EFFECTIVE DATE

(11-08-2023)

PURPOSE

(1)   This transmits revised IRM 1.4.12, Resource Guide for Managers, Senior Commissioner's Representatives Roles in Management of IRS Field and Headquarters Offices, catalog number 38174H.

MATERIAL CHANGES

(1)   This IRM provides instructions for administrative issues in field and headquarters locations performed by the Senior Commissioner's Representative (SCR) and their Administrative Officers (AOs) resulting from the Restructuring and Reform Act of 1998. The SCR has been in existence since 2001, but has relied on memoranda and general practice as authorities and guidance. This IRM codified these policies in 2018.

(2)   Added section on Designated Officials.

(3)   Added section on POD visits.

(4)   Added section clarifying stages, plans, and roles in the Incident Management process.

(5)   Links updated.

(6)   Editorial changes for consistency.

EFFECT ON OTHER DOCUMENTS

This IRM has links to the National Agreement and various other documents.

AUDIENCE

The Senior Commissioner's Representatives, Administrative Officers, Commissioner's Representatives (CRs), and Alternate Commissioner's Representatives (ACRs), and all employees affected by these policies.

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1.4.12

Senior Commissioner's Representatives Roles in Management of IRS Field and Headquarters Offices

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1.4.12.1
(11-08-2023)
Program Scope and Objectives

(1) **Purpose**:

    a. This IRM centrally locates the requirements for Senior Commissioner's Representatives (SCRs) responsible for administrative operations at a cross-functional level, serving all business units at field and headquarters offices. The program operations include, but are not limited to, general work environment, local labor management relations, and emergencies. The SCRs are responsible for overseeing Servicewide program operations generally covering a multi-state area of the United States. The office of the SCR is responsible for incident and emergency management; labor relations; external representation; issue resolution; Commissioner liaison; and community or customer support.

    b. The SCR team includes Administrative Officers (AOs), Commissioner's Representatives (CRs), and Alternate Commissioner's Representatives (ACRs) supporting IRS Posts of Duty (POD), and administrative support staff.

    c. The geographic map of SCR areas is shown at *Senior Commissioner's Representative - Home (irsnet.gov)*.

(2) **Audience.** These procedures provide policy, guidance, and instructions to employees in headquarters and field offices serviced by:

- SCR-CO Director and support staff;
- SCRs;
- AOs;
- CRs;
- ACRs;
- Campus Site Coordinators for incident and emergency related activities;
- Partner Service Providers such as Human Capital Office (HCO), Information Technology (IT), and Facilities Management and Security Services (FMSS).

(3) **Policy Owner.** The policy owner of this IRM is the Business Continuity Officer, who is the Deputy, Chief of Staff of the Commissioner's Office (C:CoS:BCO).

(4) **Program Owner.** The program owner is the Director, Senior Commissioner's Representatives and Continuity of Operations (C:CoS:BCO:SCR-CO).

(5) **Stakeholders.** All audience listed above plus external agencies and oversight boards, such as the Federal Executive Board (FEB).

1.4.12.1.1
(11-08-2023)
Background

(1) As part of the Restructuring and Reform Act of 1998, SCRs and AOs were assigned to serve as the Head of Office in local cross-functional labor relations matters and IRS interests in interagency affairs as well as coordinate local administrative programs in headquarters and field offices. No changes to SCR roles and responsibilities were proposed in the Taxpayer First Act of 2019.

(2) The list of roles was first described in a memorandum from the Deputy Commissioner of Internal Revenue, entitled *Role of the Senior Commissioner's Representatives* dated November 20, 2001, and included Office Closing authority. This memo specified that the SCRs have the right to delegate certain authorities and decisions across business units.

(3) A second memorandum from the Deputy Commissioner for Operations Support, entitled *Senior Commissioner Representatives* dated October 28, 2003, specified that the SCRs are to be the Administrative Heads of Office for emergency response and other cross-functional responsibilities, with the aim of reducing administrative burden. This enables the IRS to ensure employee safety, protect Service property, and provide continuity of operations.

1.4.12.1.2
(11-08-2023)
Authority

(1) Delegation Order 6-7 (formerly DO-258), IRM 1.2.2.7.6 *Temporary Office Closures Due to Inclement Weather, Imminent Health and Safety Issues, or Other Emergency Situations*.

(2) *2022 National Agreement* with definition in Article 1 Section 2 and specific requirements in Articles 27, 41, and 46.

(3) Agreement for the SCRs to handle large scale incidents at the campuses: *Campus Mgmt Implementation Memo-Signed Oct2020.pdf Memorandum for Field Senior Commissioner's Representatives Wage and Investment Campus Stakeholders dated October 20, 2020*.

1.4.12.1.3
(11-08-2023)
Responsibilities

(1) **Chief, Business Continuity Operations Officer** (BCO) is the executive with oversight over all Incident Management and Continuity Functions:

    a. Is designated as the IRS Continuity Coordinator;
    b. Is the Chair of Incident Management and/or Continuity of Operations Executive Steering Committees;
    c. Ensures compliance with all applicable laws, guidance, and procedures related to incident management;
    d. Approves final Incident Management Team (IMT) After-Action Reports;
    e. Is ultimately responsible for compliance of audits.

(2) **Director, Senior Commissioner's Representatives and Continuity of Operations** (SCR-CO) is the program manager with oversight over Senior Commissioner's Representatives, Field Operations, and Continuity of Operations, and:

    a. Coordinates various cross functional activities;
    b. Acts as Area Incident Commander (Ensures compliance with all applicable laws, guidance, and procedures; ensures participants in emergency response are trained; and ensures completion of After-Action Report from IMT).

(3) **Field Operations (FO) Manager** is responsible for SCR Field Operations, including cross-area issues and incidents, and:

    a. Is the contact for issues with other service provider Business Units;
    b. Develops uniform policies for Servicewide implementation of Field Operations activities;
    c. Develops standards and training for SCRs and AOs.

