

**Subject: DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL
PIPELINE AND HAZARDOUS MATERIALS SAFETY ADMINISTRATION**

1. **PURPOSE**. To document the general organization of the Pipeline and Hazardous Materials Safety Administration (PHMSA) within the U.S. Department of Transportation (DOT).
2. **CANCELLATION**. DOT Order 1100.74B issued January 19, 2017 is hereby superseded.
3. **BACKGROUND**. This order revises the organization of PHMSA by reorganizing PHMSA's emergency preparedness, emergency management and security functions into one organization to increase planning, response and security capabilities for PHMSA and DOT.



Elaine L. Chao
Secretary of Transportation

**DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL
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Table of Contents

OVERVIEW	1
OFFICE OF THE ADMINISTRATOR	4
OFFICE OF GOVERNMENTAL, INTERNATIONAL, AND PUBLIC AFFAIRS.....	5
OFFICE OF CIVIL RIGHTS.....	6
OFFICE OF THE EXECUTIVE DIRECTOR AND CHIEF SAFETY OFFICER.....	7
OFFICE OF CHIEF COUNSEL	10
PIPELINE SAFETY DIVISION	12
HAZARDOUS MATERIALS SAFETY DIVISION.....	14
GENERAL LAW DIVISION.....	16
REGULATORY AFFAIRS DIVISION	17
OFFICE OF PLANNING AND ANALYTICS	19
PLANNING AND PROGRAM MANAGEMENT DIVISION	21
DATA STRATEGY AND ANALYTICS DIVISION.....	22
INDUSTRY AND ECONOMIC RESEARCH DIVISION.....	23
OFFICE OF PIPELINE SAFETY	24
OPERATIONS SYSTEMS DIVISON	27
FINANCIAL ADMINISTRATION & RESOURCE MANAGEMENT.....	29
STANDARDS AND RULEMAKING DIVISION	31
OUTREACH AND ENGAGEMENT DIVISION.....	32
ENGINEERING AND RESEARCH DIVISION	34
STATE PROGRAMS DIVISION	35
ENFORCEMENT DIVISION	36
INSPECTOR QUALIFICATIONS AND TRAINING DIVISION.....	37
POLICY AND PROGRAMS STRATEGY AND PLANNING DIVISION.....	38
PROGRAM DEVELOPMENT DIVISON	40
PREPAREDNESS, EMERGENCY MANAGEMENT AND SECURITY DIVISION.....	41
OPERATIONS AND STANDARDS REVIEW DIVISION.....	42
ACCIDENT INVESTIGATION DIVISON	43
PIPELINE SAFETY REGIONAL OFFICES.....	44
OFFICE OF HAZARDOUS MATERIALS SAFETY.....	45
STANDARDS AND RULEMAKING DIVISION	48
PROGRAM MANAGEMENT, DATA, AND STATISTICS DIVISION	49
ENGINEERING AND RESEARCH DIVISION	51
APPROVALS AND PERMITS DIVISION	52
OUTREACH, ENGAGEMENT, AND GRANTS DIVISION.....	53
FIELD SUPPORT DIVISION	55
HAZARDOUS MATERIALS SAFETY REGIONAL OFFICES.....	56

OFFICE OF THE CHIEF FINANCIAL OFFICER.....	57
BUDGET AND FINANCE DIVISION.....	59
ACQUISITION SERVICES DIVISION	61
INFORMATION RESOURCES SERVICES MANAGEMENT DIVISION	62
OFFICE OF ADMINISTRATION	64
ADMINISTRATIVE AND MANAGEMENT SERVICES DIVISION	65
HUMAN RESOURCES DIVISION.....	66

OVERVIEW

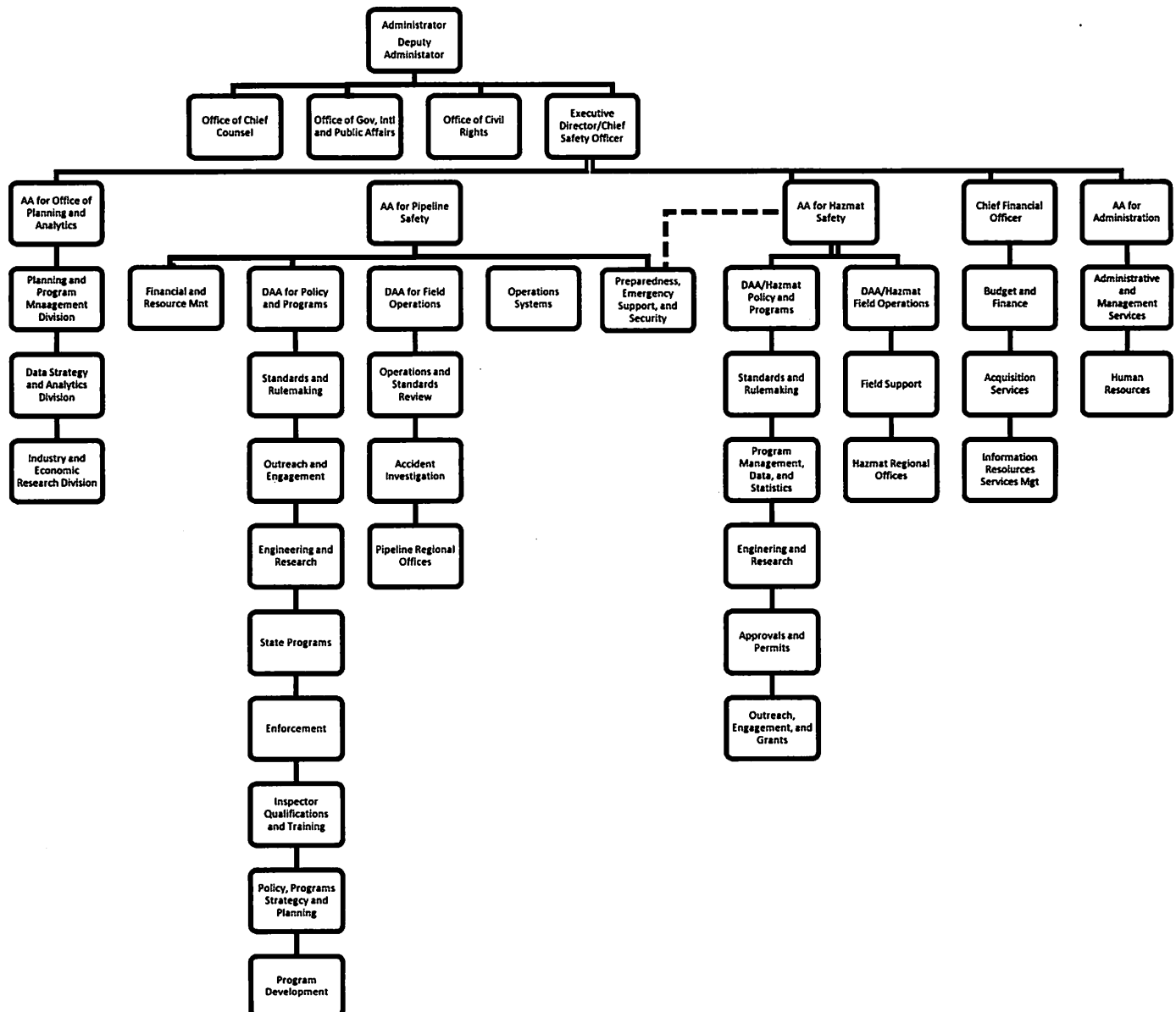
PIPELINE AND HAZARDOUS MATERIALS SAFETY ADMINISTRATION

1. **MISSION.** The Pipeline and Hazardous Materials Safety Administration (PHMSA) administers programs to protect people and the environment by advancing the safe transportation of energy and other hazardous materials that are essential to our daily lives.
2. **FUNCTIONS.** In carrying out its statutory mission, PHMSA:
 - a. Establishes policies and standards.
 - b. Issues regulations, approvals and permits.
 - c. Inspects for compliance.
 - d. Enforces laws and regulations.
 - e. Investigates accidents.
 - f. Certifies and evaluates state pipeline and railroad safety programs.
 - g. Administers grants to states, territories, Indian tribes, communities, and non-profit organizations.
 - h. Assists communities in understanding the safety risks associated with pipelines, railroads, and hazardous materials.
 - i. Funds research and development.
 - j. Conducts outreach, training, and education.
 - k. Provides legal, administrative, and communications support for these operational functions.
 - l. Coordinates hazardous materials program issues domestically and internationally with the operating administrations that are responsible for aviation, highway, rail, and maritime transportation safety.
3. **ORGANIZATION.** The organization consists of two basic administrative levels:
 - a. The headquarters in Washington, D.C., is responsible for PHMSA-wide program management and evaluation and conducts operational activities that are best performed centrally.
 - b. Field operations are conducted at several regional locations by the Office of

Pipeline Safety and the Office of Hazardous Materials Safety. PHMSA's regional elements collect and analyze safety and performance data; support compliance and enforcement efforts; and provide technical expertise, public outreach, and training.

Pipeline and Hazardous Materials Safety Administration

Organizational Structure



MISSION AND FUNCTIONS
OFFICE OF THE ADMINISTRATOR

1. MISSION. Provides leadership and general direction for accomplishing the Agency's mission.
2. FUNCTIONS.
 - a. The Administrator:
 - 1) Represents the Department of Transportation and advises the Secretary on all matters pertaining to pipeline safety and hazardous materials safety.
 - 2) Provides overall direction to the pipeline safety and hazardous material safety programs. In this capacity, issues all final rules, and certain decisions on appeals, and reconsideration decisions. Determines and establishes PHMSA's program policies, objectives, and priorities and directs the development of action plans to accomplish PHMSA's mission. Directs the development of and approves broad legislative, budgetary, fiscal, consumer, public affairs, and civil rights programs and plans.
 - 3) Provides executive direction and leadership to all organizational elements of PHMSA and evaluates their performance.
 - b. The Deputy Administrator:
 - 1) Assists the Administrator in the discharge of the Administrator's responsibilities with authority to act for the Administrator in all matters not reserved to the Administrator by law, regulation, order, or instruction of the Administrator.
 - 2) Acts on matters not requiring the personal attention of the Administrator and recommends action when the Administrator's review/approval is required. Assists the Administrator in the overall executive direction of PHMSA headquarters and field organizations.
 - 3) Manages and promotes civil rights programs to promote the fair and equitable treatment of all persons employed in PHMSA, and help ensures that PHMSA civil rights program activities are administered in a legally compliant manner.

OFFICE OF THE ADMINISTRATOR

OFFICE OF GOVERNMENTAL, INTERNATIONAL, AND PUBLIC AFFAIRS

1. **MISSION.** Promotes public and government understanding of, and support for, PHMSA programs, activities, policies, and strategies; and coordinates with other agencies and other countries.
2. **FUNCTIONS.** Under the executive direction of the PHMSA Administrator, the Director of the Office of Governmental, International, and Public Affairs:
 - a. Monitors legislation impacting pipeline and hazardous materials transportation safety; provides input on PHMSA positions; and interacts with members of Congress, Congressional staff, and other representatives from federal, state, tribal, and local governments to answer questions and explain the Administration's policies.
 - b. Serves as PHMSA's official spokesperson, including but not limited to communication involving the media, Congress, state/local elected officials, and public stakeholders. Monitors industry and governmental developments that might impact PHMSA's programs.
 - c. Coordinates educational and informational events to promote awareness of PHMSA's programs, activities, objectives, and goals by the public, industry, interest groups, state and local governmental agencies, and the media.
 - d. Plans, initiates, and coordinates interviews by the press, radio, or television media with Administration officials as well as other informational opportunities, including public forums, hearings, symposia, and conferences.
 - e. Develops informational materials, utilizing a range of media, for use in educational and informational campaigns and for use by Administration officials in both internal and external settings, including speeches, briefing materials, hearings, conferences, and public forums.
 - f. Provides advice and assistance to PHMSA offices in the development and implementation of communications strategies to promote program initiatives, including providing information to the public with respect to PHMSA's programs.
 - g. Together with other operating administrations, coordinates all PHMSA international activities (including all meetings, agreements, and exchanges with foreign countries) and works to ensure the consistency of those activities with broader Departmental international initiatives; works to promote safe, secure, and efficient transportation internationally in support of the Department's global connectivity objectives and International Strategic Action Plan; and serves as PHMSA's official representative on the Department's International Policy Council.

