to exist as a separate entity. No requests for exceptions for span of control of less than 1:3 will be considered, except in extreme circumstances.
- (9) With the continuing growth of technology and advancements in management techniques, agencies are encouraged to consider wider spans of control. The following are factors for determining the proper span of control:
- (a) Physical dispersion of work and subordinates from one another and from the manager. The lower the dispersion, the higher the span can be.
 - (b) Amount of non-supervisory work the manager must perform. The lower the amount of non-supervisory work, the higher the span can be.
 - (c) Degree of interaction required between the manager and subordinates. The less interaction required, the higher the span can be.
 - (d) Number of standardized procedures for performing the work. The more standardized procedures, the higher the span can be.
 - (e) Similarity of tasks being supervised. The more similar the task, the higher the span can be.
 - (f) Frequency and complexity of new problems. The lower the frequency and complexity, the higher the span can be.

b. Statutory Reorganizations Requiring Legislative Approval

- (1) Pursuant to the *Reorganization Act of 1955 (April 7, 1955 P.L. 23)*, the abolition, consolidation or coordination of statutory functions within an agency and transfers of functions between agencies must be submitted by the Governor to the General Assembly for approval or disapproval.
- (2) Pursuant to the provisions of *Section 3 of the Reorganization Act of 1955*, the objectives and purposes of reorganization plans are:
 - (a) To promote the better execution of the laws, the more effective management of the executive and administrative branch of state government and of its agencies and functions and the expeditious administration of the public business;
 - (b) To reduce expenditures and promote economy to the fullest extent consistent with the efficient operation of state government;
 - (c) To increase the efficiency of the operations of state government to the fullest extent practicable;
 - (d) To group, coordinate and consolidate agencies and functions of state government, as nearly as may be, according to major purposes;
 - (e) To reduce the number of agencies by consolidating those having similar functions under a single head, and to abolish such agencies or functions thereof that may not be necessary for the efficient conduct of state government; and
 - (f) To eliminate overlapping and duplication of effort.
- (3) Pursuant to the provisions of *Section 4 of the Reorganization Act of 1955*, the Governor must transmit reorganization plans to the General Assembly with a declaration that the reorganizations are necessary to accomplish one or more of the purposes of the Act (refer to paragraph 5.b.(2) of this directive).
- (4) Pursuant to *Section 5 of the Reorganization Act of 1955*, any reorganization plan transmitted by the Governor:
 - (a) Shall change, in cases the Governor deems necessary, the name of any agency affected by a reorganization, and the title of its head; and shall designate the name of any agency resulting from a reorganization and the title of its head;
 - (b) May include provisions for the appointment and compensation of the agency head and one or more other officers of any agency (including an agency resulting from a consolidation or other type of reorganization) if the Governor finds, and in the Governor's message transmitting the plan declares, that by reason of a reorganization made by the plan such provisions are necessary;

- (c) Shall make provision for the transfer or other disposition of the records, property, and personnel affected by any reorganization;
 - (d) Shall make provision for the transfer of such unexpended balances of appropriations, and of other funds, available for use in connection with any function or agency affected by a reorganization, as he deems necessary by reason of the reorganization for use in connection with the functions affected by the reorganization, or for the use of the agency which has such functions after the reorganization plan is effective. Unexpended balances transferred shall be used only for the purposes for which the appropriation was originally made;
 - (e) Shall make provision for terminating the affairs of any abolished agency;
 - (f) Shall enumerate all acts of the General Assembly which may be suspended if the reorganization plan becomes effective.
- (5) Pursuant to the provisions of *Section 7 of the Reorganization Act of 1955*:
- (a) Each reorganization plan transmitted to the General Assembly shall be proposed as a resolution, and shall be placed on the calendar of each house for the next legislative day following its receipt, and shall be considered by each house within thirty calendar days of continuous session of the General Assembly.
 - (b) Each reorganization plan shall take effect if it is approved by a majority vote of the duly elected membership of each house during such thirty day period.
 - (c) A reorganization plan may be disapproved by either house during that period by a majority vote of the duly elected membership of each house.

The effective date of each reorganization plan shall be the date of approval of the last of the two houses to act. Upon the expiration of the thirty day period after the delivery of the plan to the two houses of the General Assembly and the failure to act as provided in paragraph 5.b.(5) (b) or 5.b.(5) (c), above, each reorganization plan shall become effective. Any provision of the plan may, under provisions contained in the plan, be made operative at a time later than the date on which the plan otherwise would take effect. In computing the thirty day period, all days on which either House is adjourned for more than ten days are excluded.