(4) **Senior Commissioner's Representatives** (SCRs) are responsible for administrative operations at a cross-functional level, and:

    a. Serve all Business Units at field and headquarters offices;
    b. Are responsible for program operations including but not limited to, general work environment, local labor management relations, and emergency related events.

(5) **Administrative Officers** (AOs) have administrative responsibilities:

    a.   To support activities and services in IRS offices in their designated SCR geographic area of coverage;

    b.   Are the SCR's representative for identifying, coordinating, and resolving building or geographic area-wide cross-functional issues;

    c.   Serve as the primary coordinator for cross-functional administrative support activities and initiatives of functional service providers.

(6) **Commissioner's Representatives** (CRs):

    a.   Are local to a POD;

    b.   Have collateral duty to regular assignments;

    c.   Act as Incident Commander (IC) until the SCR takes control.

1.4.12.1.4
(11-08-2023)
Program Reports

(1) SCR Field Operations maintain and report on the program goals and measures described below. Summaries of these counts are reported quarterly to the Director SCR-CO and the Chief, Business Continuity Operations Officer.

(2) Quarterly reports measuring the effectiveness of program responsibilities are collected on average customer satisfaction scores and rates generated by surveys at SCR related meetings and programs.

(3) Engagement with customers is measured by counting the number of events and attendees:

    a.   Horizontal Communication meeting attendance;

    b.   Timely resolution of Labor Relations (LR)/Formal Article 15 and 47 cases;

    c.   Leadership coordination activities per event;

    d.   Cross-functional coordination activities per event.

(4) Head of Office Responsibilities is measured by counts of:

    a.   Formal Labor Relations - Articles 15 and 47;

    b.   Formal Labor Relations - All other (excluding Articles 15 and 47);

    c.   Formal Labor Relations - Arbitration/Impasse;

    d.   Informal Labor Relations;

    e.   Incident Management - Major events;

    f.   Incident Management - Other events;

    g.   Business Continuity/Incident Planning Support;

    h.   National Labor-Management Relations Committee meetings;

    i.   Federal Executive Board/Federal Executive Association Meetings;

(5) Service Provider Responsibilities are measured by counts of:

    a.   FMSS support activities;

    b.   HCO support activities;

    c.   IT support activities;

1.4.12.1.5
(11-08-2023)
Terms

(1) **Administrative Head of Office** - Cross-functional role of SCRs for a variety of issues, including but not limited to, emergency situations and labor relations.

(2) **Area Incident Commander** - The Incident Commander if the incident crosses multiple SCR areas.

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(3) **Business Unit** - Single unit of organization within IRS centered around specific processes or types of taxpayers. Chiefs/Commissioners of business units report to one of the Deputy Commissioners or directly to the Commissioner.

(4) **Continuity** - Synonymous with Business Resumption. This is covered by IRM 10.6.1 *Overview of Continuity Planning* and IRM 10.6.4 *Incident Management Plan.*

(5) **Cross-functional issue** - Any event or action which involves more than one Business Unit.

(6) **Designated Official** - Is the highest-ranking official of the primary occupant agency of a federal facility, or alternatively, a designee selected by mutual agreement of occupant agency officials.

(7) **Emergency Operations Center** - The central command and control facility where the IMT meets to manage and/or coordinate response and recovery operations. May be physical or virtual.

(8) **Emergency Situation** - Any potential endangerment of IRS employees or disruption to IRS processes, whether during working hours or directly affecting IRS employees or facilities. OEP guidelines are to be followed in an emergency situation.

(9) **Incident** - An occurrence or event, natural or man-made, that requires a response to protect life or property.

(10) **Incident Commander** - Individual directly responsible for management of an incident.

(11) **Incident Management Plan** - Plan that focuses on the command and control, coordination & communications activities, and management of a disruption at any IRS site. See IRM 10.6.4 *Incident Management Plan*.

(12) **Office Closure** - Responsibility of the SCRs and follows IRM 6.610.1.3.2 *Emergency Dismissals and Office Closures*. This involves directing Telework or granting Administrative Leave. This is delegated to the SCRs by IRM 6.630.4 *Administrative Leave* for the employee's Post of Duty (Facility where IRS employees are assigned to work).

(13) **Senior Commissioner's Representatives** - The SCRs serve as the Head of Office in local cross-functional labor relations matters and IRS interests in interagency affairs as well as coordinate local administrative programs. SCRs also direct activities in critical emergencies service-wide ensuring business continuity plans are in place and followed during incidents.

(14) **Service Provider Business Unit** - Other Business Units in the Deputy Commissioner Operations Support such as Human Capital Office (HCO), Facilities Management and Security Services (FMSS), Equity, Diversity, and Inclusion (EDI), and Information Technology (IT), with which Field Operations works to reduce administrative issues.

1.4.12.1.6
(11-08-2023)
Acronyms

(1) The following acronyms are used throughout this document:

Acronym	Name
ACR	Alternate Commissioner's Representative
AO	Administrative Officer
AED	Automated External Defibrillator
AIC	Area Incident Commander
ALR	Area Labor Relations
AtHoc	System for Emergency Alert Notification System (EANS)
CFC	Combined Federal Campaign
CO	Continuity Operations
CR	Commissioner's Representative
DEEOAC	Diversity and EEO Advisory Committee
EANS	Emergency Alert Notification System
DO	Designated Official
EDI	Equity, Diversity, and Inclusion
FMSS	Facilities Management and Security Services
GAO	Government Accountability Office
GDI	Graphic Database Interface
GLC	Geographic Leadership Communities
GLS	General Legal Services
HaP	Home as POD
HAZMAT	Hazardous Material Situation
HCO	Human Capital Office
IC	Incident Command **-or-** Incident Commander
IFE	Integrated Functional Exercise
IMP	Incident Management Plan
IMT	Incident Management Team
IT	Information Technology
LCR	Local Continuity Representative
LMRC	Labor-Management Relations Committee
LR	Labor Relations
LRSN	Labor Relations Strategy and Negotiations
NTEU	National Treasury Employees Union