OFFICE OF THE ADMINISTRATOR

OFFICE OF CIVIL RIGHTS

1. **MISSION.** Advises and assists the Administrator and Deputy Administrator on civil rights and equal employment opportunity (EEO) laws, policies, and initiatives.
2. **FUNCTIONS.** Under the executive direction of the PHMSA Administrator, the Director of the Office of Civil Rights:
 - a. Develops and executes PHMSA-wide Equal Employment Opportunity programs responsive to PHMSA's goals and vision.
 - b. Provides guidance, assistance, and information to employees and management officials about Equal Employment Opportunity.
 - c. Coordinates, monitors, and evaluates training efforts in Equal Employment Opportunity, conflict management, harassment prevention, and the No FEAR Act.
 - d. Ensures equal opportunity and non-discrimination in federally-assisted programs and activities conducted by PHMSA and its recipients as mandated by all relevant civil rights laws, regulations, and executive orders.
 - e. Develops and maintains affirmative employment programs as required to meet workforce needs to achieve equal opportunity and a balanced workforce, including but not limited to persons with disabilities, Hispanic, and women's programs. Supports DOT diversity goals and initiatives.
 - f. Manages the internal discrimination pre-complaint process, ensuring that informal discrimination complaints affecting or relating to PHMSA are processed effectively and efficiently through counseling or the Alternative Dispute Resolution process in accordance with the requirements of the Department and the U.S. Equal Employment Opportunity Commission (EEOC) laws and guidance. Additionally, manages the external civil rights programs in accordance with the laws and regulations issued by the Department of Justice. Coordinates with the Departmental Office of Civil Rights to ensure full cooperation during the formal discrimination complaint process.
 - g. Provides guidance, assistance and information to program office staff during emergency situations to ensure that all communities are engaged are provided information in accessible formats in compliance with Title VI of the Civil Rights Act of 1964.

OFFICE OF THE ADMINISTRATOR

OFFICE OF THE EXECUTIVE DIRECTOR AND CHIEF SAFETY OFFICER

1. **MISSION.** Assists the Administrator and the Deputy Administrator in establishing policies, objectives, and priorities for PHMSA offices/programs that report into the Office of the Executive Director (ED); and in coordinating and evaluating programs. Oversees, directs and coordinates cross-agency programs and initiatives, ensuring operational excellence, integration, and strategic planning. Establishes and oversees governance strategies and implementation across PHMSA.
2. **FUNCTIONS.** Under the executive direction of the PHMSA Administrator, the Executive Director/Chief Safety Officer:
 - a. Serves as the primary advocate for safety within the organization.
 - b. Advises the Administrator on program policies, strategies, training, and program delivery. Assists the Administrator in developing the regulatory agenda, guiding and coordinating regulatory efforts, and ensuring the quality of regulatory analyses.
 - c. Represents PHMSA on the Department's Safety Council and in other interagency and public forums on broad safety matters.
 - d. Develops and implements policies and processes to ensure consistency and continuity in operations. Establishes organizational criteria for program excellence, rigorous program evaluation, and consistent quality of finance and administration, communications, and systems.
 - e. Directs the development and implementation of PHMSA's governance framework, coordinating through the organization's various governance and planning committees to design, implement, and evaluate programs and processes to mitigate risk, ensure legal and regulatory compliance and implement management controls to ensure PHMSA achieves its strategic goals and objectives.
 - f. With the Associate Administrator of the Office of Planning and Analytics oversees the development of strategic planning, oversees the development, implementation, and coordination of strategic planning and the establishment of safety, environmental, and security goals for the Agency. Develops and monitors performance measures.
 - g. Establishes, with the Associate Administrator of the Office of Planning and Analytics and the Chief Information Officer a PHMSA-wide data governance structure and coordinates the safety programs' management and improvement of data quality.

- h. With the Associate Administrator of the Office of Planning and Analytics, evaluates the effectiveness and implementation of PHMSA's safety programs to provide an analytical basis for redirecting programs; (ii) establishes standards and policies for program evaluation and risk evaluation; (iii) assists the safety programs in their analytical efforts; and (iv) promotes objectivity and sound methodology in the Agency's evaluations.
- i. With the Associate Administrator of the Office of Planning and Analytics, coordinates the Agency's response to safety recommendations of the National Transportation Safety Board, Inspector General, and Government Accountability Office and ensures timely actions to implement program changes. Promotes partnerships with other federal agencies, safety and environmental interest groups, and other stakeholders to achieve administration goals.
- j. With the Associate Administrator of the Office of Planning and Analytics, coordinates and guides all cross-agency rulemaking and standards development.
- k. Provides guidance and direction to optimize all cross-agency programs and initiatives, coordinating with other executives, regional directors and DOT.
- l. Establishes standards, and guides policies and procedures for evaluating, assessing and improving PHMSA's programs and program management.
- m. Adjudicates non-hearing petitions for review and petitions for reconsideration of hazmat emergency orders as required under 49 CFR Part 109.
- n. Coordinates and represents PHMSA with DOT and other federal, state and local entities as required to design, update and improve program measurement and improvement.
- o. Establishes and maintains PHMSA's policies and procedures for emergency planning, preparedness, response, and recovery roles under the National Planning Frameworks.
- p. Establishes and oversees PHMSA's representation on the Secretary's Emergency Response Team.
- q. Working closely with the Office of the Secretary of Transportation's Office of Intelligence, Security and Emergency Response, is responsible for all aspects of PHMSA emergency management, response, preparedness, recovery, exercises and security policy activities. Provides liaison to other operating administrations and other government agencies such as Transportation Security Agency, US Coast Guard, Environmental Protection Agency and other stakeholders in these matters.
- r. Oversees PHMSA's emergency evacuation, continuity of operations and

reconstitution planning.

- s. Represents PHMSA on the National Response Team and other interagency forums related to coordination on preparedness, planning, response and recovery activities for emergencies involving hazardous substances, pollutants and contaminants, oil, and other environmental incidents of national significance.
- t. Represents the Department of Transportation on the National Response Team and coordinates with the Office of the Secretary and other administrations on matters related to the National Oil and Hazardous Substances Pollution Contingency Plan.
- u. With the Chief Financial Officer, coordinates PHMSA's information security program.
- v. The Executive Director/Chief Safety Officer oversees the following PHMSA organizations:
 - 1) Office of Planning and Analytics
 - 2) Office of Pipeline Safety
 - 3) Office of Hazardous Materials Safety
 - 4) Office of the Chief Financial Officer
 - 5) Office of Administration

OFFICE OF CHIEF COUNSEL

1. **MISSION.** As the principal legal officer of PHMSA, the Chief Counsel is the legal advisor to the Administrator and provides a comprehensive program of legal services regarding applicable laws, rules, regulations, and orders.
2. **FUNCTIONS.** Under the executive direction of the PHMSA Administrator, the Chief Counsel:
 - a. Provides legal services and representation relating to all aspects of PHMSA's program activities including regulations, enforcement, research and development, training, and outreach. Services include but are not limited to: appropriate liaison and coordination with other DOT operating administrations with respect to legal counsel on hazardous materials issues applicable to their respective transportation modes; preparation of legal opinions concerning pipeline safety and hazardous materials activities; and legal support for acquisition, grants, budget, human resources, civil rights, ethics, and other administrative activities.
 - b. Supports the DOT General Counsel in development of the Department's legislative program by coordinating all activities in connection with PHMSA portions of the program.
 - c. Executes for and in the name of the Administrator, general classes of formal legal instruments and documents creating commitments on the part of PHMSA.
 - d. In coordination with relevant PHMSA offices, participates in regulatory analysis and planning and reviews all rulemaking documents relating to the issuance of standards, rules, regulations, exemptions, certificates, and criteria under applicable provisions of law.
 - e. Serves as the regulatory liaison to coordinate review of regulations and acts as principal staff liaison with the DOT General Counsel on regulatory matters generated by or affecting PHMSA.
 - f. Provides legal services to officials responsible for investigating possible violations of pipeline safety or hazardous materials transportation safety laws and regulations, and recommends or takes appropriate enforcement actions, including the assessment of civil penalties, injunctive relief, and ordering corrective actions to address "imminent hazards."
 - g. Serves as presiding official in pipeline enforcement informal administrative hearings and adjudicates default and non-compromise hazmat administrative enforcement proceedings. Represents PHMSA in all administrative proceedings, including those before the Equal Employment Opportunity Commission and the Merit Systems Protection Board.

- h. In coordination with the DOT General Counsel, assists in civil litigation enforcing and defending PHMSA's laws, regulations, orders, and other agency actions; serves as liaison with other federal and state agencies in related or joint enforcement actions; through the DOT General Counsel, refers major cases for prosecution by the Department of Justice and assists with that prosecution.
 - i. Provides input for initial organizational determinations of Sensitive Security Information and provides legal advice concerning Freedom of Information Act and Privacy Act issues.
 - j. Provides legal advice regarding employees' standards of ethical conduct and related ethics and conflict of interest issues, and coordinates PHMSA's ethics program with the Department's Designated Agency Ethics Official. Develops and implements ethics training. Implements a financial reporting and disclosure program.
 - k. Conducts preliminary investigations of potential criminal violations of the hazardous materials and pipeline safety statutes to determine whether they warrant referral to the Office of Inspector General; advises the Administrator on criminal investigations arising out of PHMSA enforcement activities; and monitors and coordinates agency support of investigations by the Inspector General.
3. The Deputy Chief Counsel assists the Chief Counsel in the discharge of the Chief Counsel's responsibilities with authority to act for the Chief Counsel in all matters not reserved to the Chief Counsel by law, regulation, order, or instruction of the Chief Counsel.

