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[EXECUTIVE SECRETARIATS ACROSS THE FEDERAL GOVERNMENT]

A study and review of Executive Secretariats of Federal Departments, including an in-depth comparison examination of six Departments' Executive Secretariats.

Executive Secretariats Across the Federal Government

Overview

This document serves as a review of current practices of the Executive Secretariats (ES) of Federal Departments. It includes general information regarding the organizational structure and services provided by all of the Departments. In addition, this document includes an in-depth examination of six Departments: State, Energy, Commerce Health and Human Services, Interior, and Homeland Security.

This information was gathered through a variety of methods including a survey, site visits, and information provided through organizational web sites.

Lessons Learned

- All Executive Secretariats track and clear executive correspondence
- Aside from correspondence, there is a wide variety of services offered by Executive Secretariats
- Successful ES's are trusted by the immediate Office of the Secretary
- Most struggle with document management technology
- The organization of any particular Executive Secretariat is more historic than strategic
- Nearly all are funded with appropriated funds
- The number of political appointees varies widely

Services Provided by Executive Secretariats

	Correspondence	Records	Briefing Materials	Advisory Committees	FOIA	Advance and Scheduling	Regulatory Management
Agriculture	X	X					
Commerce	X	X	X				
Defense	X	X					
Education	X	X		X			X
Energy	X	X			X		
Health and Human Services	X	X		X			X
Homeland Security	X	X	X				
Housing and Urban Development	X	X			X		
Interior	X	X	X				X
Justice	X	X					
Labor	X	X			X		
State	X	X	X			X	
Transportation	X	X					
Treasury	X	X					

Department of Agriculture

USDA's ES receives and analyzes all correspondence addressed to the Secretary and Deputy Secretary, as appropriate refers it to the appropriate agencies or staff offices for direct response or drafting of a response by the Secretary or Deputy, and manages and tracks the preparation, review, clearance, signature, dispatch, and archival filing of responses.

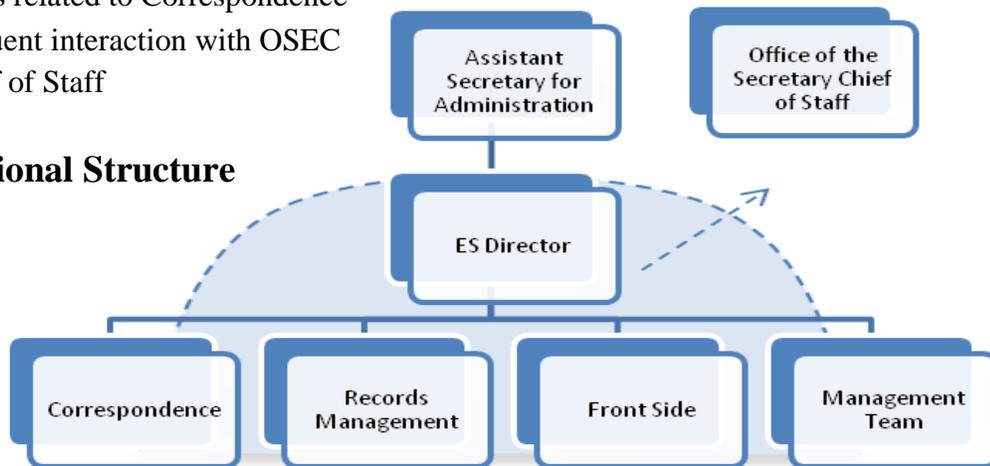
Basic Information

- Rarely uses autopen authority
- 24 employees
- One political appointee position
- Reports to Assistant Secretary for Departmental Management
- Assists the OSEC with special projects on an as-needed basis
- Liaises with other Departments on issues related to Correspondence
- Frequent interaction with OSEC Chief of Staff

Points of Distinction

- Reports to ASA instead of OSEC Chief of Staff

Organizational Structure



Areas of Responsibility

Area	Responsibilities and Tasks
Correspondence	Coordinate with agencies and other departments on correspondence, MOU's, and proclamations
Front Side	Process incoming correspondence Complete signature verification and mailing for all correspondence Assist with FOIA requests
Records	Assemble, preserve and safeguard the official records of the Secretary Manage the transition to electronic records
Management Team	Create statistical reports and track correspondence Special projects for the Director in addition to other offices Manage intern team

Department of Health and Human Services

The Executive Secretariat in Health and Human Services provides direct counsel to the Secretary on the programs administered by HHS; participates in the formulation, development, and implementation of departmental policy; and represents the Secretary's interests with White House staff, other Departments and agencies, as well as external groups.