Acronym	Name
OEP	Occupant Emergency Plan
OS	Operations Support
POD	Post of Duty
PSRW	Public Service Recognition Week
SAC	Safety Advisory Committee
SAMC	Situational Awareness Management Center
SCR	Senior Commissioner's Representative
TIGTA	Treasury Inspector General for Tax Administration

1.4.12.1.7
(11-08-2023)
Related Resources

(1) IRM 6.610.1.3.2, *Emergency Dismissals and Office Closures.*

(2) IRM 6.630.4 *Administrative Leave, Investigative Leave, Notice Leave and Weather and Safety Leave (WSL).*

(3) IRM 6.711.1.9.3, *Institutional Grievances.*

(4) IRM 10.2.9, *Occupant Emergency Planning.*

(5) IRM 10.6.1, *Continuity Operations Program, Overview of Continuity Planning.*

(6) IRM 10.6.7 *Emergency Notification System (AtHoc).*

(7) Delegation Order 6-7 (formerly DO-258), IRM 1.2.2.7.6 *Temporary Office Closures Due to Inclement Weather, Imminent Health and Safety Issues, or Other Emergency Situations.*

(8) Delegation Order CoS-1-1-1 *Order to Allow Designation of Commissioner's Representatives (CRs).*

1.4.12.2
(11-08-2023)
Administrative Head of Office

(1) The SCR is the Administrative Head of Office in their geographic area for purposes of achieving cooperation, coordination, and administration of the Agency's cross-functional programs and processes. This allows functional executives and managers to devote full attention to their program areas. The SCR has distinct responsibilities in emergency management, labor relations, and community building.

(2) For employees in Field Office/Headquarters PODs SCR duties include to:

    a. Lead emergency incident efforts at IRS offices with authority to close offices, as necessary, based on weather or emergency situations;
    b. Serve as Designated Official (DO);
    c. Chair the Facility Security Committee (FSC) when the IRS is the lead agency and SCR or higher graded AO is on-site (may vary with POD);
    d. Lead local modified national bargaining, including hearing mass and institutional grievances from local union chapters and representing IRS in arbitration;

e.   Provide leadership in delivering IRS' Occupational Health & Safety Program, within their jurisdiction;

f.   Represent IRS with interagency groups such as the local Federal Executive Board (FEB) and Federal Executive Association (FEA);

g.   Exercise final decision-making authority on unresolved local, cross-functional issues;

h.   Lead local coordination for IRS Commissioner, dignitary visits, and virtual town halls;

i.   Facilitate and coordinate services for cross-functional work-life events in local offices;

j.   Appoint, train, and provide leadership and guidance to CRs and ACRs located on-site in each IRS office.

(3)   In addition to employees in the office, SCRs provide support to Home as POD (HaP), Full Time Telework, and Emergency Telework, and employees on other miscellaneous work arrangements by:

a.   Emergency notification (IRM 10.6.7 *Emergency Notification System (AtHoc)*);

b.   Employee accountability for both non-IMT and IMT situations.

(4)   For Campus locations, SCRs assume responsibility for large-scale incidents.

(5)   Other issues should be addressed by the responsible manager and Business Unit (such as FMSS and EDI).

1.4.12.2.1 (11-08-2023) **Designated Official Responsibilities**	(1) **The DESIGNATED OFFICIAL (DO)** is the highest-ranking official of the primary occupant agency of a Federal facility, or alternatively, a designee selected by mutual agreement of occupant agency officials (see **41 CFR § 102-71.20**). At the IRS, a Commissioner's Representative (CR) and Alternate Commissioner's Representatives (ACR) are appointed by the Senior Commissioner's Representative (SCR), with the concurrence of the appropriate business unit leadership, for each post-of-duty (POD) within the SCR's geographic area. The CR (collateral duty) is responsible for emergency management issues relating to the imminent health, and the security and safety of IRS employees in their POD. The CR is not responsible for routine building, space, or other administrative issues. In federal buildings where IRS is the lead agency, the IRS assumes the role of designated official. As DO, the on-site SCR, designated Administrative Officer or appointed business unit leader assumes this leadership role regarding emergency management issues at that facility, working with leadership and staff for all agencies at that location. When IRS is not the lead agency, the CR represents the IRS and works with the DO and leaders from other agencies.

(2)   The definition of Designated Official is found in IRM 10.2.1.3 *Physical Security* and above. The definition above expands and augments IRM 10.2.1.3.3 to accommodate unique circumstances in each POD.

(3)   Where SCRs, AOs, or CRs are the Designated Officials, the DO shall:

a.   Make the decision to activate the OEP based upon the best available information including an understanding of local tensions, the sensitivity of target agency(ies), and previous experience with similar situations;

    b.   Seek advice as needed prior to activation of the OEP from the GSA Director of Facilities, the appropriate FPS Official, and from Federal, State, and local law enforcement agencies;

    c.   When immediate danger to persons or property exists, such as fire, explosion, or discovery of an explosive device (not including bomb threat), evacuate or relocate occupants in accordance with the OEP without consultation by sounding the fire alarm system or other appropriate means;

    d.   Initiate activities to prepare occupants for emergencies and inform them of response procedures

    e.   Provide the Media Specialist with all pertinent information regarding emergencies;

    f.   Be a member of the OEP notification system and have phone numbers list in his/her possession at all times during normal duty hours;

    g.   Provide incident information to GSA Field Office, and others as requested.

1.4.12.2.2 (11-08-2023) **Post of Duty (POD)** **Visits**	(1) SCRs and AOs will visit PODs within their geographic areas both regularly and as needed, subject to funding availability.