6. RESPONSIBILITIES.

- a. **The Secretary of Administration** serves as the Secretary of the Executive Board. BOCC is designated as the staff organization to review organizational requests and to coordinate their processing within OA and with GBO. The results of this effort are recommendations to the Secretary of Administration for appropriate Executive Board action and, when appropriate, recommendations to the Secretary of Administration for action by the Governor and the General Assembly.

- b. **BOCC** shall provide guidance for developing organizational proposals for Executive Board action and will coordinate the review of all organization requests with GBO and other appropriate reviewers (i.e., Bureau of Labor Relations and Office for Information Technology). The BOCC will provide technical assistance on organizational design, appropriate span of control, and related managerial matters. When planning a reorganization, and as early as possible, agency human resource offices should contact the Director of BOCC for assistance. When the need to transfer functions between agencies becomes known, BOCC must be contacted for assistance as soon as possible. BOCC will serve as the reviewing and coordinating organization for ensuring that reorganization plans are properly developed and submitted in a timely manner for transmission to the Governor.
- c. **Office of the Budget, Governor's Budget Office, Bureau of Budget Analysis**, shall provide technical guidance with financial and fiscal-related issues, such as cost estimates and budget expenditures. The Director of the Bureau of Budget Analysis should be contacted to request assistance.
- d. **Agency Heads** shall:
 - (1) Submit requests for Executive Board or legislative approval for organizational changes to the Secretary of Administration.
 - (2) Discuss the need to establish an Office headed by a Deputy Secretary with the Secretary of Administration before an Executive Board request is prepared by the agency.
 - (3) Ensure sufficient complement is in place to support all changes and submit complement authorization requests simultaneously with requests.

7. PROCEDURES.

a. Procedure 1. For Submission of Organizational Requests.

(1) Agency.

(a) Prepares and submits to the Secretary of Administration, the following:

- 1 Form STD-290, Request for Organization Approval, (see Enclosure 1).
- 2 Existing and proposed organizational charts (proposed charts shall be submitted in electronic format using Visio software) (see Enclosure 2) that show:
 - a Executive Office.
 - b Boards and Commissions created by legislation or Executive Order.
 - c Offices.
 - d Bureaus.

e Divisions.

f Regional Offices, District Offices, and Institutions with city locations (it is not necessary to individually depict other branch offices below the Regional, District, or Institutional level).

3 A brief narrative justification for each proposed organization change identified in Form STD-290, Request for Organization Approval, which describes the expected systems and program improvements anticipated from these changes, including program efficiency, increased service levels, and span of control considerations. Proposed eliminations or consolidations, major changes in function, new proposed organizations, or relocations must be noted.

4 Existing and proposed functional statements for each organization segment affected by the change for organizations at the division level and above (see Enclosure 3). Efforts should be made to use standard nomenclature for general functions, such as human resources, budget, information technology, office services, procurement, administration, communications office, or legislative relations. It is not necessary to provide functional statements for an internally unchanged organization at the division level or above unless it is being relocated, in which case the functional statements should be provided.

5 Existing and proposed staffing charts by job classification and number in each classification for each organization segment affected by the change at the division level and above. Include filled and vacant positions (see Enclosure 4). It is not necessary to provide staffing charts for:

a An internally unchanged organization at the division level or above.

b Relocating an existing organization at the division level or above where there are no other organizational changes.

6 An explanation and itemization of any increase or decrease in programmatic costs in addition to Form STD-290, Request for Organization Approval. GBO, Bureau of Budget Analysis, will review all fiscal implications for a proposed reorganization. Indicate how costs will be funded.

(b) Ensures that all organizational changes since the last Executive Board approval have been accounted for. If unsure of the last Executive Board approved chart, contact OA, Office of Continuity and Records Information Management at 717.783.5055 or check on-line: <http://www.oa.pa.gov>.

(2) Secretary of Administration. Forwards request to BOCC for review.

(3) BOCC.