OFFICE OF CHIEF COUNSEL

PIPELINE SAFETY DIVISION

1. **MISSION.** Provides legal support to the Office of Pipeline Safety and all legal services and representation for the Agency in matters related to the pipeline safety program.
2. **FUNCTIONS.** Under the executive direction of the Chief Counsel, the Assistant Chief Counsel for Pipeline Safety:
 - a. Provides legal services and representation relating to pipeline safety program activities including regulations, enforcement, research and development, training, and outreach.
 - b. In coordination with the Office of Pipeline Safety, participates in regulatory analysis and planning and reviews all rulemaking documents relating to the issuance of standards, rules, regulations, exemptions, and criteria under applicable provisions of law.
 - c. Provides legal services to officials responsible for investigating possible violations of pipeline safety laws and regulations, and recommends or takes appropriate enforcement actions, including the assessment of civil penalties, injunctive relief, and ordering corrective actions to address "imminent hazards." Represents PHMSA in all administrative proceedings related to pipeline safety.
 - d. In coordination with the DOT General Counsel, assists in civil litigation enforcing and defending the pipeline safety laws, regulations, orders, and other agency actions; serves as liaison with other federal and state agencies in related or joint enforcement actions; through the DOT General Counsel, refers major civil cases for prosecution by the Department of Justice and assists with that prosecution.
 - e. Conducts preliminary investigations of potential criminal violations of the pipeline safety statutes to determine whether they warrant referral to the DOT Inspector General for further investigation and prosecution by the Department of Justice; advises the Administrator on criminal investigations arising out of PHMSA enforcement activities; and monitors and coordinates Agency support of DOT Inspector General investigations and prosecutions by the Department of Justice.
 - f. Provides informal and formal written interpretations of the Pipeline Safety Regulations.
 - g. Supports the General Counsel, as requested, in development of the Department's legislative program by coordinating all activities in connection with PHMSA portions of the program.

3. The Deputy Assistant Chief Counsel for Pipeline Safety assists the Assistant Chief Counsel in the discharge of the Assistant Chief Counsel's responsibilities with authority to act for the Assistant Chief Counsel in all matters not reserved to the Assistant Chief Counsel by law, regulation, order, or instruction of the Assistant Chief Counsel.

OFFICE OF CHIEF COUNSEL

HAZARDOUS MATERIALS SAFETY DIVISION

1. **MISSION.** Provides legal support to the Office of Hazardous Materials Safety and all legal services and representation for the Agency in matters related to the hazardous materials safety program.
2. **FUNCTIONS.** Under the executive direction of the Chief Counsel, the Assistant Chief Counsel for Hazardous Materials Safety:
 - a. Provides legal services and representation relating to hazardous materials safety program activities (e.g., regulations, enforcement, research and development, training, and outreach). Services include: appropriate liaison and coordination with other DOT operating administrations (Federal Aviation Administration, Federal Railroad Administration, Federal Motor Carrier Safety Administration, and Inspector General) with respect to legal counsel on hazardous materials issues applicable to their respective transport modes; and preparation of legal opinions concerning hazardous materials activities.
 - b. In coordination with the Office of Hazardous Materials Safety, participates in regulatory analysis and planning and reviews all rulemaking documents relating to the issuance of standards, rules, regulations, exemptions, certificates, and criteria under applicable provisions of law.
 - c. Provides legal services to officials responsible for investigating possible violations of hazardous materials safety laws and regulations, and recommends or takes appropriate enforcement actions, including the assessment of civil penalties, injunctive relief, and ordering corrective actions to address "imminent hazards." Represents PHMSA in all administrative proceedings for hazardous materials safety.
 - d. In coordination with the DOT General Counsel, assists in civil litigation enforcing hazardous materials safety laws, regulations, orders, and defending Agency actions; through the DOT General Counsel, refers major cases for prosecution to the Department of Justice and assists with that prosecution.
 - e. Provides informal and formal written interpretations of the Hazardous Materials Regulations.
 - f. Reviews and issues decisions on petitions for preemption within the hazardous materials safety program.
 - g. Conducts preliminary investigations of potential criminal violations of the hazardous materials safety laws and regulations to determine whether they warrant referral to the Office of Inspector General; advises the Administrator on criminal investigations arising out of PHMSA enforcement activities; and monitors and coordinate Agency

support of DOT Inspector General investigations.

- h. Supports the General Counsel, as requested, in development of the Department's legislative program by coordinating all activities in connection with PHMSA portions of the program.

OFFICE OF CHIEF COUNSEL

GENERAL LAW DIVISION

1. MISSION. Provides a broad spectrum of advice and legal support on general law matters affecting the policies and programs of PHMSA and the manner in which PHMSA program offices perform their functions. These include: advising on powers and duties of Agency officials, the use of appropriated funds and other fiscal law issues, acquisition and use of goods and services, and personnel and employment-related issues.
2. FUNCTIONS. Under the executive direction of the Chief Counsel, the Assistant Chief Counsel for General Law:
 - a. Provides legal services and representation for PHMSA programs and administrative activities, such as legislation, acquisition, fiscal law, grants, budget, human resources, and civil rights (in accordance with Equal Employment Opportunity management directives).
 - b. Advises and supports the Chief Counsel on regulatory and legislative issues; prepares and implements the usage of written legal products for use throughout the Agency.
 - c. Provides legal services in all areas of federal labor law, including advising supervisors and managers on labor and employment issues, negotiability issues and other legal matters related to collective bargaining and the application and interpretation of PHMSA's collective bargaining agreement.
 - d. Executes for and in the name of the Administrator, general classes of formal legal instruments and documents creating commitments on the part of PHMSA.
 - e. Interprets and implements the requirements of civil rights-related statutes and represents the Agency in cases involving allegations of discrimination and other employment matters, particularly before the Merit Systems Protection Board and the Equal Employment Opportunity Commission.
 - f. Serves as the Chief Counsel's point of contact for review of Freedom of Information Act requests and documents as may be required by Agency personnel and is responsible for developing rules and guidance to process such requests in conformity with applicable laws, regulations, and executive orders.
 - g. Provides input for initial organizational determinations of Sensitive Security Information (SSI) and provides legal advice concerning Ethics, Freedom of Information, and Privacy Act issues. Serves as the Agency counsel for all requests for testimony or productions of records requested under 49 CFR Part 9.

OFFICE OF CHIEF COUNSEL

REGULATORY AFFAIRS DIVISION

1. **MISSION.** Provides legal advice and support on all rulemaking and regulatory drafting matters initiated by PHMSA, with a focus on the rulemakings that the Office of Chief Counsel prepares in conjunction with the Office of Pipeline Safety and the Office of Hazardous Materials Safety.
2. **FUNCTIONS.** Under the executive direction of the Chief Counsel and Deputy Chief Counsel, the Assistant Chief Counsel for Regulatory Affairs:
 - a. Provides legal services and representation for PHMSA's pipeline safety and hazardous materials safety programs with a primary focus on advising the program offices concerning the applicable laws, regulations, guidance and Executive Orders relating to rulemaking and regulatory matters, including the Paperwork Reduction Act, the Regulatory Flexibility Act, the Small Business Regulatory Enforcement Fairness Act, and the Administrative Procedures Act.
 - b. In coordination with the Office of Pipeline Safety, Office of Hazardous Materials Safety, and the Office of Planning and Analytics, participates in regulatory analysis and planning and reviews all rulemaking documents relating to the issuance of standards, rules, regulations, exemptions, certificates, and criteria under applicable provisions of law.
 - c. Drafts and reviews preamble and regulatory text and regulatory impact analyses, evaluating rulemaking documents on quality, logic, legal enforceability, alignment with policy objectives, which helps to ensure that the regulations published by PHMSA are consistent with the intent of the law and are administratively sound, efficient, and economical in operation.
 - d. Maintains continuing liaison with other DOT operating administrations (Federal Aviation Administration, Federal Railroad Administration, Federal Motor Carrier Safety Administration, Federal Highway Administration, and Inspector General), the DOT Office of General Counsel, the Office of Management and Budget, and other affected individuals to ensure understanding of PHMSA's legal positions during the rulemaking process.
 - e. Briefs the Deputy Chief Counsel, Chief Counsel, program heads, and the Office of the Administrator, as needed to ensure that important legal issues that arise during the rulemaking process are being addressed and resolved in a timely manner.
 - f. Represents the Chief Counsel in the Regulatory Management Group, which manages

PHMSA's day-to-day regulatory development processes and prepares materials to present for decision by the Regulatory Steering Committee.

- g. Performs other regulatory tasks, as assigned.
- h. Assists with interpretation, guidance, and advice on environmental matters.

OFFICE OF PLANNING AND ANALYTICS

1. **MISSION.** Develop and evaluate a forward-thinking, innovative and data-driven regulatory program and policies.
2. **FUNCTIONS.** Under the direction of the Executive Director, the Associate Administrator for Planning and Analytics is responsible to:
 - a. Manage and direct the Office of Planning and Analytics, and its subordinate organizations, including the Divisions of 1) Planning and Program Management, 2) Data Strategy and Analytics and 3) Industry and Economic Research.
 - b. Oversee the development, implementation, and coordination of strategic planning and the establishment of safety, environmental, and security goals for the Agency. Develops and monitors performance measures. Develops strategic documents and management information reports on the Agency's performance achievements and future program initiatives. Integrate insights into strategic plan.
 - c. Coordinate and manage PHMSA's agency-wide regulatory development process (with appropriate Program Offices).
 - d. Establish, with the Executive Director/Chief Safety Office and the Chief Information Officer, a PHMSA-wide data governance structure and coordinates the safety programs' management and improvement of data quality.
 - e. Serve as Executive Secretariat on behalf of Executive Director in support of PHMSA-wide governance.
 - f. Through the Safety Management System Managing Committee, evaluate the effectiveness and implementation of PHMSA's safety programs to provide an analytical basis for redirecting programs. Establish standards and policies for program evaluation and risk evaluation, assists the safety programs in their analytical efforts, and promotes objectivity and sound methodology in the Agency's evaluations.
 - g. Coordinate and guide all cross-agency rulemaking and standards development.
 - h. Establish internal processes and practices to facilitate and improve cross-agency rulemaking and standards development.
 - i. Facilitate the development of Agency-wide enterprise data strategies and develop and implement supporting data standards, policies, and procedures.
 - j. Facilitate the strategic alignment of research, industry trends, and program evaluations to support agency-wide decision making.

- k. Implement best practices for lessons learned and facilitate consistency in data collection and utilization (e.g. public-private partnerships).
- l. Promote partnerships with other federal agencies, safety and environmental interest groups, and other stakeholders to achieve PHMSA strategic goals.
- m. Under the direction of the Chief Data Officer, serves as enterprise portfolio lead for analytical models and facilitates the development of an analytics roadmap that guides the design, build, and implementation of modeling capabilities for PHMSA.

OFFICE OF PLANNING AND ANALYTICS

PLANNING AND PROGRAM MANAGEMENT DIVISION

1. **MISSION.** Develop and evaluate PHMSA's abilities to create a forward-thinking, innovative and data-driven regulatory program and policies.
2. **FUNCTIONS.** Under the executive direction of the Associate Administrator, Office of Planning and Analytics, the Planning and Program Management organization is responsible to:
 - a. Lead PHMSA's strategic planning process, including creating effective measures to assess organizational performance at all levels of the organization and integrating insights into strategic planning and process.
 - b. Develop strategic documents and management information reports on the Agency's performance achievements and future program initiatives.
 - c. Design, guide and support PHMSA-wide regulatory development process, reporting framework, and regulatory agenda.
 - d. Coordinate PHMSA-wide responses to safety recommendations of the National Transportation Safety Board, Inspector General, and Government Accountability Office to facilitate strategic and programmatic alignment and timely actions and responses.
 - e. Provide support to the Regulatory Steering Committee.
 - f. Manage cross-agency subject matter expert subgroup to the regulatory steering committee.