(2) This gives the SCRs and AOs the opportunity to build positive relationships.

(3) The goal of these visits is to ensure effective incident and emergency response, enhance the quality of work environment, and establish lines of communications.

(4) The purpose of the regular visits is to proactively identify issues and concerns.

(5) Ad hoc meetings may include:

    a.   Incident Commander activities;
    b.   Commissioner's Representatives and alternates;
    c.   Employee support functions;
    d.   NTEU, Management, and all-employee meetings;
    e.   Commissioner visits;
    f.   Training;
    g.   Committees;
    h.   Other issues as needed including emergencies.

(6) SCRs and AOs should use the most cost-efficient mode of transportation available.

(7) Post-visit documentation should include any issues, decisions, and post-visit follow-ups.

1.4.12.2.3 (11-08-2023) **Incident and Emergency** **Management**	(1) The SCR leads the IRS emergency response to incidents affecting field offices and employees. Incidents may include inclement weather; power outages, or natural or human-made disasters. During an incident, the SCR evaluates health, safety, and security conditions to determine whether an office should be closed and for what duration.

1.4.12.2.3.1
(11-08-2023)
Incident Response Process

(1) The SCRs and AOs are part of the Incident Response process.

(2) Examples of incidents the SCR-CO organization has responded to include:

    a.   Hurricanes Harvey, Maria, Fiona, and Ian;
    b.   Superstorm Sandy;
    c.   Main IR Building Flood;
    d.   Main IR Fire;
    e.   California wildfires;
    f.   Austin Echelon building attack;
    g.   Kentucky Derecho and tornados;
    h.   Great Lakes Polar Vortex;
    i.   Alaska earthquake;
    j.   COVID-19 Pandemic.

(3) This consists of seven stages including the incident which include:

    a.   Incident;
    b.   Response;
    c.   Stabilize;
    d.   Recover;
    e.   Restore;
    f.   Resume;
    g.   Normalize.

(4) There are four plans. These plans and owners are:

    a.   Occupant Emergency Plan (OEP) focuses on personnel and employee safety and are implemented immediately upon onset of an incident – developed by FMSS, and used by SCRs, AOs, and CRs;
    b.   Incident Management Plan (IMP) covers entire life cycle of incident – developed by SCR-CO:CO and used by all SCR-CO;
    c.   Continuity Plan (CP) used to Recover, Restore, Resume and Normalize business operations – developed by Business Units using guidelines from SCR-CO:CO and focuses on Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs) for the MEFs;
    d.   Information Systems Contingency Plan (also called the Disaster Recovery Plan) used to Recover, Restore, Resume, and Normalize information technology system operations – developed and used by IT.

(5) SCRs and AOs as Incident Commanders are responsible for directing the coordination of plans during all stages of an incident. CO is responsible for enabling the Service to meet FEMA requirements for process recovery through the Incident Commander.

(6) Further Continuity information is found in all IRMs 10.6 *Continuity Operations*.

1.4.12.2.3.2
(11-08-2023)
Incident Commander

(1) The SCR is the designated Incident Commander (IC) for all emergency events affecting business operations, and as such has the responsibility for determining full or partial office closures and length of closures as well as being the final decision maker and directing all national and local activities related to the emergency event. The SCR/IC leads and directs the response, stabilization, devolution, and reconstitution activities through the Incident Management Team

(IMT) for all IRS emergency events and resumption activities. The SCR/IC directs all response and resumption activities through a suite of plans that include the Occupant Emergency Plan (OEP), Incident Management Plan (IMP), Business Unit Continuity Plans (CPs), and Information Systems Contingency Plan (ISCP).

a. The agreement for the SCRs to handle large scale incidents at the campuses is: *Campus Mgmt Implementation Memo-Signed Oct2020. pdfMemorandum for Field Senior Commissioner's Representatives Wage and Investment Campus Stakeholders dated October 20, 2020.*

(2) When a significant and/or large scale incident occurs at a campus, the Campus SCR will contact the local Field SCR to initiate an IMT.

(3) Potential triggers for the formation of an IMT include:

a. Incident impacting mission essential functions or business capabilities;
b. Interruption of telephone or data service;
c. Interruption to Information Systems and Applications;
d. Incident causes physical damage;
e. Incident indirectly affects facility access;
f. Impending or unexpected regional disaster (i.e., blackout, hurricane, tornado);
g. External incident (i.e., hazmat substances, terrorist activity, Active Shooter).

(4) The IC acts on behalf of the Commissioner/Deputy Commissioners in the local leadership of an emergency event. The role of IC reduces the burden on the business units, allowing them to focus on their business unit resumption and business continuity responsibilities. The IC ensures:

a. Restoration and resumption of normal business operations;
b. Damage assessment and facility readiness;
c. Documentation of events including writing an After Action Report if required;
d. Employee accountability;
e. Internal and external communications;
f. Briefings to Senior Executive Team (SET), Department of the Treasury, Office of Personnel Management, and other government officials as necessary.

(5) In addition to being IC in their own areas, the SCR is available to serve in IMT roles for other SCR areas and campuses for large scale incidents. AOs support the IC in a variety of roles and are available to support other SCR areas as needed.

(6) In an office with no on-site SCR, the initial IC is the CR or ACR. The IC role transitions to the SCR as soon as the SCR can take control of the event. In some instances, the SCR may not arrive on site but will take command of an incident remotely.