- (a)** Reviews request in consultation with GBO, Bureau of Budget Analysis, OA, Office for Information Technology and Bureau of Labor Relations will be consulted when appropriate.
- (b)** Consults with agencies as necessary.
- (c)** Prepares Interim Approval Memorandum for approval by the Secretary of Administration, when appropriate.
- (d)** Submits request and recommendations to the Executive Board for approval through OA, Deputy Secretary for Human Resources and Management and the Office of Continuity and Records Information Management.

b. Procedure 2. To Submit Name Changes.

(1) Requesting Agency. Prepares the following:

- (a)** Cover memorandum explaining request.
- (b)** Form STD-290, Request for Organization Approval. (see Enclosure 1).
 - 1** Checks **Title Change Only** block.
 - 2** Prepares **Justification**.
 - 3** Signs and dates.
- (c)** Proposed agency organization chart (see Enclosure 2) with the name change highlighted or identified. Proposed charts shall be submitted in electronic format using Visio software.
- (d)** Forwards request to OA, BOCC for review.

(2) BOCC.

- (a)** Reviews request for conformance to policy and discusses with the agency, if necessary.
- (b)** Submits documents to the Secretary of Administration or his/her designee for review and approval.
- (c)** If request is approved, implements changes through OA, Deputy Secretary for Human Resources and Management and the Office of Continuity and Records Information Management.

c. Procedure 3. To Abolish, Consolidate or Coordinate Statutory Functions Within an Agency.

(1) Affected Agency.

(a) Determine the change to the statutory functions and responsibilities.
NOTE: If the change or abolition involves units at the division level or above, or if significant changes are made to an existing organization at the division level or above, Executive Board approval will also be required.

(b) Prepare:

1 Justification for the proposed revision or abolition, signed by the agency head.

2 Draft reorganization plan (must cite all statutes affecting the functions to be changed or abolished).

3 Draft transmittal message from the Governor to the General Assembly. Draft must explain the justification for the transfer and the effect on services, programs, human resources, and costs.

(2) Affected Agency's Office of Chief Counsel.

(a) Review draft reorganization plan for form and legality.

(b) Send proposal to the Secretary of Administration, who reviews and sends to BOCC.

(3) BOCC. Reviews proposal, considering sufficiency of justification; organization placement; budgetary and human resources impacts; and conformity to established priorities and policies.

(4) Secretary of Administration.

(a) Reviews plan.

(b) **If approved**, submits proposal to the Secretary for Legislative Affairs.

(5) Secretary for Legislative Affairs.

(a) Prepares proposal for submission to the General Assembly.

(b) Submits proposal to the General Assembly.

(6) General Assembly. Places on legislative calendar.

d. Procedure 4. To Transfer Statutory Functions from One Agency to Another Agency.

(1) Affected Agencies.

(a) Agree to the proposed transfer of functions and responsibilities.
NOTE: If the transfer of functions involves units at the division level or above, or if significant changes are made to an existing organization at the division level or above, Executive Board approval will also be required.

- (b) Prepare:
 - 1 Justification for the proposed transfer, signed by both agency heads.
 - 2 Draft reorganization plan (must cite all statutes affecting the functions to be transferred).
 - 3 Draft transmittal message from the Governor to the General Assembly. Draft must explain the justification for the transfer and the effect on services, programs, human resources, and costs.

(2) Affected Agencies' Offices of Chief Counsel.

- (a) Review draft reorganization plan for form and legality.
 - (b) Send proposal to the Secretary of Administration, who reviews and sends to BOCC.
- (3) BOCC.** Reviews proposal, considering sufficiency of justification; organization placement; budgetary and human resources impacts; and conformity to established priorities and policies.

(4) Secretary of Administration.

- (a) Reviews plan.
- (b) **If approved**, submits proposal to the Secretary for Legislative Affairs.

(5) Secretary for Legislative Affairs.

- (a) Prepares proposal for submission to the General Assembly.
- (b) Submits proposal to the General Assembly.

(6) General Assembly. Places on legislative calendar.

This directive replaces, in its entirety, *Management Directive 260.1, Organization Requests*, dated June 21, 2013.

