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Description of document: Organizational Assessment of the Pipeline and Hazardous Materials Safety Administration (PHMSA) conducted by the Boston Consulting Group, Inc., under contract DTPH5615F00051, 2015 - 2016

Requested date: 17-February-2019

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Source of document: US Department of Transportation
PHMSA FOIA Officer, PHC-30
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U.S. Department
of Transportation

1200 New Jersey Avenue, S.E.
Washington, D.C. 20590

**Pipeline and Hazardous
Materials Safety Administration**

3/20/2019
FOIA Control Number: 2019-0104

Transmitted via Electronic Mail – Read Receipt Requested

This letter acknowledges receipt of and responds to your Freedom of Information Act (FOIA) request dated 2/17/2019 and received in the Pipeline and Hazardous Materials Safety Administration's (PHMSA's) FOIA Office on 2/26/2019. You requested "a copy of the Organizational Assessment of PHMSA conducted in 2015 - 2016 by the Boston Consulting Group, Inc., under contract DTPH5615F00051."

We have assigned your request with control number **2019-0104**. Please identify all communications concerning your request with this control number.

Attached, please find seven pages we are releasing to you in full which includes a 2016 presentation of the assessment. We believe this information satisfies your request, but if it does not, please contact us at PHMSA.FOIA@dot.gov within 14 calendar days from the date of this letter and provide clarification on the additional information that you seek so that we may supplement our response to your request. If we do not hear back from you **within 14 calendar days**, then we will assume you are satisfied with this response and close the file on your request.

If you have any questions about your request, you may contact Madeline Van Nostrand, FOIA Officer, by phone at 202-366-0273 or by email to PHMSA.FOIA@dot.gov. You also may seek the services of our FOIA Public Liaison, Gordon Delcambre, Office of Governmental, International and Public Affairs, by phone at 202-366-4831 or by email to phmsapublicaffairs@dot.gov.