1.4.12.2.3.3
(11-08-2023)
Office Closing Decisions

(1) Delegation Order 6-7 (formerly DO-258), IRM 1.2.2.7.6 *Temporary Office Closures Due to Inclement Weather, Imminent Health and Safety Issues, or Other Emergency Situations* authorizes the SCRs to:

a. Evacuate employees;

      b.   Close offices due to inclement weather, imminent health and safety issues, or other emergencies;

      c.   Dismiss employees from duty without charge to leave or loss of pay for short periods in accordance with IRM 1.2.2.7.6 *Temporary Office Closures Due to Inclement Weather, Imminent Health and Safety Issues, or Other Emergency Situations.*

(2)   During an emergency event, the SCR assesses information from the CR, ACR, AO, and other sources as appropriate. Based on this information, the SCR may decide to close, delay opening, or dismiss employees early.

(3)   Reasons for closures include:

      a.   Inclement weather conditions (snow/ice, hurricanes, etc.);

      b.   Building imminent health and safety issues (hazardous material (HAZMAT) incidents, air quality, infectious disease, etc.), and perimeter security conditions (protests, demonstrations, etc.);

      c.   Other facility conditions (flooding, no electricity, no heat/air conditioning, etc.) or;

      d.   State and/or local officials request the people not travel and/or other community impact (major mass transit disruptions, local infrastructure issues, etc.).

Note: When events also affect local Campus operations and/or nearby federal agencies, the SCR consults with the Campus SCR, FEBs, and/or other agency leadership for consistency in decision-making. In the National Capital Region, the Office of Personnel Management makes office closing decisions affecting all federal offices.

(4)   The SCR ensures timely decisions and prompt communications to all affected employees, emergency stakeholders, and NTEU when making an office-closing decision.

      a.   Under the direction of the SCR, the AO works with CRs, Operations Support service providers, National Treasury Employees Union (NTEU), and other agencies during emergency management activities;

      b.   The AO will prepare communications for employees, remote managers, and leadership through the current IRS notification systems. This may include AtHoc, the IRS Emergency Hotline, or other systems as needed. The AO will also prepare the SAMC report.

(5)   See IRS Dismissal and Closure Procedures in the IRS Source for latest guidance.

1.4.12.2.3.4
(11-08-2023)
Facility Security Committees (Designated Officials)

(1)   The Facility Security Committee (FSC) is the committee responsible for addressing facility-specific security issues and approving the implementation of protective measures and practices. For facilities with two or more federal tenants with funding authority, an FSC will be established to make security decisions for the facility. At those federal facilities where IRS is the primary or lead agency as determined by the Interagency Security Committee Standards, the highest-ranking IRS official at the site, typically the SCR, higher graded AO or the SCR designee, will serve as the DO.

(2) The DO is responsible for the development of the building OEP and is typically the Chair of the FSC. The DO directs emergency activities (evacuations, shelter-in-place, etc.) for that facility and shares communications with other agency heads regarding emergency management/ FSC related activities.

   a. When the IRS holds the DO position, the DO will work with FMSS in the development of the building OEP and in the OEP training for all building occupants;
   b. The FSC member (SCR, higher graded AO or designee) will consult with FMSS regarding all security proposals prior to voting.

(3) Documents must be maintained by FSCs for ISC requirements and audit purposes:

   a. SCRs must maintain records such as minutes of meetings, attendees, voting decisions, and ISC training certificates on SCR-CO SharePoint site;
   b. The Nationwide Central Repository is maintained by FMSS and will house the essential documentation of the FSC. All queries shall be directed to the local SCR.

(4) Each SCR and AO must complete these courses to participate as voting members in the FSCs:

   a. IS-1170: Introduction to the Interagency Security Committee (ISC) *https://training.fema.gov/is/courseoverview.aspx?code=IS-1170*;
   b. IS-1171: Overview of Interagency Security Committee (ISC) Publications *https://training.fema.gov/is/courseoverview.aspx?code=IS-1171*;
   c. IS-1172: The Risk Management Process for Federal Facilities: Facility Security Level (FSL) Determination*https://training.fema.gov/is/courseoverview.aspx?code=IS-1172*;
   d. IS-1173: Levels of Protection (LOP) and Application of the Design-Basis Threat (DBT) Report *https://training.fema.gov/is/courseoverview.aspx?code=IS-1173*;
   e. IS-1174: Facility Security Committees *https://training.fema.gov/is/courseoverview.aspx?code=IS-1174*.

Note: In lieu of the five courses people can take this instead: ISC Risk Management Process and Facility Security Committee Virtual Instructor-Led Training from the current course schedule.

(5) Frequency of meetings should be in accordance with Interagency Security Committee guidelines.

1.4.12.2.3.5
(11-08-2023)
Training and Exercises

(1) The SCR in cooperation with Continuity of Operations and FMSS participates in exercises and training activities to ensure agency readiness in the event of a large-scale emergency.

(2) Participates in personnel preparedness in the event of a local emergency or imminent safety/health risk.

(3) These exercises and training activities include:

   a. **Integrated Functional Exercises (IFE)**: SCRs and Continuity of Operations collaborate in conducting IFEs, including communications and logistical arrangements;

    b. **Incident Management Workshop for IMT readiness:** SCRs appoint IMT members including command staff and general staff and ensure they understand their roles, including possible deployment at any time. SCRs/ AOs conduct annual calling tree exercises for all IMTs and Local Continuity Representatives (LCRs) to ensure current contact information;

    c. **OEP Exercises and Drills:** When the SCRs are the Designated Official and/or Chair of the FSC, the SCR Organization will ensure the OEP Exercises or Drills occur. In all other situations the SCRs will support FMSS in the OEP Exercises. FMSS has responsibility for creating, maintaining, and updating OEPs. See IRM 10.2.9.1 *Occupant Emergency Planning* for more information;

    d. Other training opportunities as they occur.

(4) All IFEs and IMT Workshops may be conducted either in person or virtually. Attendees will receive credit in Integrated Talent Management (ITM):

    a. Integrated Functional Exercise (face-to-face) - 55708:
    b. Integrated Functional Exercise (virtual) - 55710;
    c. Incident Management Workshop (face-to-face) - 55712:
    d. Incident Management Workshop (virtual) - 55715.