OFFICE OF PLANNING AND ANALYTICS

DATA STRATEGY AND ANALYTICS DIVISION

1. **MISSION.** Develop and establish the data strategy and governance approach, and develop predictive analytics.
2. **FUNCTIONS.** Under the executive direction of the Associate Administrator, Office of Planning and Analytics, the Data Strategy and Analytics organization is responsible to:
 - a. Lead the development of a PHMSA-wide data strategy and governance approach that is forward-thinking and advances PHMSA's goals and objectives related to data management, quality and control.
 - b. Facilitate the strategic alignment of research, industry trends, and program evaluations to support Agency-wide decision making.
 - c. Establish multi-year strategies to guide annual Information Technology investments and communicate requirements to PHMSA's Chief Information Officer to ensure appropriate and consistent use of tools to capture information and analyze data.
 - d. Identify programmatic needs and shortfalls visualization tools and capabilities and facilitate the development of requirements.

OFFICE OF PLANNING AND ANALYTICS

INDUSTRY AND ECONOMIC RESEARCH DIVISION

1. **MISSION.** Conduct industry and market research and support rulemaking on regulatory impact analysis.
2. **FUNCTIONS.** Under the executive direction of the Associate Administrator, Office of Planning and Analytics, the Industry and Economic Research organization is responsible to:
 - a. Serve as principal resource to understand economic and industry context and trends, including those from non-traditional areas that may impact PHMSA policies and actions.
 - b. Coordinate on the development of new and/or changing pipeline and hazardous materials safety regulations and policies.
 - c. Establish PHMSA policy for conducting regulatory impact analysis consistent with Office of Management and Budget and DOT standards.
 - d. Propose, design, oversee, and conduct cross-cutting and forward-looking industry and economic analysis.
 - e. Lead the organization's activities to identify and evaluate trends and innovation that have an impact on PHMSA's ability to achieve its mission.
 - f. Create and oversee Agency strategy and direction for National Environmental Policy Act program development and compliance.
 - g. Lead the establishment of the regulatory analysis workload impact/need assessment and work distribution in support of the regulatory steering committee. Coordinate across PHMSA in the development, application, and implementation of economic analysis to advance PHMSA's goals and objectives.
 - h. Lead PHMSA-wide review/understanding of drivers of change, including Congressional mandates, policies on existing agency, departmental or other governmental rules or practices, petitions, international harmonization, accidents and incidents or enforcement. Approve and assign policy analysis to determine direction of project/potential action to resolve issue.

OFFICE OF PIPELINE SAFETY

1. MISSION. Carries out the national safety program to ensure the safe, reliable, and environmentally friendly transportation of hazardous materials via pipelines.
2. FUNCTIONS. Under the direction of the Executive Director:
 - a. The Associate Administrator for Pipeline Safety:
 - 1) Advises the Administrator on all liquefied natural gas, hazardous liquid and gas pipeline safety matters.
 - 2) Develops strategic and annual plans, setting priorities for pipeline safety and environmental programs and initiatives that align with PHMSA's strategic framework and Safety Management System culture.
 - 3) Develops and maintains partnerships with other federal, state, and local agencies, public interest groups, tribal governments, the regulated industry, unions, underground utilities, and other stakeholders to address threats to pipeline integrity, service, and reliability and to share responsibility for the safety of communities and protection of the environment.
 - 4) Coordinates with the PHMSA Office of Planning and Analytics, to develop and execute PHMSA's strategic planning, program management and implementation, policy development, and standards and rulemaking design and implementation.
 - 5) Administers the risk-based national pipeline safety regulatory, inspection and enforcement, and accident investigation programs.
 - 6) Collaborates with other federal agencies on the condition of the pipeline infrastructure to address energy transportation and supply concerns. Consults on safety matters in the permitting and siting of new pipeline facilities by other federal agencies.
 - 7) Oversees special program/project development, management, and implementation based on agency strategies, emerging pipeline safety challenges, and risks.
 - 8) Oversees national safety outreach, communications, community assistance, technical service, and pipeline mapping programs to advance public safety and to build stakeholder trust.

- 9) Oversees forecasting, preparation and administration of the pipeline safety budget and resources, the National Pipeline Safety User Fee Program, and pipeline safety grant programs.
- 10) Provides technical and resource assistance for state pipeline safety programs to ensure oversight of intrastate pipeline systems and educational programs at the local level.
- 11) Administers integrated pipeline safety engineering, research and development, and competitive academic agreement programs.
- 12) Supports the development and conduct of pipeline safety inspector training and qualification programs for federal and state regulatory and compliance staff.
- 13) Serves as focal point for mandates, pipeline safety recommendations, and studies and reports by the National Transportation Safety Board, Inspector General, General Accountability Office, and other oversight and/or stakeholder entities. Manages the development of pipeline safety responses to these organizations and ensures timely actions to implement responses.
- 14) Develops regulatory policy options and initiatives. Researches, analyzes, and documents social, economic, technological, environmental, safety, and security impacts upon existing and proposed regulatory, legislative, or program activities involving pipeline safety.
- 15) Supports the operation of and coordinates with the United States Coast Guard on the National Response Center. In coordination with the DOT Office of Intelligence, Security, and Emergency Response, serves as a DOT liaison with the Department of Homeland Security and the Federal Emergency Management Agency on matters involving pipeline safety.

b. The Deputy Associate Administrator for Policy and Programs:

- 1) Assists the Associate Administrator in the discharge of the Associate Administrator's responsibilities with authority to act for the Associate Administrator in all matters not reserved to the Associate Administrator by law, order, or instruction of the Associate Administrator.
- 2) Provides executive direction and risk-based strategies for policy and program development and implementation, stakeholder communications, outreach, community assistance and technical services, standards and rulemaking, engineering and research, enforcement, state programs, and pipeline safety inspector training and qualification.

- 3) Coordinates with the PHMSA Office of Planning and Analytics to develop and execute PHMSA's strategic planning, program management and implementation, policy development, and standards and rulemaking design and implementation.
- 4) Manages development of pipeline safety responses to recommendations from the National Transportation Safety Board, General Accountability Office, and Inspector General and coordinating with PHMSA's Office of Planning and Analytics.

c. The Deputy Associate Administrator for Field Operations:

- 1) Assists the Associate Administrator in the discharge of the Associate Administrator's responsibilities with authority to act for the Associate Administrator in all matters not reserved to the Associate Administrator by law, order, or instruction of the Associate Administrator.
- 2) Provides executive direction, policy, and national coordination for regional operations (inspection, enforcement and stakeholder communications); facility response plan review, emergency support and security operations; safety data analysis, performance metrics, accident investigation, lessons learned relay, anti-drug and alcohol misuse prevention, and damage prevention excavator enforcement programs.
- 3) Coordinates with the PHMSA Office of Planning and Analytics to develop and execute PHMSA's strategic planning, program management and implementation, policy development, and standards and rulemaking design and implementation.
- 4) Coordinates all pipeline enforcement actions with the Office of Chief Counsel.
- 5) Coordinates all international inspection and investigation activities for pipeline safety.

OFFICE OF PIPELINE SAFETY

OPERATIONS SYSTEMS DIVISION

1. **MISSION.** Leads the collection of pipeline safety data and facilitates processes and procedures that continuously advance data quality. Generates information and performance metrics to inform program assessment and decision-making.
2. **FUNCTIONS.** Under the executive direction of the Associate Administrator for Pipeline Safety:
 - a. In conjunction with pipeline regions, identify improvements to IT functions for pipeline inspections, incident reports, notifications, National Response Center reports, safety-related condition reports, units, and inspection systems to enable more accurate risk ranking of pipeline systems. Provides IT requirements to the Office of Planning and Analytics and the PHMSA Data Governance Management Committee in support of development of requirements documentation and other enterprise architecture artifacts.
 - b. Based on the Office of Planning and Analytics prioritization of rulemakings, manage improvements to incident report, annual report, notification, and operator identification request forms and instructions to support information collections accompanying rulemakings.
 - c. In conjunction with the Office of Planning and Analytics, identify improvements to incident reports, annual reports, notifications, and operator identification request forms and instructions to enable the generation of improved performance metrics and risk ranking of pipeline systems. Coordinate with Standards and Rulemaking Division to implement the information collection change process.
 - d. Participate in the PHMSA Data Governance Management Committee process to recommend a priority for each improvement identified in the previous three items for implementation in the PHMSA Portal or the Pipeline Work Management System.
 - e. In conjunction with the Office of Planning and Analytics, implement data quality procedures tailored to the data for each of the following functions: incident reports, annual reports, notifications, operator identification requests, pipeline inspections, safety related condition reports, units, and inspection systems.
 - f. Leads the Pipeline Data Mart (PDM) Team to develop and improve reports needed by pipeline Regions and other internal and external stakeholders.
 - g. Coordinates with the Office of Chief Counsel, the State Programs Division and the Enforcement Division to incorporate enforcement, mapping, FedSTAR, Mechanical Fitting Failure, and Inspection Assistant data in the Pipeline Data Mart (PDM) and Oracle Analysis to ensure a consistent set of data for all analyses.
 - h. Oversees work of the pipeline Risk-Ranking Index Model (RRIM) Team.

- i. Maintains and improves the pipeline user fee rate algorithm, coordinating with the Office of the Chief Financial Officer to ensure timely delivery of user fee bills to pipeline operators.

OFFICE OF PIPELINE SAFETY

FINANCIAL ADMINISTRATION & RESOURCE MANAGEMENT

1. **MISSION.** Directs, designs, establishes, and manages an integrated program analysis and resources management system, providing the direction, evaluation, and control of Office of Pipeline Safety financial programs and activities.
2. **FUNCTIONS.** Under the executive direction of the Associate Administrator for Pipeline Safety:
 - a. Manages and executes the organization's multi-year budget and spend plan as approved by the Executive Director and Chief Financial Officer; administers the Department's National Pipeline Safety User Fee Program; approves the awarding of grants and cooperative agreements to states and other pipeline safety stakeholders; and develops, maintains, and oversees the administrative processes of the organization, to include procurement and purchasing, facilities and records management, controlled correspondence, operating policies and procedures, human resources management, domestic and foreign travel, and volunteer programs.
 - b. Directs and ensures Office of Pipeline Safety adherence to financial requirements of PHMSA and the Department, including requirements of the Government Performance and Results Act, the Performance Rating Assessment Tool, the President's Management Agenda, and others as required.
 - c. Directs the formulation, presentation, justification, and execution of major program areas that fall under purview of the Office of Pipeline Safety's requested and enacted budget.
 - d. Directs the preparation and execution of obligation and expenditure schedules.
 - e. Advises the Associate Administrator and Deputy Associate Administrator regarding the effects of budget and funding actions on the accomplishment of program goals and objectives.
 - f. Leads Office of Pipeline Safety staff in oversight and guidance on the administration of key grants programs providing funding for a pipeline safety state program grants and damage prevention operations.
 - g. Directs the development and implementation of administrative processes and procedures for all organizations in the Office of Pipeline Safety.
 - h. Responsible for the operation of the Office of Pipeline's domestic and foreign travel function, as well as related expense accounting and credit card management

functions.