Sincerely,

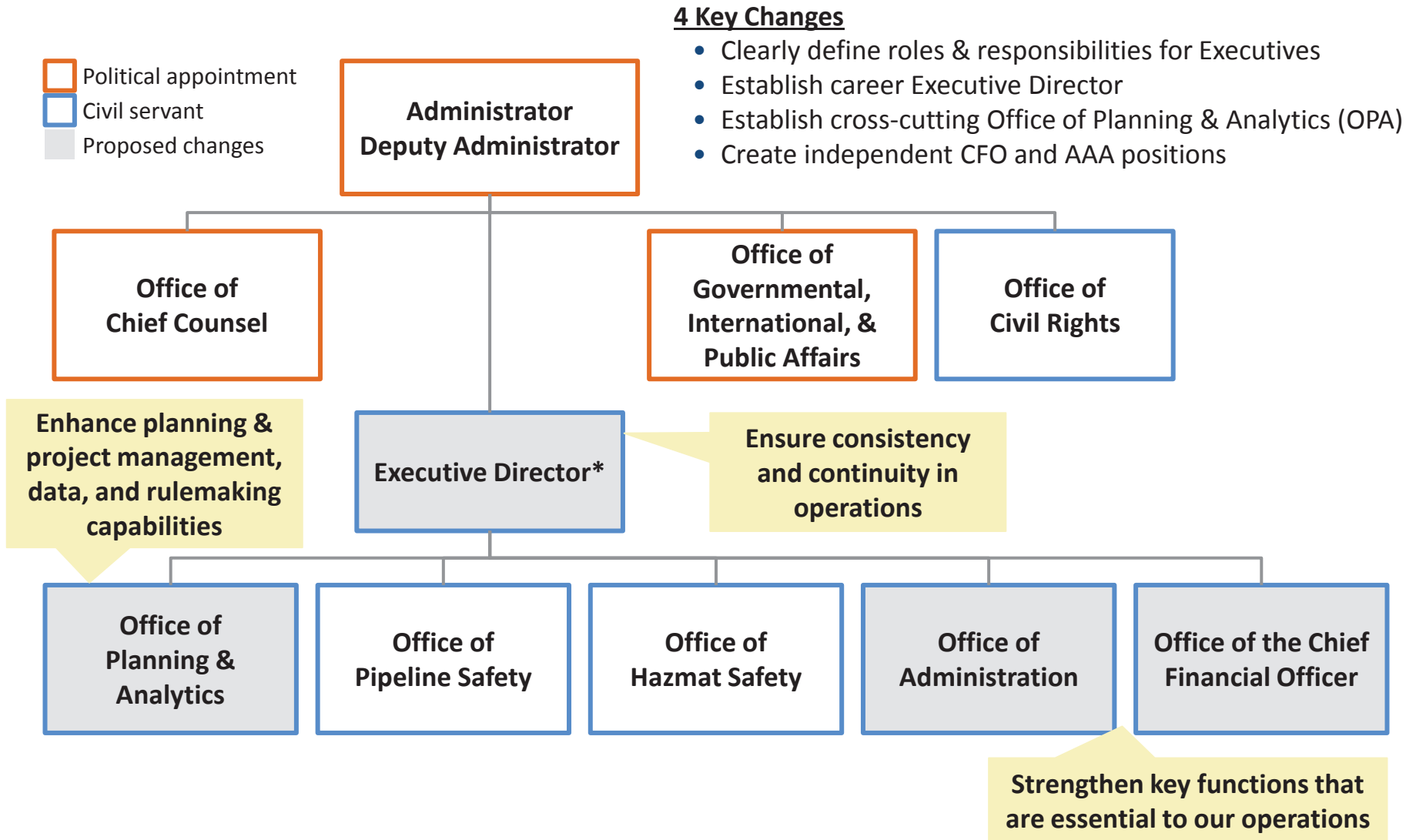
MADELINE M VAN NOSTRAND

FOIA Officer, Office of Chief Counsel
Pipeline and Hazardous Materials Safety Administration (PHMSA)

Digitally signed by MADELINE M VAN
NOSTRAND
Date: 2019.03.20 15:00:16 -04'00'

Attachment: 2019-0104 Response Package 2019.03.20.pdf

Recall: PHMSA's Organizational Structure



* The Executive Director will also serve as the statutorily-required Assistant Administrator for Pipeline and Hazardous Materials Safety and Chief Safety Officer

Update: PHMSA2021 Organizational Changes

Where we are today

- Defined roles and responsibilities for Executive Director and AA of OPA**
- Defined vision, functions, structure for the new OPA**
- Moving forward on key positions**
 - Deputy Administrator and Chief Counsel positions filled
 - Currently selecting for 2 Senior Leaders (SLs) of Research and Economics
 - Posted AAA and CFO positions
 - ED and AA of OPA positions soon to be posted

What's ahead through 2016

- Continue to recruit for and fill key leadership positions**
- Cascade definition of roles & responsibilities through the agency**
 - HQ and Field roles
 - Clarify decision-making authority
 - Update organizational manual
- Stand-up new OPA group, including Rulemaking operating model**
- Develop/communicate SOPs in a number of critical areas, including**
 - Training & qualifications
 - Accident investigations
 - Hiring & on-boarding

Update: Executive Director – Overview of ED Role

PHMSA's Executive Director will...



Oversee / manage day-to-day agency programs and operations, including managing career SES at the AA level



Ensure consistent execution and coordination across the agency:

- Establish and ensure consistent execution of agency-wide SOPs, approaches, methodologies, etc
- Coordinate and make trade-offs / allocations across offices
- Identify and execute operations improvement opportunities



Ensure continuity in operations



Drive execution / implementation of PHMSA2021

Update: Office of Planning & Analytics to support PHMSA2021

OPA will support PHMSA's vision and mission by:

- Establishing agency-wide approaches and standard operating procedures
- Advising and executing on complex, predictive data and economic analysis
- Teaming to develop innovative solutions to PHMSA's hardest problems

Across three main areas.....