(5) Other IFE-related training is conducted by Continuity of Operations. See IRM 10.6.3 *Test and Exercise Requirements*.

1.4.12.2.3.6
(11-08-2023)
Special Issues

(1) The SCR may face individual situations regarding incident management.

(2) The Service maintains Alternate Work Location policies (such as Telework, Home-as-POD, and Remote Work). SCRs will maintain appropriate communications and notifications when their area is affected. See IRM 6.800.2 *IRS Telework Program* and IRM 6.630 **Absence and Leave** for more information.

    a. Employee Accountability during an incident will be for all employees in the geographic area including employees on travel status if identified by AtHoc
    b. Building specific information will be distributed to employees whose POD is in the building;
    c. Other general information will be distributed to all employees in the SCR area.

(3) Other Reasonable Accommodation:

    a. SCRs do not have primary responsibility in responding to or facilitating Reasonable Accommodations, however, SCRs, AOs, and CRs should be aware during any emergency related event in their PODs;
    b. See IRM 1.20.2 *Providing Reasonable Accommodation for Individuals with Disabilities*.

(4) Contractors with staff-like access:

    a. See IRM 10.23.2 *Personnel Security, Contractor Investigations* for details about employee-like issues and procurement responsibilities. Examples of contractors with staff-like access include mail room employees working full time at a POD, or IT computer specialists. The responsibility for the safety and security of these contractors are divided between the Service and their contracting organization.

1.4.12.2.4
(08-13-2018)
SCR Role in Labor Relations

(1)   The SCR is the lead management official in a geographic area responsible for bargaining with NTEU as well as handling cross-functional institutional grievances and unfair labor practice (ULP) filings. The SCR is involved in:

    a.   Grievances;
    b.   Mandatory meetings;
    c.   Modified National Bargaining.

1.4.12.2.4.1
(11-08-2023)
Grievances

(1)   The *2022 National Agreement* (NA) directs local NTEU to file mass grievances with a business unit executive with employees covered by the grievance. Mass grievances related to cross-functional (more than one business unit) matters are usually delegated by the executive to the SCR to handle the grievance including serving as the decision maker for arbitration settlement agreements. The SCR works with Labor Relations and the program owner, reviews the NTEU position and issues decision and implementation instructions.

(2)   Grievance types:

    a.   Mass grievances: A Business Unit executive may designate the SCR to handle mass grievances based on cross-functional issues;
    b.   Institutional grievances: A grievance that involves more than one Division in a particular SCR area will be filed with the SCR with jurisdiction over the area within which the grievance arose.

1.4.12.2.4.2
(11-08-2023)
Local Committees Established by the National Agreement

(1)   Management and NTEU recognize that the entrance into formal agreement with each other is an act of joint participation and the success of a labor-management relationship is further assured if a forum is available and used to communicate with each other. The NA provides for local committees for the purpose of:

    a.   Building strong relationships between key leaders of each party;
    b.   Exchanging information and receiving pre-decisional input;
    c.   Discussing matters of concern in the broad areas of personnel policies, practices, and working conditions ;and
    d.   Attempting to resolve problems informally in lieu of more protracted and costly negotiations or grievance proceedings.

(2)   The SCR is the designated management leader to oversee NA-mandated local committees. The SCR duties include:

    a.   Chairing or co-chairing (with NTEU) the required meetings;
    b.   Serving as the management spokesperson or ensuring the appropriate business unit representative is available to address the issues raised;
    c.   Ensuring all contractual provisions related to the committees are executed; and
    d.   Elevating appropriate issues from the local committees to Headquarters Business Unit level and HCO, Office of HR Operations, Labor Relations Strategy & Negotiations (LRSN).

(3)   Types, Roles, and Responsibilities:

    a.   Labor-Management Relations Committee (LMRC): The SCR provides management leadership and oversight for the LMRC, obtains participation by subject matter experts and business unit representatives,

approves agenda items, coordinates with the LRSN, ensures completion
of outstanding agenda items, and updates committee members;

b.   Diversity and EEO Advisory Committee (DEEOAC): The SCR provides
management oversight and leadership to the committee, solicits business
unit members, appoints management committee members, and issues
local communications;

c.   Safety Advisory Committee (SAC): The SCR provides management
oversight and leadership to the committee, solicits business unit
members, appoints management committee members, and reviews
requests to issue local communications/programs.

> ***Note:*** At local discretion and by mutual agreement, one or more of these
> groups may be merged into the LMRC.

| 1.4.12.2.4.3
(11-08-2023)
Modified National Bargaining with Local Involvement | (1) All negotiations occur at the national level. However, to provide for more efficient and effective negotiations, the parties may agree to local involvement. |

(2)   The SCR is the lead management official in a geographic area responsible for
bargaining with NTEU in matters affecting more than one business unit. These
may include:

a.   Involuntary directed reassignments or realignments (due to minor
changes to space and furniture);
b.   Changes involving space, leases, parking or furniture;
c.   Changes in working conditions: negotiable issues not resolved by
national representative designees as outlined in the NA, Article 47,
changes to work procedures, reorganizations, building security and
building access, and other issues agreed to by the national parties.

1.4.12.2.5
(11-08-2023)
External Representational Duties and Interagency Matters

(1)   As Head of Office, the SCR is the lead management official representing IRS
and maintaining relationships with other local federal agencies in their
assigned geographic area. The SCR represents local IRS offices on a variety
of local federal boards, committees, and at multi-agency activities:

a.   **Federal Executive Boards (FEB), Federal Executive Associations
(FEA), and other federal community meetings and events**: The SCR
may serve as Chair, Vice-Chair and/or member of the FEB or FEA. The
SCR leads IRS executives and managers in required actions to
implement FEB/FEA policies and decisions. The SCR may solicit volun-
teers from the business units for assistance with FEB sponsored events
(example: Public Service Recognition Week (PSRW);
b.   **Combined Federal Campaign (CFC)**: The SCR is the IRS Head of
Office representing IRS in local campaigns and solicits resources to
serve as loaned executives and/or keyworkers, and may participate in a
variety of roles in the Local Federal Coordinating Committee (LFCC);
c.   **GAO and TIGTA Audits**: The SCR is the local point-of-contact to coordi-
nate logistics and communications when Government Accountability
Office (GAO) or Treasury Inspector General for Tax Administration
(TIGTA) are conducting cross-functional or cross-organizational audits at
IRS field offices where SCR-CO is the lead for the audit.