OFFICE OF PIPELINE SAFETY

STANDARDS AND RULEMAKING DIVISION

1. MISSION. Develops and maintains federal safety regulations for the transportation of hazardous liquids and natural gas by pipeline. Serve as a regulatory technical advisor to DOT officials, international organizations, and industry associations on pipeline safety issues.
2. FUNCTIONS. Under the executive direction of the Deputy Associate Administrator for Policy and Programs:
 - a. Advises the Deputy Associate Administrator on all pipeline safety rulemaking. Oversees a program to review all existing regulations and revise or revoke those deemed ineffective in achieving their intended purpose.
 - b. Develops national safety regulations governing pipeline transportation.
 - c. With the Office of Chief Counsel's Regulations Counsel, coordinates with the Office of the Secretary of Transportation on all proposed regulatory actions for pipeline safety.
 - d. Generates, as necessary, interpretations, special permits and waivers of pipeline safety regulations in conjunction with the Engineering and Research Division and the PHMSA Chief Counsel.
 - e. Coordinates with the Office of Planning and Analytics and the program office on the evaluation of regulatory proposals to determine environmental and economic impacts, and impacts on small businesses and state governments.
 - f. Coordinates and publishes advisory and alert bulletins.
 - g. Conducts public hearings and coordinates with other federal departments and agencies, pipeline operators' trade associations, state pipeline safety personnel, gas and hazardous liquid pipeline companies, industry standards organizations, and other organizations on safety standards.
 - h. Manages the pipeline safety advisory committees and other committees.
 - i. Coordinates the information collection process for Office of Management and Budget approval of pipeline safety forms and data collections.

OFFICE OF PIPELINE SAFETY

OUTREACH AND ENGAGEMENT DIVISION

1. **MISSION.** To advance PHMSA's mission through program management and stakeholder awareness/outreach to influence change and reduce the risk of pipeline failures.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Policy and Programs:
 - a. Develops and implements strategic pipeline safety programs to address pipeline safety risks that align with PHMSA and the Office of Pipeline Safety's strategic priorities.
 - b. Addresses risk and influences change in policy and program development and execution. Evaluates pipeline safety risks, analyzes program performance, and disseminates information to help the Office of Pipeline Safety managers develop and implement the pipeline safety program.
 - c. Manages development, management, implementation, and evaluation of hazardous liquid and natural gas pipeline programs.
 - d. Builds greater public and stakeholder trust through risk-based stakeholder engagement and outreach. Directs education and awareness efforts to enhance operational practices, government and industry standards, and partnerships and relationships.
 - e. Provides leadership on national damage prevention and pipeline safety public awareness programs. Develops and supports damage prevention excavator enforcement implementation and oversight efforts.
 - a. Provides direction and oversight for community assistance, public inquiries, and technical services with Community Liaison personnel. Assists communities in understanding the risks associated with pipeline operations, maintenance, and siting.
 - f. Partners with other DOT modes and government agencies/entities to address or clarify jurisdictional issues of multiple federal agencies.
 - g. Manages the development, implementation, and operations of the National Pipeline Mapping System to provide internal and external users with available, relevant data or information.

- h. Leverages technology, data, and information to identify and analyze risks. Develops data and information requirements to support the pipeline safety program and manages quality control processes for pipeline data.
- i. Collaborates and builds relationships and partnerships. Represents Office of Pipeline Safety with other federal, state, and local agencies, the public, and the pipeline industry on pipeline safety matters.
- j. Provides Office of Pipeline Safety communications and website content management coordination within PHMSA.
- k. Directs and administers states' damage prevention and technical assistance discretionary grants for pipeline safety programs.
- l. In coordination with the Inspector Training and Qualifications Division, identifies goals for the training of pipeline regulatory and compliance personnel to improve use of risk-based principles and management systems approaches.

OFFICE OF PIPELINE SAFETY
ENGINEERING AND RESEARCH DIVISION

1. MISSION. Manages the pipeline safety program's engineering support and research functions. Provides technical engineering expertise to support federal and state oversight of hazardous liquid and natural gas pipeline safety issues.
2. FUNCTIONS. Under the executive direction of the Deputy Associate Administrator for Policy and Programs:
 - a. Develops and executes a strategic engineering and integrated research program that aligns with PHMSA and Office of Pipeline Safety's strategic priorities in collaboration with the Office of Planning and Analytics.
 - b. Provides technical engineering support for policy guidance and direction for safety actions. Translates program policies and objectives to develop engineering guidance and recommendations.
 - c. Determines technical support needs to assist the regional staff with execution of compliance reviews, tests, assessments, and evaluations of pipeline integrity. Oversees work of third party experts, in-house support, national laboratories, and other contract help.
 - d. Provides consultation and technical expertise to support decisions and actions in pipeline safety compliance and enforcement proceedings.
 - e. Leads the technical review and adjudication of pipeline safety special permits.

OFFICE OF PIPELINE SAFETY

STATE PROGRAMS DIVISION

1. **MISSION.** Manages a program of federal support for state safety oversight programs on natural gas and hazardous liquid pipelines.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Policy and Programs:
 - a. Develops and implements the Department's policy for federal natural gas and hazardous liquid pipeline safety laws carried out through state programs.
 - b. Directs the grant-in-aid program, including agreements with states for federal funds to support intrastate pipeline safety programs.
 - c. Performs legislative support functions for Office of Pipeline Safety state pipeline safety programs.
 - d. Reviews state pipeline safety regulations and certifies state pipeline safety programs. Receives, analyzes, and acts on state approved applications for waivers and interruptions from pipeline safety regulations.
 - e. Develops and implements program and procedural guidelines and methods for evaluation of state agency performance.
 - f. Develops and oversees the e-government applications of the state pipeline safety programs.
 - g. Serves as principal liaison with the National Association of Pipeline Safety Representatives, and the Pipeline Safety Subcommittee of the National Association of Regulatory Utility Commissioners, for programmatic and technical advice relative to pipeline safety.
 - h. Develops, implements, and oversees the review of state expenditures of federal pipeline safety grant funding to assure conformance with federal regulations for grants.
 - i. Develops, implements, and oversees an orientation program for new state pipeline safety program managers.
 - j. Coordinates with the Inspector Training and Qualifications Division to establish training requirements for state pipeline safety inspectors.

OFFICE OF PIPELINE SAFETY

ENFORCEMENT DIVISION

1. **MISSION.** Manages the national pipeline safety enforcement program.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Policy and Programs:
 - a. Develops and implements Office of Pipeline Safety policy and procedures on enforcement matters for application by federal pipeline safety officials.
 - b. Establishes and maintains enforcement strategic plans to increase the effectiveness of Office of Pipeline Safety's enforcement program.
 - c. Maintains enforcement procedures and enforcement template documents to provide structure and improved nationwide consistency to the enforcement program, and to institutionalize enforcement best practices.
 - d. Establishes and maintains enforcement guidance for those areas having the most performance-based pipeline safety regulations to clarify enforcement authorities and improve nationwide consistency.
 - e. Conducts enforcement training for regional inspectors to promote greater nationwide consistency with program goals.
 - f. Determines risk-based civil penalties.
 - g. Maintains and ensures the accuracy of the official enforcement records data base and the content of the public enforcement transparency website.
 - h. Conducts analysis of key enforcement metrics and develops implementing guidelines.
 - i. Represents the Office of Pipeline Safety at technical conferences, symposia, and meetings to inform and promote compliance with the pipeline safety regulations.

OFFICE OF PIPELINE SAFETY

INSPECTOR QUALIFICATIONS AND TRAINING DIVISION

1. **MISSION.** Implements pipeline safety training and qualifications policies and programs for Federal, state, and tribal governments, and industry personnel.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Policy and Programs:
 - a. Develops and conducts strategic pipeline safety training programs for federal and state regulatory and compliance staff.
 - b. Recommends and provides guidance for Office of Pipeline Safety training requirements, directing the independent development of training and instruction in pipeline accident investigation, drug enforcement, and pipeline safety related areas.
 - c. Conducts an annual training needs assessment for Office of Pipeline Safety making specific recommendations to the Deputy Associate Administrator for Policy and Programs.
 - d. Advises Office of Pipeline Safety and state regulatory agencies on pipeline safety and accident investigation. Provides explanations of interpretations, waivers, and other guidance clarifying regulations and consensus standards.
 - e. Reviews, evaluates, and recommends state-of-the-art technology for pipeline safety and accident investigation.
 - f. Manages the development and review of Office of Pipeline Safety technical publications.
 - g. Represents Office of Pipeline Safety on industry consensus standards committees and other technical forums to advance the standards for pipeline technology.

OFFICE OF PIPELINE SAFETY

POLICY AND PROGRAMS STRATEGY AND PLANNING DIVISION

1. **MISSION.** Leads, directs, and coordinates the strategic development and implementation of policies, programs, goals, messaging, and other initiatives with Office of Pipeline Safety staff, the Office of the Administrator, other operating administrations, other federal agencies, and stakeholders.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Policy and Programs:
 - a. Develops (with Directors), maintains, and articulates a coherent statement of the mission, policies, goals, strategies, and plans. Evaluates strategies used to achieve goals, recommends potential areas for improvement, and leads needed changes in strategy.
 - b. Continually monitors and reports to the Associate Administrator and Deputy Associate Administrator of Policy and Programs on business, activities, outside factors/events, and results of the Pipeline Safety Program. Analyzes, synthesizes, and interprets data from these studies.
 - c. Directs, coordinates, guides, and develops communication materials including reports, studies, positions and policy papers, briefings, speeches, budgets, and public affairs releases to ensure the policies of Office of Pipeline Safety and views of the Associate Administrator and Deputy Associate Administrator are reflected.
 - d. Coordinates and guides the development and implementation of new initiatives expressing relevant Office of Pipeline Safety, PHMSA, and Departmental policies.
 - e. Develops policy positions and messaging. Briefs and provides information to PHMSA, Departmental leadership, client groups, and the public on Office of Pipeline Safety missions, goals, and services. Works to enhance public understanding and the positive image of the Office of Pipeline Safety.
 - f. Continually monitors and reports to the Associate Administrator and Deputy Associate Administrator on all lines of business activities, outside factors/events, and results of the Pipeline Safety Program.
 - g. Consistent with PHMSA policy and the Departmental Congressional strategy, develops and maintains an in-depth working relationship with the Office of Government, International and Public Affairs concerning appropriations and authorization. Reviews and develops draft testimony for PHMSA and Office of Pipeline Safety leadership to ensure draft testimony reflects the views and policies of

the Office of Pipeline Safety and PHMSA.

- h. Develops and maintains in-depth working relationships with officials of other PHMSA programs, such as the Office of Planning and Analytics, the Office of the Chief Counsel, the Office of Administration, other agencies, and special interest groups.
- i. Oversee Washington D.C.-based federal and contract staff.

OFFICE OF PIPELINE SAFETY

PROGRAM DEVELOPMENT DIVISION

1. **MISSION.** Provides program development, planning, implementation, and execution of activities and new initiatives for the Deputy Associate Administrator of Pipeline Safety.
3. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Policy and Programs:
 - a. Strategically develops, manages, and implements special projects in the Office of Pipeline Safety to address emerging pipeline safety technical issues and risks identified from various sources.
 - b. Leads high-performing, cross-functional special project teams, coordinating across PHMSA offices to effectively and efficiently execute project plans.
 - c. Provides policy and/or technical advice on project, policy and program, and field operations matters.
 - d. Develops and manages comprehensive and integrated project plans that account for budgets, resource allocations, schedules, risks, implementation plans, outreach/communication plans, performance, and other project materials.
 - e. Develops and measures project performance.
 - f. Develops briefing materials and makes presentations to senior leaders.
 - g. Provides updates on project performance and status. Highlights decision points, resource needs, and risks/threats to program success.

OFFICE OF PIPELINE SAFETY
PREPAREDNESS, EMERGENCY SUPPORT AND SECURITY DIVISION

MISSION. Manages PHMSA's ability to prepare and respond to pipeline and transportation hazardous materials emergencies.