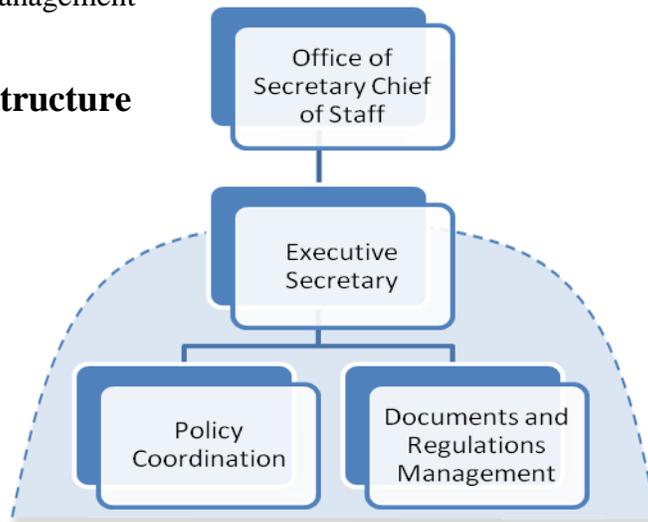
Basic Information

- Employs highly-graded subject experts who work closely with senior advisors
- Uses digital Signature
- Uses autopen authority regularly
- 3 political appointees
- 42 total employees
- Close relationship to OSEC
- Regulation management

Points of Distinction

- HHS' policy coordination role is fairly unique and provides an entirely different service to the Office of the Secretary
- One of the few Executive Secretariats to provide regulation management

Organizational Structure



Areas of Responsibility

Area	Responsibilities and Tasks
Policy Coordination	Facilitate the review and clearance of policy documents
	Manage and resolve policy disagreements
	Synthesize complex proposals
	Manage the regulatory review process
	Provide briefing materials for the Secretary's meetings
	Keep policy officials informed of emerging issues
	Ensure that all offices and clearance points follow established protocols
Documents and Regulations management	Assign and track incoming mail
	Establish handling requirements
	Provides guidance for publication of regulations
	Track and maintain secretarial documents and official files

Department of Energy

DOE's ES serves the Office of the Secretary, Departmental Elements, and the public by facilitating quality document management; developing, maintaining, and sharing institutional memory; and facilitating the timely delivery of executive commitments and information.

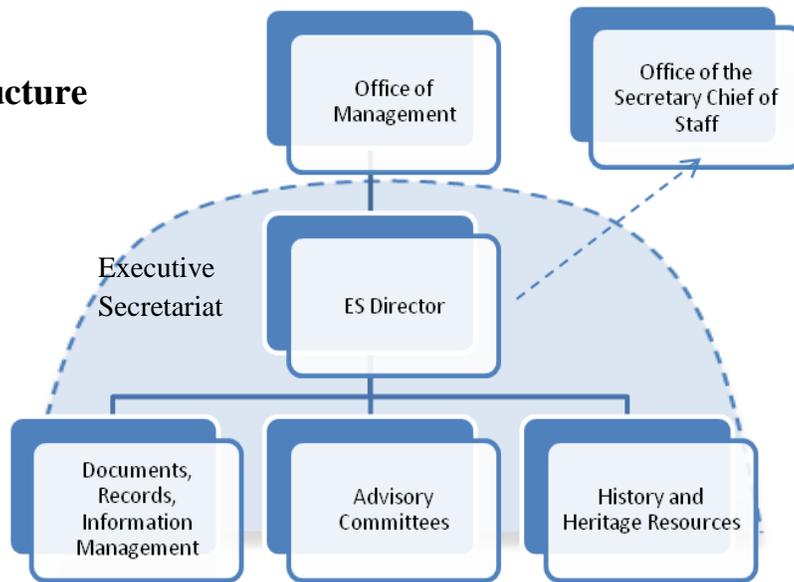
Basic Information

- Rarely use Autopen authority
- Process 24,000 pieces of correspondence per year
- 23 employees
- 2 political employee positions
- Provides administrative services
- Works closer to the Office of Management than OSEC Chief of Staff

Points of Distinction

- Executive Secretary reports to Director of Management
- Largely an administrative office
- One of the few ES' to have a historian

Organizational Structure



Areas of Responsibility

Area	Responsibilities and Tasks
Document Management	Manage the tracking and controlling of executive correspondence Executive messages Coordinates OIG and GAO audit activities with the Office of Management
Advisory Committee	Support the creation, direction, and termination of committees in accordance with the Federal Advisory Committee Act
History and Heritage Resources	Manage history, records and information Preserve cultural resources and history

Department of State

State Department's Executive Secretariat coordinates of the work of the Department internally, serving as the liaison between the Department's bureaus and the offices of the Secretary, Deputy Secretary, and Under Secretaries.