1.4.12.2.6
(11-08-2023)
Issue Resolution Authority

(1) The authority to make the final decision on local cross-functional administrative matters has been designated to the SCR. The SCR is the:

    a. Lead management negotiator for cross-functional activities such as space projects. The SCR plays a key role with the implementation of projects through both formal and informal negotiations;

    b. IRS leader responsible for hearing and making final decisions on cross-functional institutional grievances, and may be delegated to hear cross-functional mass grievances on behalf of the executive who received the grievance;

    c. Facilitator or mediator to resolve local cross-functional challenges between business units. The SCR has final decision authority;

    d. Official point of contact for executives and management seeking help with problem resolution on local cross-functional administrative matters.

1.4.12.2.7
(11-08-2023)
Liaison for Commissioner or Dignitary Visits and Virtual Town Halls

(1) The SCR is the Head of Office and lead management official in their geographic area engaged with local executives, dignitaries, and points-of-contact for dignitary visits. The SCR leads local logistical arrangements working directly with contacts on the Commissioner's Chief of Staff; Deputy Commissioner Services & Enforcement/Deputy Commissioner Operations Support (DCOS/DCSE) staff; Treasury Secretary staff; IRS Oversight Board members; Senators and Representatives (Congress); and foreign tax officials.

(2) The SCR is responsible for the local coordination and communications for Commissioner/Deputy Commissioner visits to any PODs in the SCR's geographical area. The SCR works with the Office of the Commissioner to plan these visits. The SCR organizes all logistics, which may include:

    a. Scheduling meetings and town halls with employees, managers, executives, and NTEU;

    b. Organizing focus groups;

    c. Preparing a briefing document;

    d. Arranging tours;

    e. Assisting business units with coordinating special presentations;

    f. Developing the itinerary;

    g. Issuing all-employee communications; and

    h. Escorting the Commissioner/Deputy Commissioners during their visit.

Note: The SCR also works with the Office of the Commissioner in coordinating virtual town halls with employees and managers.

(3) The SCR will support the business units, as needed and requested, when dignitaries visit.

1.4.12.2.8
(08-13-2018)
Community or Customer Support

(1) The SCR is responsible for various workplace activities and initiatives, including outreach and education to employees, and acting as liaison to other Operations Support Functions.

(2) The SCR promotes a sense of IRS community by coordinating local community events. Examples: Public Service Recognition Week (PSRW), Geographic Leadership Community (GLC), Combined Federal Campaign (CFC), Feds Feed Families (FFF).

(3) Each SCR works with managers and executives in their geographic area to coordinate delegated responsibilities and collateral duties, as necessary. Examples: CRs, ACRs, OEP team members, Automated External Defibrillator (AED) responders, CFC Coordinators, and CFC key workers.

1.4.12.2.8.1
(11-08-2023)
Customer Outreach and
Education

(1) The SCR conducts outreach presentations through various forums, to share information on a wide variety of issues affecting employees at the local level. Presentations may be conducted in person or virtually.

(2) These forums include:

    a.   New hire orientations;
    b.   Fix-it days;
    c.   Community events;
    d.   Employee appreciation events;
    e.   GLC;
    f.   Town hall meetings;
    g.   Horizontal communication meetings;
    h.   SharePoint sites;
    i.   CFC.

(3) The SCR helps coordinate the implementation of national initiatives in the field. Examples: HSPD-12, Real ID Act, and AtHoc.

1.4.12.2.8.2
(11-08-2023)
Operations Support
Liaison

(1) The SCR is the liaison for customers and a mediator/facilitator for all Operations Support functions.

(2) As needed activities include:

    a.   Reviewing and assisting with the development and sharing of communications for service providers;
    b.   Help Solicit volunteers for service provider programs such as Safety, OEP, and AED;
    c.   Following up on unresolved tickets for customers;

(3) Reviewing and updating of the Commuting Area Document for HCO annually.

(4) The SCR participates in team meetings for cross-functional issues such as space reduction projects.

(5) The SCR facilitates and secures the support of local business units to resolve issues.

(6) The SCR provides feedback to service provider leadership on customer reaction and/or reception to programs.

(7) The SCR provides on-site delivery of miscellaneous OS programs where the program owner is not located and where SCR staff is on-site.

| 1.4.12.2.8.3
(11-08-2023)
**Horizontal
Communications** | (1) | SCR leads meeting with managers to: |

        a.   Share projects and initiatives;
        b.   Collect information on Strategic Plan priorities;
        c.   Discuss administrative hurdles that impede forward progress;
        d.   Share accomplishments within the various business units served;
        e.   Promote an enhanced sense of community within posts of duty.

(2)   Attendance is documented for each meeting and results compiled for SCR-CO:FO measures.

(3)   Surveys are to be distributed to all participants at each meeting.

(4)   Minutes are maintained by the SCR.

1.4.12.2.8.4
(11-08-2023)
Geographic Leadership
Community (GLC)

(1)   Each SCR serves on the local GLC sponsoring leadership groups.

(2)   GLC is an internal IRS network of leaders and aspiring leaders across business lines connected by locality. They offer opportunities for their members to connect, learn and grow by hosting events/activities focused on engagement, leadership development and community building.