FUNCTIONS. Under the executive direction of the Associate Administrator for Pipeline Safety, in consultation with the Associate Administrator of Hazardous Materials Safety, perform the following:

- a) Informs PHMSA senior management of nationally significant incidents, including ongoing response efforts.
- b) Establishes and oversees PHMSA's representation on the Secretary's Emergency Response Team.
- c) Serves as PHMSA's emergency coordinator with the OST Office of Intelligence, Security, and Emergency Response. Provides PHMSA support to the National Planning Frameworks.
- d) Liaises with other operating administrations and federal departments and agencies (Department of Energy, Department of Homeland Security, Defense Logistics Agency, State Department, and the Federal Energy Regulatory Commission) on infrastructure resiliency.
- e) Monitors and communicates with PHMSA field components and stakeholders on the status of critical infrastructures and potential impacts of natural and other emergencies.
- f) Manages and exercises PHMSA's Emergency Management and Continuity of Operations Programs.
- g) Manages PHMSA's security policy program. Working with the OST Office of Security, serves as the primary physical security and personnel security coordinator.
- h) Oversees PHMSA's Classified National Security Program. Serves as the PHMSA Point of Contact to the intelligence community.
- i) Directs implementation of the pipeline and rail oil spill response planning program under the Federal Clean Water Act, as amended by the Oil Pollution Act of 1990. Reviews and approves oil spill response plans submitted by pipeline and railroad operators found to be in compliance with 49 CFR Parts 130 and 194. Supports inspections and accident investigations involving these response plans.
- j) Manages the development of program policies for pipeline and railroad oil spill response planning and exercises. Represents PHMSA with other federal, state, and local agencies, and the pipeline and railroad industries on all matters involving oil spill response planning, preparedness and response.
- k) Serves as the Department's National Response Team representative and coordinates with the Office of the Secretary and other operating administrations on matters related to the National Oil and Hazardous Substances Pollution Contingency Plan.
- l) Provides technical assistance on all matters relating to the security of regulated operations and infrastructure.

OFFICE OF PIPELINE SAFETY

OPERATIONS AND STANDARDS REVIEW DIVISION

1. **MISSION.** Assists the Deputy Associate Administrator of Field Operations with providing: executive direction, policy, and national coordination for regional operations (inspection, enforcement and stakeholder communications); facility response plan review, emergency support and security operations; safety data analysis, performance metrics, accident investigation, lessons learned relay, and anti-drug and alcohol misuse prevention programs.
2. **FUNCTIONS:** Under the executive direction of the Deputy Administrator for Field Operations, leads and guides program development and consistency amongst PHMSA's Regions. Assists with administering the pipeline safety national inspection programs regarding the following responsibilities:
 - a. Develops (with line managers), maintains, and articulates a coherent statement of the mission, policies, goals, strategies, and plans.
 - b. Evaluates strategies used to achieve goals, identifies potential areas for improvement, and leads needed changes in strategy.
 - c. Guides the development and implementation of new initiatives expressing relevant OPS, PHMSA and Departmental policies.
 - d. Continually monitors and reports to the Associate Administrator and Deputy Associate Administrator on all lines of business, activities, outside factors/events, and results of the Pipeline Safety Program. Analyzes, synthesizes, and interprets data from these studies.
 - e. Monitors and advises the Associate Administrator and Deputy Associate Administrator on the impact of energy supply and OPS environmental and oil spill preparedness policies. Reviews Office of Pipeline Safety actions to ensure their soundness and consistency with stated field goals and strategies.
 - f. Provides executive briefings and executive-level communications for Office of Pipeline Safety and PHMSA executives as well as external stakeholders on operational issues including regulatory oversight policies, significant incidents, and safety concerns.

OFFICE OF PIPELINE SAFETY

ACCIDENT INVESTIGATION DIVISION

1. **MISSION.** Assists the Deputy Associate Administrator of Field Operations with providing executive direction, policy, and national coordination for accident investigation, identification, and sharing of lessons learned with internal and external stakeholders.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Field Operations:
 - a. Manages national accident investigation division. Conducts root cause determinations to determine causal and contributing factors to pipeline and liquefied natural gas facility incidents. Conducts accident investigations and shares information with state pipeline safety programs, the National Transportation Safety Board, Occupational Safety and Health Administration, Bureau Safety and Environment Enforcement, and other federal and state agencies, as appropriate.
 - b. Provides executive briefings and executive-level communications for Office of Pipeline Safety and PHMSA executives as well as external stakeholders on significant incidents and safety concerns relative to pipeline incidents to determine appropriate corrective actions and help identify probable violations.
 - c. Coordinates with Office of Pipeline Safety Preparedness, Emergency Support and Security Division to evaluate actual company response to spills as compared to the company's planning documents (facility response plans).
 - d. Informs Office of Pipeline Safety management of significant incidents and investigations.
 - e. Captures and actively shares lessons learned safety findings with internal and external stakeholders.
 - f. Conducts education and outreach to pipeline safety stakeholders, including the public, government officials, and industry to help advance pipeline safety goals.
 - g. In coordination with the Office of Pipeline Safety Operations Systems Division and the PHMSA Office of Planning and Analytics, evaluates and identifies emerging safety trends through data analysis and lessons learned sharing.
 - h. Provides regular feedback to Office of Pipeline Safety leadership to help improve regulations, data collections, training, response planning, enforcement, and technical guidance.

OFFICE OF PIPELINE SAFETY

PIPELINE SAFETY REGIONAL OFFICES

1. **MISSION.** Administers all aspects of the Federal pipeline safety program in the field.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Field Operations, a Region Director:
 - a. Conducts inspections of pipeline operators and systems to determine compliance with pipeline safety regulations.
 - b. Enforces pipeline safety regulations through corrective action orders, notices of probable violation, and letters of warning.
 - c. Inspects the construction of new pipeline facilities to ensure compliance with federal pipeline safety regulations.
 - d. Investigates accidents to determine the causes and circumstances of failure, the need for corrective action, and any non-compliance that might have contributed to the accident.
 - e. Informs Office of Pipeline Safety management of regional response activities and significant incidents.
 - f. Coordinates pipeline safety activities with state pipeline safety programs within the region's geographic area of operations.
 - g. Verifies or collects pipeline safety information to facilitate the selection and scope of inspections.
 - h. Provides regular feedback to Office of Pipeline Safety leadership on the operation of its programs to help improve regulations, data collections, training, response planning, enforcement, and technical guidance.

OFFICE OF HAZARDOUS MATERIALS SAFETY

1. **MISSION.** Carry out a national safety program to protect against the risks inherent in the transportation of hazardous materials.
2. **FUNCTIONS.** Under the direction of the Executive Director,
 - a. The Associate Administrator for Hazardous Materials Safety:
 - 1) Manages and executes the organization's multi-year budget and spend plan as approved by the Executive Director and Chief Financial Officer;
 - 2) Advises the Administrator on all hazardous materials transportation safety and security matters.
 - 3) Develops, processes, proposes, and recommends for issuance, revision or revocation, regulations governing the safe and secure transportation of hazardous materials by railroad, public highway, aircraft, or vessel (except bulk transportation of hazardous materials loaded or carried aboard vessels without benefit of containers or labels and received and handled by vessels without mark or count and ships' stores and supplies.)
 - 4) Develops strategic and annual plans for hazardous materials safety programs and initiatives. Develops strategic and annual plans, setting priorities for hazardous materials safety and environmental programs and initiatives that align with PHMSA's strategic framework and Safety Management System culture.
 - 5) Develops regulatory policy options and initiatives. Researches, analyzes, and documents social, economic, technological, environmental, safety, and security impacts upon existing and proposed regulatory, legislative, or program activities involving hazardous materials safety
 - 6) Develops and maintains partnerships with other federal, state, and local agencies, public interest groups, tribal governments, and the regulated industry to assess threats associated with the transportation of hazardous materials.
 - 7) Coordinates with the PHMSA Office of Planning and Analytics to develop and execute PHMSA's strategic planning, program management and implementation, policy development, and standards and rulemaking design and implementation.
 - 8) Administers the hazardous materials safety regulatory program and a national inspection and enforcement program consistent with the Secretary's delegation of powers and duties to the Administrator of PHMSA and other operating administrations.

- 9) Administers integrated hazardous materials safety engineering, sciences and research and development programs.
- 10) Responds to requests for interpretations of the hazardous materials regulations over which PHMSA exercises issuing authority in consultation with the PHMSA Chief Counsel and any DOT operating administration concerned. Develops and issues responses to requests for inconsistency rulings and non-preemption determinations under 49 U.S.C. 5125.
- 11) Coordinates program and policy decisions within PHMSA, with other DOT operating administrations, and with other federal agencies; promotes, advocates, and defends PHMSA policies; and represents PHMSA in meetings and presentations before officials of other federal agencies, state and local governments, tribal governments, industry organizations, safety interest groups, and community/public groups.
- 12) Provides technical assistance and support relative to hazardous materials transportation safety and security to state and local governments in their efforts to enhance public safety and to avoid or resolve conflicts between different levels of Government.
- 13) Serves as focal point for hazardous materials studies and reports by the National Transportation Safety Board, the General Accountability Office, and the Inspector General.
- 14) Serves as the focal point for all matters pertaining to DOT responsibilities and other activities related to the implementation of the Nuclear Waste Policy Act of 1982, as amended, 42 U.S.C. 10101, et seq. Establishes and maintains a capability to make the determination, under Section 10157 of the Act of the private sector's willingness and ability to provide the transportation services that will be needed.
- 15) Supports the operation of and coordinates with the United States Coast Guard on the National Response Center. In coordination with the DOT Office of Intelligence, Security, and Emergency Response, serves as a DOT liaison with the Department of Homeland Security and the Federal Emergency Management Agency on matters involving hazardous materials transportation.

b. The Deputy Associate Administrator for Policy and Programs:

- 1) Assists the Associate Administrator in the discharge of the Associate Administrator's responsibilities with authority to act for the Associate Administrator in all matters not reserved to the Associate Administrator by law, order, or instruction of the Associate Administrator.

- 2) Provides executive direction and risk-based strategies for policy and program development and implementation; stakeholder communications; outreach, training, and grants; standards and rulemaking; engineering, sciences and research; and special permits and approvals.
- 3) Coordinates with PHMSA's Office of Planning and Analytics to develop and execute PHMSA's strategic planning, program management, policy development, and standards and rulemaking design and implementation.
- 4) Manages development of hazardous materials safety responses to recommendations from the National Transportation Safety Board, the General Accountability Office and Inspector General, coordinating with the Office of Planning and Analytics.
- 5) Coordinates international standards development and programs for hazardous materials safety.

c. The Deputy Associate Administrator for Field Operations:

- 1) Assists the Associate Administrator in the discharge of the Associate Administrator's responsibilities with authority to act for the Associate Administrator in all matters not reserved to the Associate Administrator by law, order, or instruction of the Associate Administrator.
- 2) Provides executive direction, policy, and national coordination for regional operations (inspection, enforcement and outreach); emergency support and security operations; performance metrics, accident investigation, and lessons learned relay,
- 3) Coordinates with the PHMSA Office of Planning and Analytics to develop and execute PHMSA's strategic planning, program management and implementation, policy development, and standards and rulemaking design and implementation.
- 4) Coordinates all hazardous materials enforcement actions with the Office of Chief Counsel.
- 5) Coordinates all international inspection, fitness, and, investigation activities for hazardous materials safety.