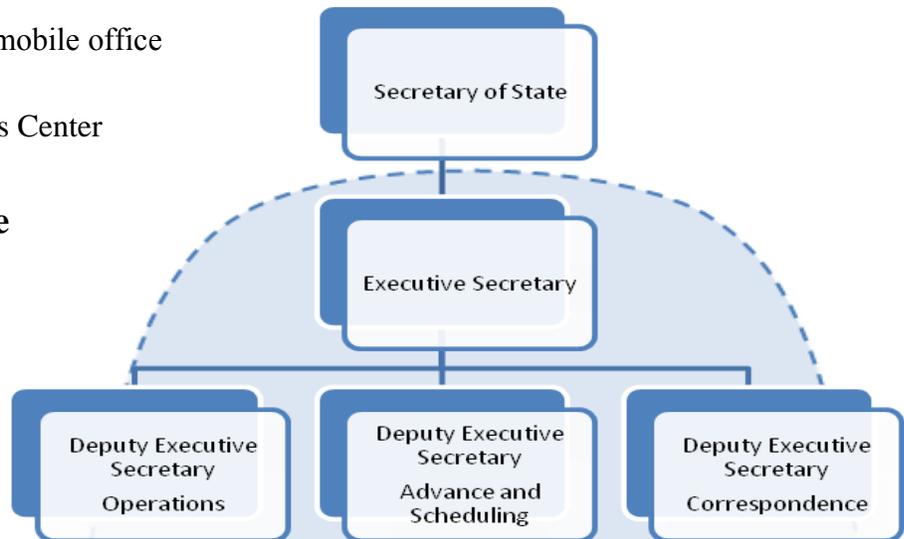
Basic Information

- Rarely uses Autopen authority
- 24-hour service to the Secretary
- Executive Secretary reports directly to the Secretary of State
- 130 employees
- 11 political employees
- Task management
- Liaises with other offices including
- White House and NSC
- Each unit within ES is highly complex
- Staffs the Secretary's mobile office while on travel
- Provides the Operations Center

Points of Distinction

- Only ES to directly report to the Secretary
- Has enormous influence on the Department as a whole
- Only ES to provide 24-hour services

Organizational Structure



Areas of Responsibility

Area	Responsibilities and Tasks
Operations Center	Monitors world events 24-hours a day Prepares briefings Coordinates the Department's response to crises Supports task forces, monitoring groups
Advance and Scheduling	Staffs mobile office when Secretary travels Manages advance preparations Coordinates the Secretary's schedule Records conversations with the Secretary Records and manages all tasks requested by the Secretary
Correspondence	Tracks correspondence from receipt to signature Issues guidance on drafting of all written materials signed by the Secretary Manages relationships with the White House, NSC, and other government agencies

Department of Interior

DOI's ES manages programs associated with correspondence control and processing, regulatory activities, and document production management.

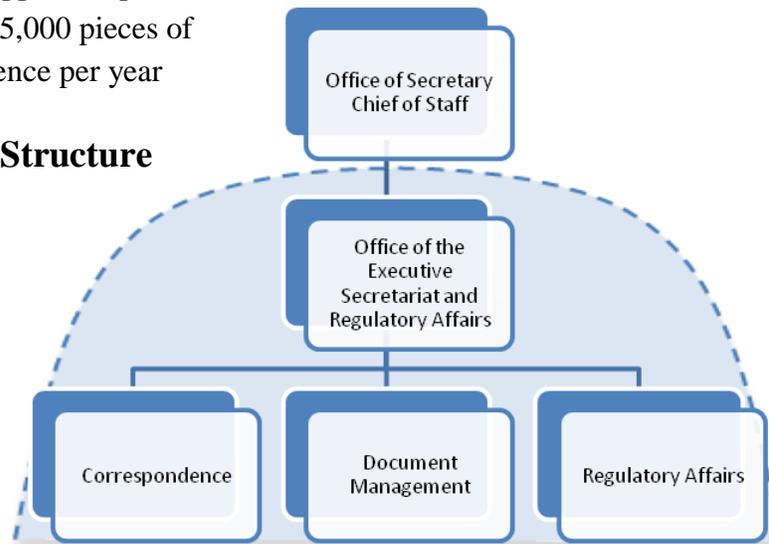
Basic Information

- Dedicated regulatory affairs shop
- Manage Departmental Directives
- Rarely uses autopen authority
- Reports to OSEC Chief of Staff
- 46 employees
- 6 political appointee positions
- Processes 25,000 pieces of correspondence per year