1.4.12.2.9
(11-08-2023)
SCRs, Commissioner's
Representatives (CRs),
and Alternate
Commissioner's
Representatives (ACRs)

(1)   The SCR solicits and appoints CRs and ACRs for every POD. The SCR provides overall support and minimizes administrative burden on the CR/ACR by:

        a.   Providing training for each new CR/ACR;
        b.   Holding annual refresher training for experienced CRs/ACRs;
        c.   Ensuring employees, managers, and OS service providers do not assign non-emergency duties to the CRs;

            Note: If this occurs, the CR/ACR should contact the SCR staff.

        d.   Assuming responsibility for resolving unusual/difficult issues;
        e.   Delegating incident management communication to the AO, including updating the AtHoc and/or IRS Emergency Hotline; preparing communications for employees, remote managers, and leadership; and submitting the Situation Awareness Management Center (SAMC) report.

(2)   The CR/ACR position is typically a voluntary collateral assignment held by the most senior manager/management official or non-manager in locations without on-site managers. If there are no volunteers the SCR will appoint a CR/ACR. Selections are made with the agreement of the CR's/ACR's business unit (next level approval). There are no specific terms of assignment as CR/ACR, but all on-site business units should share in this collateral responsibility. CI Special Agents, if available, should be first choice. In addition, the SCR should keep in mind candidate suitability for the roles listed in IRM 1.4.12.3 **Roles of the CRs and ACRs**.

(3)   Due to the number of PODs in a geographical SCR area, the AO is the CRs primary liaison with the SCR. When an AO is on-site, the SCR may designate the AO as the CR.

(4)   Campus SCRs retain the SCR title and associated responsibilities for all campus incidents except when an IMT is activated, at which time the Field SCR becomes Incident Commander (IC). During implementation of an IMT the

Campus SCR relinquishes the IC role and resumes their Director responsibilities during the event as defined by their BU's Continuity Plan.

1.4.12.3 (11-08-2023) **Roles of the CRs and ACRs**	(1) CRs are responsible for protecting the safety and security of employees in their POD. Their main function is emergency management. Using the OEP they respond to, and manage, incidents until the SCR can take command.

(2) If the CR or ACR is not immediately available, an acting CR will perform CR duties. Usually, actors are designated by the CR, but in an emergency may be designated by the SCR.

(3) CRs also serve a communications role by relaying information to the SCR (typically through the AO) regarding local issues such as inclement weather or power outages to ensure appropriate action can be taken.

(4) CRs should never risk injury or death as part of their duties. For example, responding to intrusion alarms is the responsibility of either the Federal Protective Service or local law enforcement, NOT the CR. If there is any uncertainty the CR should contact the SCR.

1.4.12.3.1 (08-13-2018) **Initial Incident Commander**	(1) The CR is the initial Incident Commander (IC) and local point of contact for emergencies that affect their assigned office. These incidents can include inclement weather, imminent threats to employee safety, health, and security, or adverse impact to the facility (power outage, floods, fire, etc.). As the initial IC, the CR:

a. Provides leadership in an emergency;
b. Makes decisions that ensure employee safety using the OEP;
c. Contacts the SCR for guidance as soon as feasible;
d. Transitions the IC role to the SCR as soon as the SCR can take control of the incident.

Note: In some instances, the SCR may not arrive on site but will take command of an incident remotely.

1.4.12.3.2 (11-08-2023) **Office Closures**	(1) The CR is responsible for advising the SCR or AO when local conditions may affect IRS office operating status. These conditions can include severe weather, power or HVAC outages, and activity at or near the POD (protests, criminal activity). Typically, the CR is the initial source of information about incidents affecting their POD. Timely, thorough, and accurate input from the CR is critical.

(2) For weather related issues, the CR may provide information on local weather, road conditions, and operating status of other government offices. The CR uses a variety of resources including local media, weather-related web sites, contacts at nearby federal agencies, and recommendations from local FEBs (if available).

(3) The CR is expected to consult with the SCR on all incidents. However, per Delegation Order 6-7, if imminent health and safety issues exist at their assigned POD, the CR has the authority to evacuate employees, and if necessary, close the office not to exceed one workday, in accordance with applicable statutes, executive orders, regulations, and policies.

(4) Once the SCR makes a decision to close an office, the AO will prepare communications for employees, remote managers, and leadership through the current IRS notification systems. This may include AtHoc, the IRS Emergency Hotline, or other systems as needed. The AO will also prepare the SAMC report.

(5) HaP and Remote employees will receive relevant notifications. See IRM 10.6.7 *Emergency Notification System (AtHoc)* for more details.

1.4.12.3.3
(11-08-2023)
Occupant Emergency Plan (OEP)

(1) FMSS has responsibility for creating, maintaining, and updating OEPs. See IRM 10.2.9, **Occupant Emergency Program** for more information.

(2) An OEP provides emergency procedures for the protection of life and property in a specific POD. It includes emergency contacts and lists responsibilities for all POD employees during an emergency. An OEP provides guidance and direction in case of a fire, a weather emergency, a HAZMAT event, a bomb threat, active shooter, and other emergencies that might occur.

(3) In an incident the CR is responsible for activating the OEP. The CR also activates the OEP when leading drills at their POD, including evacuation and shelter in place drills.

(4) The CR must maintain a copy of the OEP for their POD and notify FMSS and the AO when there are changes in contact information.

1.4.12.4
(11-08-2023)
Federal Emergency Response Official (FERO)

(1) Federal Emergency Response Official (FERO) is the designation of emergency officials on the Smart ID badge.

(2) This allows designated employees access to the facilities during an emergency, both with building personnel and local law enforcement officers.

(3) The ID card has "Critical Operations" at the top and a red bar with **Emergency Response Official** at the bottom.

(4) The SCRs and AOs should receive this designation.

(5) See IRM 10.2.5 *Identification Media* for further information.