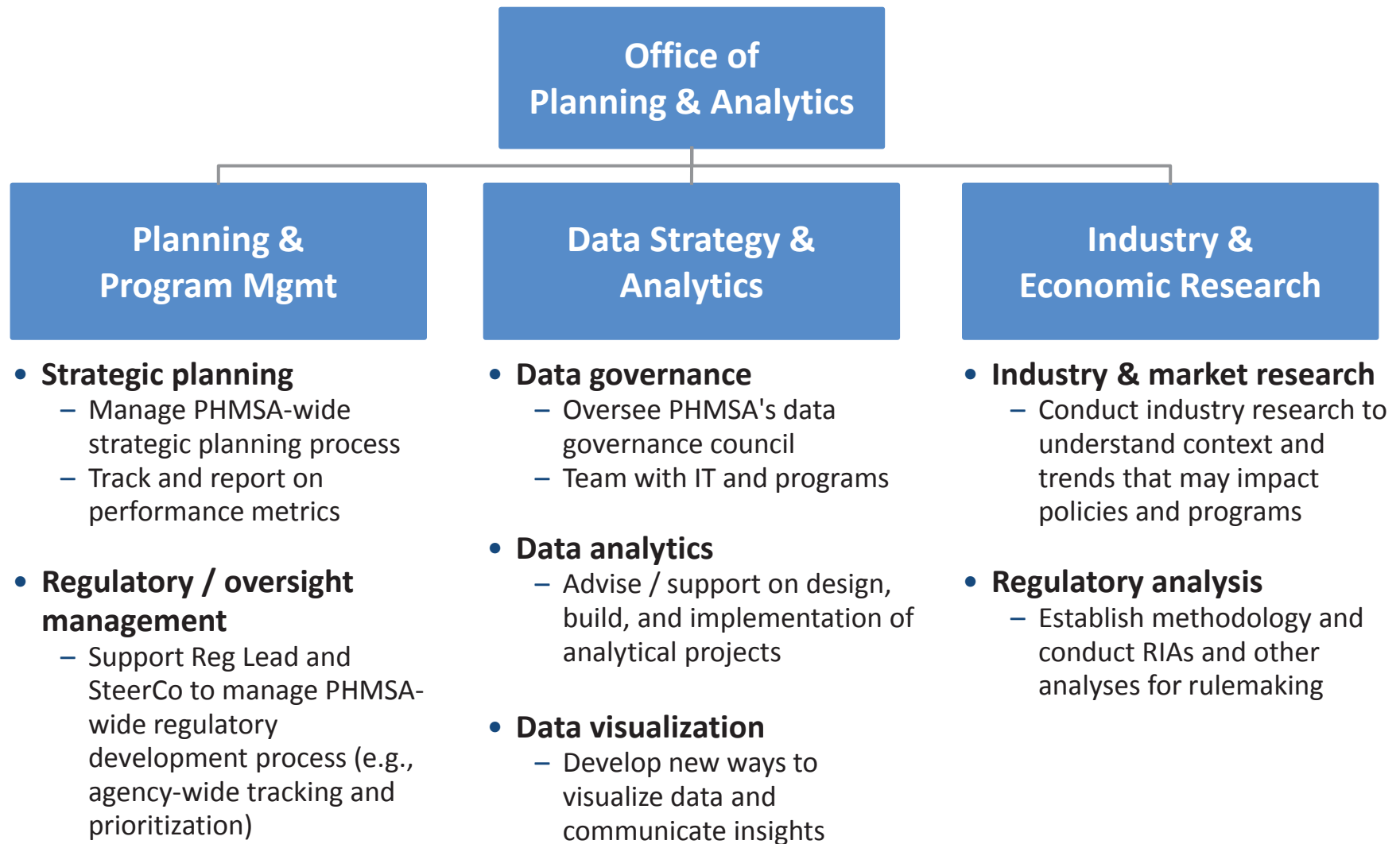
Planning &
Program
Management

Data Strategy
& Analytics

Industry
& Economic
Research

Update: Office of Planning & Analytics Functions and Activities

We are also updating PHMSA's Rulemaking operating model to include OPA involvement

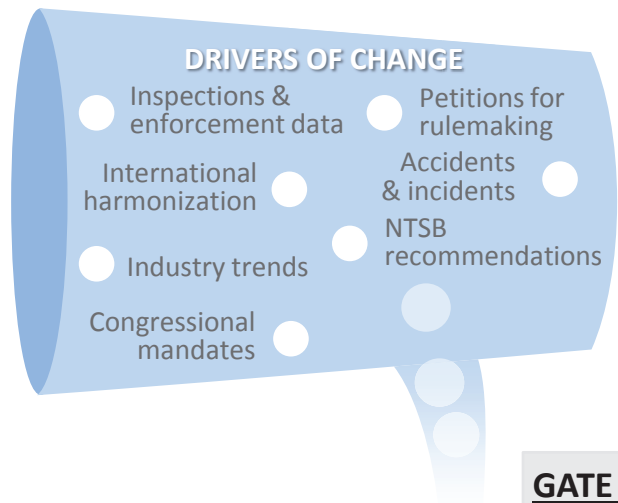


Update: Proposed PHMSA Regulatory Development Process

Regulatory Development Process overseen by
Regulatory Lead and Steering Committee

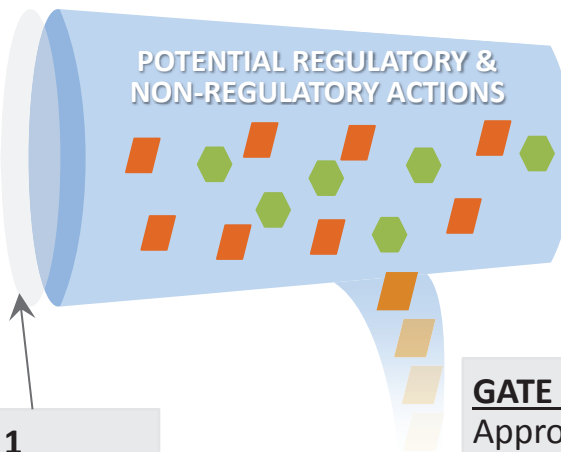
PHASE 1

Review drivers of change and determine whether regulatory action is a potential solution



PHASE 2

Conduct policy analysis to determine best course of action and prioritize in regulatory agenda



GATE 1
Approve and assign priority for project / potential action

PHASE 3

Develop regulatory action and supporting analyses



GATE 2
Approve and assign priority for regulatory action

GATE 3
Approve publishing or sending rule to OST & OMB/ OIRA

Update: Proposed Regulatory Development Governance Structure

Regulatory Lead

- Leads PHMSA's Regulatory Development Process
- Liaison to OST, OMB/OIRA; "Champion" for agency rules

Regulatory Steering Committee

- Steers and prioritizes agency-wide regulatory agenda
- Ensures resource allocation and clears obstacles

OHMS & OPS

- Continues to lead / manage program –specific priorities and rulemakings

OPA

- Manages agency-wide Reg. Development Process
- Conducts economic and other supporting analyses in support of rulemakings