OFFICE OF HAZARDOUS MATERIALS SAFETY

STANDARDS AND RULEMAKING DIVISION

1. MISSION. Develops, and maintains national safety and security standards for the transportation of hazardous materials; participates in the development of international hazardous materials standards; and provides guidance in complying with and enforcing hazardous materials standards.
2. FUNCTIONS. Under the executive direction of the Deputy Associate Administrator for Hazardous Materials Safety Policy and Programs:
 - a. Advises on policy development and program requirements affecting the development of hazardous materials transportation standards. Oversees a program to review all existing regulations and revise or revoke those deemed ineffective in achieving their intended purpose.
 - b. Develops national safety and security regulations governing the transportation of hazardous materials.
 - c. Develops, advocates, and provides executive direction for policies, strategies, and procedures for the international harmonization of hazardous materials safety and security standards.
 - d. Coordinates with the Office of Planning and Analytics and the program office on the evaluation of regulatory proposals to determine environmental and economic impacts, and impacts on small businesses and state governments.
 - e. Establishes policies and procedures for developing, reviewing, and prioritizing rulemaking proposals within the program office and coordinates with the Office of Planning and Analytics on agency-wide processes.
 - f. Maintains liaison and coordinates with hazardous materials safety and security elements within the Office of the Secretary and the operating administrations.
 - g. Provides technical assistance and guidance to the interested public, other Government agencies, tribal governments, and the regulated industry concerning rulemaking proposals, enforcement, and compliance with existing safety standards.
 - h. Develops and reviews proposals and changes to international standards for hazardous materials transportation.
 - i. Coordinates the information collection process for Office of Management and Budget approval of hazardous materials safety forms and data collections.

OFFICE OF HAZARDOUS MATERIALS SAFETY

PROGRAM MANAGEMENT, DATA, AND STATISTICS DIVISION

1. **MISSION.** Provides integrated data analysis, planning, development, and evaluation of programmatic activities for the Associate Administrator for Hazardous Materials Safety.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Hazardous Materials Safety Policy and Programs:
 - a. Provides data management oversight of the Hazardous Materials Incident Report system.
 - b. Leads, oversees, and provides critical data operations to collect, validate, and process Hazardous Materials Incident Reports, providing data management oversight, tabulation and aggregation from these incident reports to inform Office of Hazardous Materials Safety policies, regulations, and decision-making.
 - c. Directs preparation and management of hazardous materials transportation incident data and statistical analysis to inform all levels of Office of Hazardous Materials Safety.
 - d. In coordination with the Office of Planning and Analytics, leads and develops hazardous materials safety initiatives, strategies, and long-range plans to support the nation's hazardous materials transportation safety programs, including but not limited to Safety Management Systems and Quality Management Systems.
 - e. Maintains an ISO-9000 compliant Quality Management System for processing Hazardous Materials Incident Reports.
 - f. Coordinates annual and semi-annual management and performance reviews that evaluate hazardous materials transportation safety programs, including but not limited to the development and evaluation of Office of Hazardous Materials Safety Key Performance Metrics.
 - g. Develops and provides policy analysis of regulatory and non-regulatory alternatives and options in response, including but not limited to petitions, National Transportation Safety Board and General Accountability Office recommendations, and legislative changes.
 - h. In collaboration with the Office or Planning and Analytics, develops and performs Regulatory Impact Analysis and other economic analysis of existing, proposed, and future Office of Hazardous Materials Safety regulations consistent with DOT and

Office of Management and Budget guidelines.

- i. In coordination with the Office of Planning and Analytics, develops and performs Regulatory Flexibility Analysis of small entities (businesses, government jurisdictions and not-for-profits) affected by Office of Hazardous Materials Safety rulemakings, including analysis supporting requirements in 5 U.S.C. § 610.
- j. Represents the Office of Hazardous Materials Safety with other federal, state, and local agencies and the hazardous materials transportation industry on all matters involving hazardous materials safety data and analysis.
- j. Conducts risk analysis of hazardous materials transportation across modes, including analysis of changes in commodity flow exposure and consequences.
- k. Establishes, evaluates and manages Office of Hazardous Materials Safety budget planning, formulation and execution.
- l. Supports Office of Hazardous Materials Safety operations by establishing, evaluating, and managing administrative functions, including records management, travel, technology management, and human resources management.

OFFICE OF HAZARDOUS MATERIALS SAFETY

ENGINEERING AND RESEARCH DIVISION

3. **MISSION.** Manages the hazardous materials safety program's scientific, engineering, and radiological functions. Provides technical, engineering and scientific expertise to support federal and state oversight of hazardous materials transportation safety issues.
1. **FUNCTIONS:** Under the executive direction of the Deputy Associate Administrator for Hazardous Materials Safety Policy and Programs:
 - a. Develops and executes a strategic science, engineering and integrated research program that aligns with PHMSA and Office of Hazardous Materials Safety's strategic priorities in collaboration with the Office of Planning and Analytics.
 - b. Advises on scientific, engineering, and radiological issues affecting PHMSA policies or programs.
 - c. Performs engineering, scientific, and radiological safety knowledge, research, review, and analysis functions involved in developing regulatory documents on the packaging, hazard analysis, classification, and transportation of all hazardous materials.
 - d. Assists in formulating safety and security policy and provides technical expertise for regulations pertaining to the national hazardous materials transportation program.
 - e. In coordination with the other DOT operating administrations, evaluates and recommends approval or denial of all requests for competent authority certifications under the provisions of the International Civil Aviation Organization (Annex 18) or the International Maritime Organization Acts as the national competent authority and issues National Competent Authority Certificates for the international movement of radioactive materials.
 - f. Provides the technical expertise for the development of the United States positions for international hazardous materials standards, in coordination with the DOT operating administrations and the Office of Governmental, International, and Public Affairs.
 - g. Provides guidance and technical expertise on hazards analysis, classification, and packaging of all hazardous materials to the interested public, operating administrations, other Government agencies, and foreign interests.

OFFICE OF HAZARDOUS MATERIALS SAFETY

APPROVALS AND PERMITS DIVISION

1. **MISSION.** In coordination with the other DOT operating administrations, administers a program for the issuance or denial of approvals and permits under the hazardous materials regulations.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Hazardous Materials Safety Policy and Programs:
 - a. Processes, analyzes, coordinates with appropriate operating administrations, and issues or denies applications for special permits to transport hazardous materials under conditions not addressed in the regulations.
 - b. Receives, analyzes, and makes final determinations of the issuance or denial of requests for approvals and registrations required by the hazardous materials regulations. This includes registrations, classifications, and approval of third-party laboratories, fireworks certification agencies, cylinder manufacturers, and retesting facilities - both domestically and internationally.

OFFICE OF HAZARDOUS MATERIALS SAFETY

OUTREACH, ENGAGEMENT, AND GRANTS DIVISION

1. **MISSION.** Enhances regulatory compliance, enforcement uniformity, and emergency preparedness through development and dissemination of training, technical assistance, informational initiatives, and grants.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Hazardous Materials Safety Policy and Programs:
 - a. Advises on policy development and program requirements for prevention and preparedness activities involving all levels of government.
 - b. Identifies and evaluates strengths and weaknesses of federal, state, local, tribal government, and industry operating programs that support compliance with hazardous materials regulations and that deal with the consequences of releases.
 - c. Establishes and maintains liaison with other federal departments and agencies, State and local governments, tribal governments, and private sector organizations as they relate to PHMSA hazardous materials transportation safety and security programs; and considers the unique needs of individuals with disabilities in response planning.
 - d. Provides programmatic direction and guidance for hazardous materials safety assistance teams operating in the field.
 - e. Develops emergency preparedness and response instructional materials. Produces and distributes the Emergency Response Guidebook and consequence models for estimating the impact of actual releases and in exercise scenarios.
 - f. Develops hazardous materials safety and security training programs for the regulated industry. Develops, maintains, and distributes instructional and educational materials for Government and private sector personnel to improve compliance and share best practices in hazardous materials safety.
 - g. Manages the Hazardous Materials Emergency Preparedness Grants Program, which includes Hazardous Materials Emergency Preparedness grants, Hazardous Materials Instructor grants, Supplemental Public Sector Training grants, Assistance for Local Emergency Response Training grants, and Community Safety grants, and provides financial, technical assistance, national direction, and guidance to enhance state and local hazardous materials emergency planning and training, and hazardous materials employee training.

- h. Manages a registration program for certain types and quantities of hazardous materials that enables PHMSA to gather information about the transportation of hazardous materials and to fund the Hazardous Materials Emergency Preparedness grants program.
- i. Develops and oversees non-technical, technical (non-investigator), and leadership and development training for Office of Hazardous Materials Safety staff.
- j. Conducts an annual training needs assessment for Office of Hazardous Materials Safety staff, making specific recommendations to the Deputy Associate Administrator for Policy and Programs.

OFFICE OF HAZARDOUS MATERIALS SAFETY

FIELD SUPPORT DIVISION

1. MISSION. Plans and manages a national and international program of safety and security inspection and enforcement of the hazardous materials regulations.
2. FUNCTIONS. Under the executive direction of the Deputy Associate Administrator for Hazardous Materials Safety Field Operations:
 - a. Advises the Deputy Associate Administrator on policy development and program requirements for a national inspection and enforcement program.
 - b. Conducts special inspections and investigations to determine compliance with federal hazardous materials transportation law and regulations, including approvals and special permits issued under the regulations.
 - c. Prepares reports and evidence and recommends enforcement action to the PHMSA Chief Counsel; assists the Chief Counsel in the preparation of civil and criminal enforcement actions; and provides technical expertise in administrative and judicial proceedings.
 - d. Establishes and maintains liaison with other DOT operating administrations, federal agencies, and state enforcement organizations concerning hazardous materials safety inspection and enforcement matters.
 - e. Through the Office of the Executive Director/Chief Safety Officer serves as the Office of Hazardous Material Safety focal point for support of and liaison to the National Response Team and coordinates with the Office of the Secretary and other administrations on matters related to the National Oil and Hazardous Substances Pollution Contingency Plan.

OFFICE OF HAZARDOUS MATERIALS SAFETY

HAZARDOUS MATERIALS SAFETY REGIONAL OFFICES

1. **MISSION.** Administer all aspects of the national hazardous materials safety program in the field.
2. **FUNCTIONS.** Under the executive direction of the Deputy Associate Administrator for Hazardous Materials Safety Field Operations, Region Directors:
 - a. Conduct inspections of hazardous materials shippers, carriers, testing facilities, and cylinder reconditioning facilities to determine compliance with the hazardous materials safety regulations and fitness for special permits.
 - b. Enforce the hazardous materials safety regulations through the issuance of tickets or development of evidence and referrals for civil and criminal penalty actions.
 - c. Investigate accidents to determine the causes and circumstances of failure, the need for corrective action, and any non-compliance that might have contributed to the accident.
 - d. Conduct education and outreach to help advance hazardous materials safety goals. Direct regional efforts of the hazardous materials safety assistance teams.
 - e. Conduct safety-based alternative compliance programs (System Integrity Safety Program) to promote systemic improvement of regulated entities.
 - f. Provide regular feedback to Office of Hazardous Materials Safety leadership on the operation of its programs to help improve the regulations, package testing, data collections, training, response planning, enforcement, approvals and special permits, and technical guidance.

