



To enhance mission performance, TSA is committed to promoting a culture founded on its values of Integrity, Innovation and Team Spirit.

REVISION: This revised directive supersedes TSA MD 100.3, *Business Management Office Roles and Responsibilities*, dated December 10, 2010.

SUMMARY OF CHANGES: Section 5, Responsibilities, BMO Director and BMO Alternate responsibilities updated.

1. **PURPOSE:** This directive provides TSA 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 TSA employees.
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 all business operations management functions for that organization, and to plan and direct the development, implementation and administration of business management core functions.
 - 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 originally chartered by the Associate Administrator for Business Transformation and Culture comprised of TSA's BMO Directors. The BMO Council is comprised of the BMO Director and Alternate from the organizational elements.
 - D. **BMO Director:** Also referred to as the "Director, Business Management Office," is the individual designated by the appropriate Assistant Administrator/Office Director to act as the head of the respective office's BMO.

NOTE: BMO designations for Director and Alternate are executed using [TSA Form 101, BMO Designations](#).

- E. **BMO 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 functions (i.e., Acquisition

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Management, Administrative Services Management, Communications Management, Finance and Budget Management, Human Capital Management, and Information Technology Management).

- 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.
- H. Integrated Conflict Management System (ICMS): TSA-wide system, including conflict management and cooperative problem solving organizational competency development, that provides skills, structure, and support to foster good decision making and problem solving, helps prevent conflicts from becoming disputes, and helps better manage conflicts so they are handled at the appropriate level. This system includes local or organizational unit-specific components and components managed by a number of national offices that together create and support an environment in which issues, ideas, and concerns can be raised with confidence that they will be respectfully heard and responsibly addressed.
- I. ICMS Steering Committee: As part of the ICMS at headquarters, a formal Steering Committee has been chartered. The HQ Steering Committee includes six Deputy Assistant Administrators, the Chair and Co-chair of the Headquarters (HQ) Employee Advisory Council (EAC) and the HQ ICMS Coordinator. This committee provides guidance and support to the implementation of the ICMS and to the HQ EAC and other HQ councils in formulating their recommendations for senior leadership review.

5. RESPONSIBILITIES:

- A. Assistant Administrators/Office Directors are responsible for:
 - (1) Designating a BMO Director and an Alternate who meet the competencies established for these positions;
 - (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 business management core functions of the organization;

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- (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; and
- (5) Soliciting input from the BMO Council to facilitate information sharing and process improvements.

B. 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) Providing business operations support for the operation of the BMO Council;
- (4) Helping balance conflicting priorities and resources among the various TSA councils and committees reporting to the ICMS Steering Committee;
- (5) Keeping Senior Leadership Team informed of systemic issues, resolution recommendations, and business management core functions;
- (6) Receiving and recording TSA Form 101, and maintaining a BMO directory of designees;
- (7) Facilitating the “Community of Practice” among the BMOs and the major organizational elements; and
- (8) Promoting the importance/value of the BMO Council and encouraging the Assistant Administrators/Office Directors and other Councils to solicit input from the BMO Council when developing policies, procedures, and implementing guidance related to the BMO functional areas.

C. ICMS Steering Committee is responsible for:

- (1) Providing the BMO Council with guidance for Council initiatives while ensuring linkage of priorities across the TSA organizations. The ICMS Steering Committee will also provide insight on long-term impacts of initiatives proposed by the BMO Council. It is intended that the ICMS Steering Committee leverage the experiences, expertise, and insight of the Council and its key individuals which are committed to building professionalism and continuity agency wide. ICMS Steering Committee members will not be directly responsible for managing or directing BMO Council project activities, but will act in an advisory capacity;
- (2) Providing insight on long-term impacts of initiatives proposed by the BMO Council. It is intended that the ICMS Steering Committee leverage the experiences, expertise, and insight

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of the Council and its key individuals which are committed to building professionalism and continuity agency wide. ICMS Steering Committee members will not be directly responsible for managing or directing BMO Council project activities, but will act in an advisory capacity;

- (3) Providing guidance and support to the implementation of the ICMS and to the HQ EAC and other HQ Councils in formulating their recommendations for senior leadership review;
- (4) Providing overall guidance and feedback on plans and recommendations developed and proposed by the Council;
- (5) Giving input and making recommendations to the Council on such matters as ensuring scope alignment with TSA requirements; and other strategic initiatives;
- (6) Helping the BMO Council to ensure it is engaging key stakeholder groups in its work; and
- (7) Promoting the importance/value of the BMO Council and encouraging the Assistant Administrators/Office Directors and other HQ Councils to solicit input from the BMO Council when developing policies, procedures, and implementing guidance related to the BMO functional areas.