Enclosure 1 – Sample Form STD-290, Request for Organization Approval

Enclosure 2 – Sample Organization Chart

Enclosure 3 – Example of Functional Statements

Enclosure 4 – Example of Staffing Chart

REQUEST FOR ORGANIZATION APPROVAL (STD-290)

Agency:

**Person to Contact
(Name and Telephone):**

Type of Approval Requested

___ Interim Approval Only (Justification Required) ___ Interim and Executive Board Approval ___ Executive Board Approval (Interim Approval Previously Granted)

Type of Action

___ Create New Department, Council, Board Commission, Office, Bureau or Division ___ Change Existing Organization Units ___ Field Office Outside Capital City

___ Relocate an Organization at Division Level ___ Other County Location: _____

___ Title Change Only Square Feet Required: _____

Estimated Cost to Implement

- 1. New Positions Number _____ Cost _____
- 2. Reclassifications Number _____ Cost/Savings _____
- 3. Eliminated Positions Number _____ Savings _____
- 4. Space Lease – Total Square Feet _____ Cost/Savings _____
State Owned – Total Square Feet _____ Cost/Savings _____
- 5. Moving Cost _____
- 6. Equipment Lease (Annual Cost/Savings) _____
Purchase (Annual Cost/Savings) _____
- 7. Other (Cost/Savings) _____
- 8. Total Budgeted Amount (Cost/Savings) _____

Justification. Explain why you are submitting this request and include what problems you are trying to solve and how this request will help solve them. Explain how costs are justified and how they will be funded. (Attach additional 8-1/2 x 11 sheets if needed). For field office changes, include a map that shows the counties served by each office.

Will Organizational Change impact on a Labor Relations Contract? Yes No

IF YES, HOW?

Required attachments for organization request:

- EXISTING AND PROPOSED ORGANIZATION CHARTS
- BRIEF NARRATIVE JUSTIFICATION FOR EACH ORGANIZATION CHANGE
- EXISTING AND PROPOSED FUNCTIONAL STATEMENTS FOR EACH PROPOSED ORGANIZATION CHANGE*
- EXISTING AND PROPOSED STAFFING CHARTS FOR EACH PROPOSED ORGANIZATION CHANGE**
- EXPLANATION AND ITEMIZATION OF ANY INCREASE OR DECREASE IN PROGRAMMATIC COSTS AS A RESULT OF EACH ORGANIZATION CHANGE

*PLEASE DO NOT PROVIDE FUNCTIONAL STATEMENTS FOR AN ORGANIZATION AT THE DIVISION LEVEL OR ABOVE THAT IS UNAFFECTED BY OTHER CHANGES, UNLESS THE ORGANIZATION IS RELOCATED.

**PLEASE DO NOT PROVIDE STAFFING INFORMATION FOR AN ORGANIZATION AT THE DIVISION LEVEL OR ABOVE THAT IS UNAFFECTED BY OTHER CHANGES, OR FOR A CHANGE IN THE LOCATION OF AN EXISTING ORGANIZATION AT THE DIVISION LEVEL OR ABOVE WHERE THERE ARE NO OTHER CHANGES WITHIN THAT ORGANIZATION.