Points of Distinction

- Strong regulatory component

Organizational Structure



Areas of Responsibility

Area	Responsibilities and Tasks
Correspondence	Controls incoming correspondence and coordinates the drafting and clearance process Acts as a policy clearinghouse Provides reporting services Provides Departmental and Secretarial Correspondence handbooks
Advance and Scheduling	Facilitates agreements and working relationships among bureaus Ensures that Departmental policy documents and regulations reflect Administration policy and comply with applicable laws, Executive orders, and OMB requirements Coordinates Departmental clearance of Federal Register documents with OMB Provides technical assistance and guidance to bureaus and offices for publishing Federal Register documents Assists bureaus and offices in writing regulations in plain language
Regulatory Affairs	Works with the Solicitor's office to produce documents pursuant to litigation and coordinates the Department's production of documents in response to requests from Congress Facilitates reviews of Departmental documents by the Independent Counsel, U.S. Special Counsel, Inspector General's office, congressional staff and outside organizations

Department of Homeland Security

DHS's ES ensures that executive correspondence, communications, and reports are efficient, purposeful, and responsive.

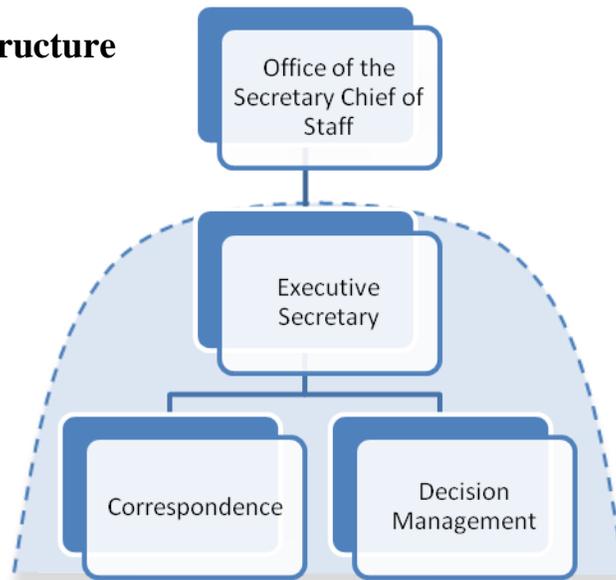
Basic Information

- Provides testimony clearance
- Manages briefing books
- Regularly uses autopen authority
- 48 employees
- Seven political appointee positions
- Reports to OSEC Chief of Staff
- Working to expand to 64 employees
- Close relationship with OSEC

Points of Distinction

- Nearly all employees have clearances since employees regularly handle sensitive issues relating to national security
- Working to expand their role in Congressional testimony preparation

Organizational Structure



Areas of Responsibility

Area	Responsibilities and Tasks
Correspondence	Manages drafting, clearance, and signature processes
	Establishes correspondence policies and procedures
	Developing a DHS Correspondence and Style guide Handbook for all DHS components
Decision Management	Delivers daily classified brief with the intelligence and Analysis Directorate
	Manages all decision and informational memos
	Manages testimony clearances process
	Manages the directive process

Executive Secretariat Details

	Digital Signature	Autopen Authority	Reporting	Annual Correspondence Received	Funding	Number of Employees	Number of Political Appointee Positions
Agriculture		Yes, but used rarely	ASA	30,000	Working Capital	24	1
Commerce		Yes, but used rarely	OSEC Chief of Staff		Appropriation	12	5
Defense							
Education	X		OSEC Chief of Staff	55,000	Appropriation	28	3
Energy	X	Yes, but used rarely	Director of Management	12,000	Appropriation	23	2
Health and Human Services	X	Yes, used regularly	OSEC Chief of Staff		Appropriation	42	3
Homeland Security		Yes, used regularly			Appropriation	48	
Housing and Urban Development	X		Chief Human Capital Officer	14,000	Appropriation	28	0
Interior		Yes, but used rarely	OSEC Chief of Staff	25,000	Appropriation	46	6
Justice		Yes, used regularly	Assistant Attorney General for Administration	10,000	Appropriation	23	0
Labor		Yes, used regularly	OSEC Chief of Staff	20,000	Appropriation	20	1
State		Yes, used regularly			Appropriation	130	11
Transportation	X			22,000	Working Capital	26	1
Treasury							
Veteran's Affairs	X	Yes, but rarely		20,000		16	