OFFICE OF THE CHIEF FINANCIAL OFFICER

1. **MISSION.** Plans, develops, coordinates, implements, and administers for all elements of PHMSA, a comprehensive financial management, acquisition and information technology program, in accordance with all applicable federal law, regulations, policies, guidance, and DOT and PHMSA requirements.
2. **FUNCTION.** Under the direction of the Executive Director, the Chief Financial Officer administers the budget formulation, execution and financial management programs of PHMSA, including grants programs as follows:
 - a. Serves as the principal consultant and advisor to PHMSA management on all financial management matters.
 - b. Serves as the principal consultant and advisor to the Administrator and Deputy Administrator on the development and implementation of financial management strategies, policies and procedures.
 - c. Serves as the Head of Contracting Activity, Competition Advocate, and PHMSA Suspension and Debarment Official. Directs and coordinates the procurement and management of, transportation and supplies, general administrative/support services, information technology services and equipment, and contracting and procurement services in support of agency program needs.
 - d. Develops and implements sound, value-added financial management policies, procedures, systems, and program controls, ensuring Federal Financial Manager's Financial Integrity Act compliance and enforcement and compliance with the Chief Financial Officer's Act of 1990. Addresses all financial management reporting requirements.
 - e. Serves as primary liaison with Congress, Government Accountability Office, Office of Management and Budget, Office of Inspector General, and the Office of the Secretary regarding financial management matters of PHMSA. Represents PHMSA in budget meetings, hearings, and negotiations with the Office of the Secretary, the Office of Management and Budget, appropriations committees, authorization committees, and other Congressional committees concerning funding issues.
2. The Deputy Chief Financial Officer assists the Chief Financial Officer in the discharge of the Chief Financial Officer's responsibilities with authority to act for the Chief Financial Officer in all matters not reserved to the Chief Financial Officer by law, regulation, order, or instruction of the Chief Financial Officer.
3. The Chief Financial Officer oversees the following PHMSA organizations:

- i. Budget and Finance Division
- ii. Acquisition Services Division
- iii. Information Resources Services Management Division

OFFICE OF THE CHIEF FINANCIAL OFFICER

BUDGET AND FINANCE DIVISION

1. **MISSION.** Manages and coordinates all accounting and disbursing activities within PHMSA. Operates a system of accounting for the resources and programs of PHMSA and performs maintenance of PHMSA's accounting records residing in the DOT automated accounting system. Provides oversight, review and support of PHMSA programs and initiatives to more efficiently and effectively operate and improve productivity in PHMSA operations. Develops, implements, and administers financial management policies, procedures and standards. Develops and provides financial reports and information to PHMSA program offices and external sources that depict PHMSA's financial condition.
2. **FUNCTIONS.** Under the direction of the Chief Financial Officer:
 - a. Prepares PHMSA budget guidance and direction during the formulation, justification, presentation and execution processes.
 - b. Provides guidance and direction to PHMSA program offices on all aspects of budgetary policies, standards, systems and procedures.
 - c. Administers budget execution procedures for:
 - i. Funding apportionments, allotments, and allocations;
 - ii. Personnel ceiling allocations;
 - iii. Compliance with the Anti-Deficiency Act and
 - iv. Reprogramming requirements.
 - d. Distributes appropriated funds (allotments) to the programs and support organizations.
 - e. Develops and implements accounting policies and procedures and serves as accounting liaison for PHMSA.
 - f. Maintains general ledger accounts for all appropriations and funds for the preparation and issuance of all required financial management reports.
 - g. Designs, implements and evaluations a system of internal controls to ensure that funds are used effectively and appropriately.
 - h. Develops the annual PHMSA spending plan in coordination with the program offices.

- i. Monitors obligations and expenditures including grant funding throughout the fiscal year, and recommends approval of spend plan adjustments and reprograms funds as needed to adjust for changing circumstances.
- j. Develops financial management guidelines and standards, including the following:
 - i. In coordination with program offices, oversees the grants management process and internal controls, and coordinates all grant management policies, directives, and reports for the agency.
 - ii. Manages travel and transit benefits programs for the agency.
- g. Reviews and ensures quality, accuracy, and controls of all PHMSA financial matters according to generally accepted accounting practices, federal budget processes, and the Government Performance and Results Act.
- h. Assists program managers in planning and managing the use of funds effectively within the spend plan approved by the Administrator. Recommends changes to the spend plan as appropriate.
- i. Manages the PHMSA use of the shared DOT financial management system, management reporting system, financial dashboards and applications
- j. Plays an important role in the authorization process and is responsible for analyzing and developing authorized appropriation levels that will be included in authorization legislation. In addition, the Chief Financial Officer analyzes the impact the authorization may have on the budget to ensure that there are no disconnects between the budget and the authorization.
- k. Conducts reviews of the automated accounting system and financial improvement initiatives and programs to ascertain the effectiveness and adequacy of PHMSA's financial operations.
- l. Monitors certification of funds availability and appropriateness for procurements and grants.
- m. Supports senior and program management by providing regular internal management reports as defined by the Chief Financial Officer.

OFFICE OF THE CHIEF FINANCIAL OFFICER

ACQUISITION SERVICES DIVISION

1. **MISSION.** Provides acquisition services (including contracts, purchase/delivery orders, grants, cooperative agreements, and other transaction agreements) in direct support of all operating organizations of the Agency.
2. **FUNCTIONS.** Under the direction of the Chief Financial Officer:
 - a. Manages an acquisition workforce that negotiates, awards, and administers contracts, purchase orders, delivery orders, intra- and inter-agency agreements, grants, cooperative agreements and other transactions agreements in support of PHMSA. Procures supplies; services; research and development; architect-engineering services; information technology equipment and services; and other requirements related to PHMSA's mission.
 - b. Serves as the Chief of Contracting Office and represents PHMSA on all procurement management matters with OST on the Strategic Acquisition Council and with other governmental agencies concerned with promulgation of federal procurement and assistance policies.
 - c. Assures operating efficiency using an automated procurement management system and other E-Gov systems.
 - d. Has overall responsibility for supporting the Department's small business socio-economic programs.
 - e. Manages PHMSA's government purchase card and electronic invoicing programs.
 - f. Manages PHMSA's Acquisition Workforce Training Program. Issues guidance for Contracting Officer's Representatives, Contract Specialists, Program/Project Managers (PPMs), and Agreement Officer's Representative and ensures that Contracting Officer's Representatives and Agreement Officer's Representatives receive necessary training.
 - g. Serves as the PHMSA coordinator for all activities related to Office of Management and Budget Circular A-76 and multi-sector workforce analyses. Develops the annual inventory of Commercial Activities in accordance with the Federal Activities Inventory Reform Act of 1998.

OFFICE OF THE CHIEF FINANCIAL OFFICER

INFORMATION RESOURCES SERVICES MANAGEMENT DIVISION

1. **MISSION.** Provides data and information technology services to help the operating programs and support organizations accomplish the agency's safety mission.
2. **FUNCTIONS.** Under the direction of the Chief Financial Officer:
 - a. Serves as Chief Information Officer for the agency.
 - b. Leads, manages, and oversees the PHMSA information technology program and activities, which include:
 - 1) implementing Enterprise Architecture;
 - 2) Capital Planning and Investment Control;
 - 3) Information technology security;
 - 4) Information technology policy;
 - 5) data management, including controls for data quality;
 - 6) information technology budget coordination and development;
 - 7) strategic planning for information technology;
 - 8) implementing and overseeing e-government and Departmental information technology initiatives;
 - 9) Oversees, plans and manages Internet/Intranet services;
 - 10) Provides support for, and establishes standards for mission critical applications;
 - 11) coordinating with the DOT Chief Information Officer's Office for common support services (e.g., network, email, desktop, server, file, print, and helpdesk);
 - 12) participating as an active member on the Department's Chief Information Officer's Council and other Council programs and initiatives;
 - 13) supporting Continuity of Operations and disaster recovery programs, asset and configuration management; and
 - 13) implementing and complying with Section 508 of the Rehabilitation Act.

- 14) Develops and administers policies, programs, standards, systems, and procedures to meet PHMSA and DOT requirements, applicable federal laws, regulations, and directives in records management, real and personal property management, and organizational analysis and studies.

OFFICE OF ADMINISTRATION

1. **MISSION.** Plans, develops, coordinates, implements, and administers for all elements of PHMSA, a comprehensive program of activities to meet administrative management requirements within DOT and PHMSA.
2. **FUNCTIONS.** Under the executive direction of the Executive Director, the Associate Administrator for Administration:
 - a. Advises and assists the Administrator on all administrative and management matters as they relate to PHMSA's missions, programs, and objectives.
 - b. Provides direction and advice for human resources management and development programs; organizational planning and management; and workforce analysis.
 - c. Develops and administers the implementation of organizational plans, management systems and controls, information resource management related to general administration and human resources, management productivity improvement, and administrative policies and procedures.
 - d. Provides printing, graphics, and publishing services support for headquarters offices.
 - e. Administers the document management policies and directives.
 - f. Serves as a member on the DOT Administrative Management Council.
 - g. Provides leadership and general direction for succession planning and workforce planning for the agency.
 - k. Serves as a member of the DOT Diversity Advisory Council.

OFFICE OF ADMINISTRATION

ADMINISTRATIVE AND MANAGEMENT SERVICES DIVISION

1. **MISSION.** Assists in directing, coordinating, controlling, and assuring the adequacy of PHMSA's administrative management effort, real and personal property management, and management analysis.
2. **FUNCTIONS.** Under the direction of the Associate Administrator for Administration:
 - a. Develops and administers policies, programs, standards, systems, and procedures to meet PHMSA and DOT requirements, applicable federal laws, regulations, and directives in records management, real and personal property management, and organizational analysis and studies.
 - b. Implements and manages all administrative/logistical support services to headquarters and field offices, and the regional/field operations of PHMSA nationwide. These services include but are not limited to real estate leasing; office space management and design; facilities management; motor vehicle fleet management; postage/mail services; occupational safety and health; and physical security and safety.

OFFICE OF ADMINISTRATION

HUMAN RESOURCES DIVISION

1. MISSION. Provides human resources advice, guidance, and services to help the operating programs and support organizations accomplish the Agency's safety mission.
2. FUNCTIONS. Under the direction of the Associate Administrator for Administration:
 - a. Develops, recommends, coordinates, and administers human resource policies, programs, and procedures to meet PHMSA requirements and applicable federal laws and regulations.
 - b. Coordinates Agency workforce and succession planning and develops human capital strategies in response to those plans.
 - c. Works closely with the civil rights office and management officials to ensure targeted outreach to diverse groups in accordance with the needs established by ongoing analysis of the workforce.
 - d. Classifies positions and helps managers recruit and hire qualified people to fill positions in coordination with the Department's Executive Agent.
 - e. Coordinates PHMSA performance management, employee recognition, employee relations, and employee benefits programs.
 - f. Plans and administers the learning and professional development program.
 - g. Advises managers, supervisors, and employees on human resource/personnel matters.
 - h. Makes policy recommendations on matters relating to working conditions, work schedules, work life, pay, recruitment, and staff utilization.
 - i. Provides drug awareness training for PHMSA managers and employees; conducts pre-employment, random, and reasonable-suspicion drug testing and follow up; and distributes anti-drug information and materials to PHMSA employees.
 - j. Leads the design, implementation and execution of the PHMSA labor relations program, addressing issues such as impact and implementation bargaining, bargaining unit notification, coordination of management's responsibilities and responses in addressing collective bargaining unit issues and concerns. Leads and negotiates collective bargaining as required.
 - k. Manages and coordinates PHMSA's use, response and communication of the Federal

Employee Viewpoint Survey, leading and devising efforts to continuously improve employee engagement and satisfaction.