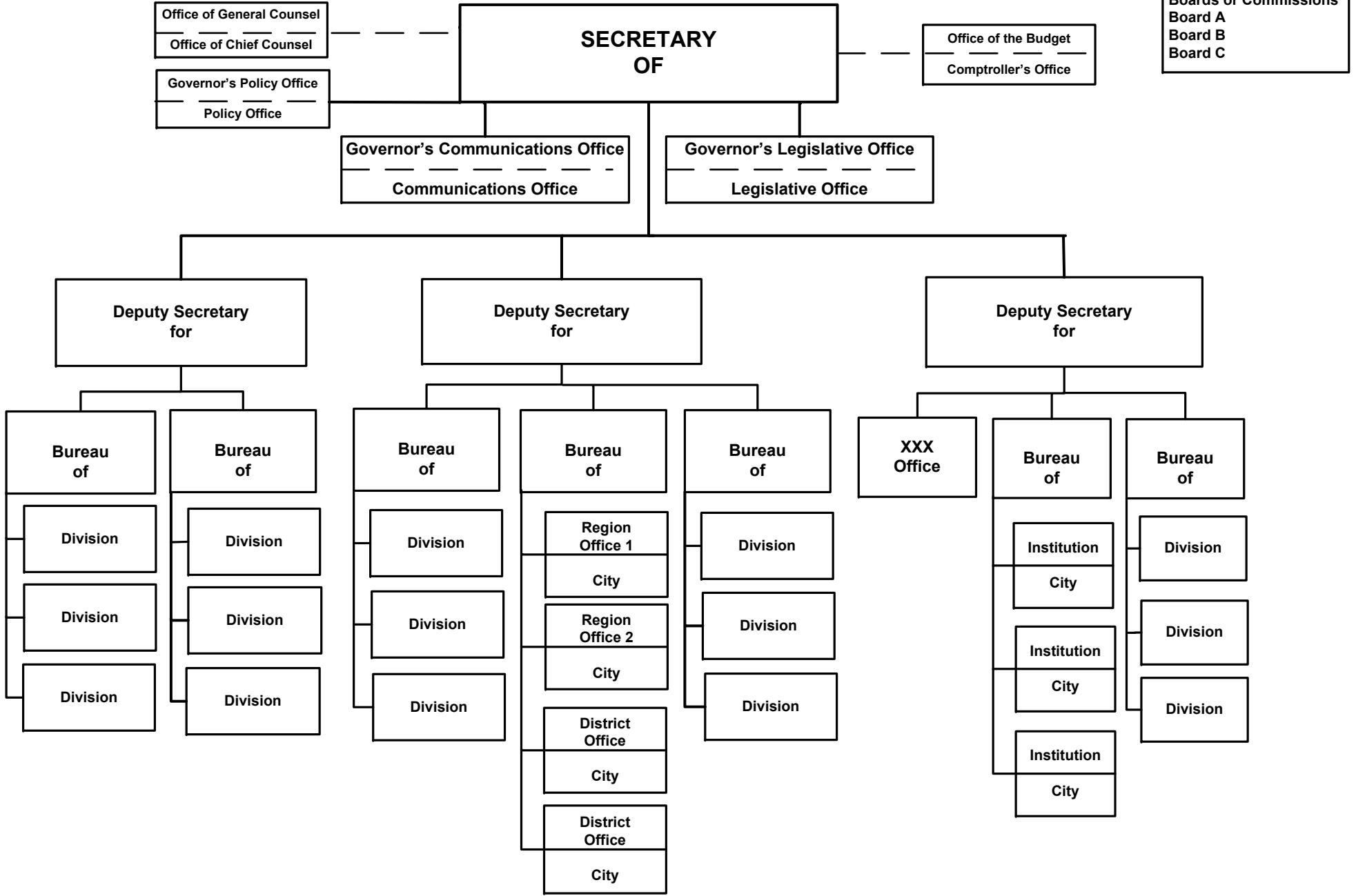
AUTHORIZED AGENCY SIGNATURE

DATE

AGENCY COORDINATOR SIGNATURE

DATE

AGENCY NAME



Boards or Commissions
Board A
Board B
Board C

EXAMPLE OF FUNCTIONAL STATEMENTS

AGENCY

Functional Statements
(Existing OR Proposed)

EXECUTIVE OFFICE

Performs the duties and responsibilities vested in and imposed upon the agency by law in the following areas:

Administers the operations and activities of the entire organization.

Communications Office

Prepares and issues press releases.

Office of Management

Manages the operations and activities of the Bureau of Financial Operations, Bureau of Procurement, and Bureau of Consulting.

Bureau of Financial Operations

Directs and controls all phases of the agency's financial programs including budget preparation, budget analysis, and contract management.

Budget Division

Plans and oversees all budget development and analysis programs for the agency.

Contracting Division

Manages the contracting function for the agency to ensure the efficient management of financial resources and compliance with the commonwealth's policies.

EXAMPLE OF STAFFING CHART

AGENCY

Staffing Chart
(Existing OR Proposed)

EXECUTIVE OFFICE	7
Secretary	1
Executive Secretary 2	1
Special Assistant to the Secretary	1
Executive Policy Manager	1
Executive Assistant	1
Clerk Typist 2	2
COMMUNICATIONS OFFICE	4
Communications Director 3	1
Clerk Typist 2	1
Deputy Communications Director 1	2
OFFICE OF MANAGEMENT	5
Deputy Secretary	1
Executive Secretary 1	1
Clerk Typist 2	2
Executive Assistant	1
BUREAU OF FINANCIAL OPERATIONS	2
Director, Bureau of Financial Operations	1
Clerk Typist 3	1
BUDGET DIVISION	8
Financial Management Specialist 5	1
Financial Management Specialist 4	1
Financial Management Specialist 3	3
Financial Management Specialist 2	2
Clerk Typist 2	1
CONTRACTING DIVISION	6
Chief, Contracting Division	1
Contracting Specialist 3	2
Contracting Specialist 2	3
TOTAL	32