D. BMO Director is responsible for the following, but duties may exceed those listed depending on the mission support needs of the program office:

- (1) 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 business operation support critical to the success of the organizational element in which they are assigned;
- (2) Effectively staffing, managing and supervising the BMO and its staff to handle and execute program requirements related to the business management core functions and communicating who those staffing assignees are TSA-wide;
- (3) Ensuring that the key business operations management functions are properly performed most efficiently for his/her organizational element, including its components;
- (4) Keeping the respective Assistant Administrator/Office Director and their immediate staff, component managers within his/her organizational element, and the BMO Alternate informed of items/issues that affect the business operations of the organizational element related to the business management core functions by providing expert advice and analysis;
- (5) 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 business operations processes, policies, procedures and guidance;

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- (6) Providing advisory services and direction to the Assistant Administrator/Office Director and senior advisors regarding issues involving business operations programs, policies and procedures;
- (7) 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; and
- (8) Each BMO Director will be responsible and accountable for overseeing the accomplishment of critical success factors related to the business management core functional areas, 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/BMO.

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

E. BMO Alternate is responsible for the following, but duties may exceed those listed depending on the mission support needs of the program office:

- (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 organizational element, and contributing leadership guidance to the BMO Staff POCs; and
- (3) Keeping the BMO Director and Assistant Administrator/Office Director informed of items/issues, as appropriate.

F. BMO Staff POC is responsible for:

- (1) Performing the duties of their assigned business management core functional areas;
- (2) Providing subject matter expertise to the employees in their organizational element, the BMO Director and/or Alternate, and other program office BMO Staff POCs, as appropriate; and
- (3) Coordinating and collaborating across organizational elements to share services and results, and to exchange information in an effective and efficient manner.

G. BMO Council is responsible for:

- (1) Implementing the responsibilities outlined in the BMO Council Charter; and

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- (2) Briefing the ICMS Steering Committee members to help improve general awareness of council priorities.

6. POLICY: It is the policy of TSA to ensure that each BMO, in concert with the BMO Council, strive to develop program support for the assigned program office. In doing so, each BMO must understand and embrace the critical success factors and key elements outlined herein. The Assistant Administrator or equivalent for the assigned program office must ensure that the assigned BMO adheres to the factors and elements.

A. Critical Success Factors. BMOs shall employ and demonstrate competencies to ensure the following critical success factors:

- (1) Developing and maintaining systems and processes in the business management core functions;
- (2) Recruiting, developing, promoting and retaining qualified BMO Staff POCs, at a minimum, in the business management core functional areas of Acquisition Management, Administrative Services Management, Communications Management, Finance and Budget Management, Human Capital Management, and Information Technology Management; and
- (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.

B. 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;
- (4) Aligning the business management strategies with organizational mission and functions; and
- (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: In order for the BMO Council to maintain an updated listing of the BMOs and Alternate BMOs, the following procedures must be used.

A. BMO Designations: Assistant Administrators/Office Directors must designate BMO Directors and BMO Alternates using TSA Form 101, and submitting original TSA Form 101s to the

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Deputy Assistant Administrator for Finance and Administration/Chief Administrative Officer and copies to the designees. 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. Reference the [BMO Council Charter](#) for assigned roles, structure and processes and the *BMO Areas of Business* for core management functions and expanded subcategories.

8. APPROVAL AND EFFECTIVE DATE: This policy is approved and effective the date of signature unless otherwise specified.

APPROVAL

Signed

January 20, 2015

Pat A Rose Jr
Assistant Administrator and Chief Financial Officer
Office of Finance and Administration

Date

EFFECTIVE

Date

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