DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CEHR-E (690-500) 7 July 1998

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Programs and Project Manager Positions

1. References:

a. Memorandum, CEHR-E, 30 June 1993, subject: Position Classification Guidance for Project Management Positions.

b. Memorandum, CEHR-E, 20 April 1995, subject: Position Classification Guidance for Project Management Positions.

c. Memorandum, CEHR-E, dated 20 March 1998, subject: Deputy for Programs and Project Management Positions.

2. Reference a provided model job descriptions for project manager positions at the GS-801-12 and GS-801-13 levels. Reference b clarified that it was not the intent for all project managers to be engineers and provided examples of other series that might be appropriate. Reference c provided revised standard job descriptions classified to the GS-340 series along with standard knowledges, skills, and abilities required to perform the position of Deputy for Programs and Project Management/Chief, Programs and Project Management Division. The GS-340 series will be used for supervisory positions at the MSC and district levels, but cannot be used for nonsupervisory positions at those levels.

3. The great majority of project manager positions at district level are classified as engineers; however, experience has demonstrated that a broader mix of knowledges enhances the effectiveness of the project management function. A broad knowledge of management, coupled with a technical knowledge of USACE projects, is required. With the implementation of new project manager business practices as identified in ER 5-1-11, we must assure that USACE has the "best and brightest" in district project manager positions. Two or more job descriptions should be prepared for each position. One of these descriptions would be classified as interdisciplinary in professional occupational series corresponding to the nature of the project. The other descriptions would be classified to individual nonprofessional series, also related to the project. To assist with this endeavor, a list of series which should be considered when classifying these positions as interdisciplinary is provided at enclosure 1. A second list of series which can be used on single discipline job descriptions is at enclosure 2. Two sample interdisciplinary job descriptions are also provided at enclosures 3 and 4 to serve as guides when

developing job descriptions locally. At enclosure 5 is an example of a description at the interdisciplinary GS 12 level. Evaluation statements for both GS-12 and GS-13 project managers are at enclosures 6 and 7.

4. Similarly, the great majority of program management positions in MSC Programs Management Directorates (PMD) are classified as engineers. A broad knowledge of management coupled with a technical knowledge of USACE projects and funding sources is also required at the MSC level. To accomplish this, supervisory PMD positions at the GS-14 and GS-15 levels should be classified to the GS-340 series. Other program manager positions, including nonsupervisory GS-14 positions, should be classified as interdisciplinary, using not more than 10 to 12 of the occupational series at enclosure 1, and to individual series selected from those at enclosure 2. This will require that two or more job descriptions be prepared for each position.

5. Point of contact for this action is Monroe A. Major, telephone 202-761-0331.

7 Encls
as

JOE N. BALLARD
Lieutenant General, USA
Commanding

SERIES WHICH CAN BE USED

INTERDISCIPLINARY

GS-101, Social Scientist
GS-110, Economist
GS-150, Geography
GS-193, Archeologist
GS-401, Biologist
GS-460, Forestry
GS-480, Fish & Wildlife Administration
GS-482, Fishery Biologist
GS-486, Wildlife Biologist
GS-801, General Engineer
GS-807, Landscape Architect
GS-808, Architect
GS-810, Civil Engineer
GS-819, Environmental Engineer
GS-830, Mechanical Engineer
GS-850, Electrical Engineer
GS-896, Industrial Engineer
GS-1301, Physical Scientist
GS-1315, Hydrologist
GS-1320, Chemist
GS-1350. Geologist

SERIES WHICH CAN BE USED

NOT INTERDISCIPLINARY

GS-020, Community Planning
GS-023, Outdoor Recreation Planning
GS-025, Park Ranger
GS-028, Environmental Protection Specialist
GS-1008, Interior Designer
GS-1170, Realtor

Enclosure 2

CITATION TO APPLICABLE STANDARD

OPM PCS, GS-810, Part IV, Jun 66

Programs and Project Mgmt Div
Environmental Project Mgmt Br

Interdisciplinary
GS-xxx-13

FLSA Exempt

SUPERVISORY CONTROLS

Works under the direction of the Chief, Environmental Project Management Branch who provides very general supervision. Incumbent is fully responsible for assigned functional program and projects, referring to the supervisor only those matters impacting projects outside the employee's jurisdiction, requiring higher level intervention, requiring policy formulation, or matters likely to generate significant interest or controversy. Work is reviewed for achievement of results.

MAJOR DUTIES

The incumbent is responsible for managing the efficient and effective coordination and accomplishment of the planning, scoping, design, construction, and direction of major projects to support a specific functional program (i.e., Department of Energy, Air Force, Formerly Used Defense Sites, Army, etc). Applies an extensive knowledge of management concepts, principles, methods and practices as well as knowledge of methods, practices, and processes of engineering and science disciplines necessary for assessment and remediation of complex environmental restoration sites. The position requires a broad technical background and experience in various functions; a full and in-depth understanding of the Corps of Engineers' procedures and authorization and appropriation processes; and a strong management background. The incumbent is required to integrate customer requirements and participation into a comprehensive management and regulatory plan that is fully coordinated with all contributing agencies and organizations including various functional elements within the district, establishing responsibilities and setting expectations; controlling and managing assigned project's budget and schedule, assuring the District commitments to the customer and regulator are met; and serving as the district's primary point of contact for customer and other external agencies on assigned projects.

1. Project Management.

Serves as Project Manager, responsible for the overall management, control, coordination and execution of assigned programs and projects. Implements corporate decisions, guidance, laws, regulations, and policy in the development of the project and intermediate products in support of the program. Negotiates and integrates all district functions (i.e., planning, design, cost engineering, construction, real estate, contracting, etc.), customer needs, regulatory requirements and other agencies' commitments in support of assigned projects into a comprehensive management plan. Within this plan, integrates project scope and criteria, schedules and milestones, budgets, and responsibilities of the participating parties, assumptions and risks, contingencies, and performance measurement criteria. Responsible for obtaining and maintaining the district corporate commitment to the management plan. Participates in district programming decisions affecting long and short range courses of action for assigned projects. Provides input to the district operating budget related to projects assigned.

2. Coordinates the planning, design, cost engineering, construction, and environmental considerations, etc., for environmental restoration projects of considerable scope and complexity as measured by their diversity, geographical area, management demands, technical intricacies, and public/regulatory issues. Projects managed are complicated by multiple local stakeholders; major technical issues; conflicting interests of Federal, state and local government agencies, business and industry groups, and private citizens; a variety of statutes and regulations; a high incidence requirement for special equipment, materials, design features; unique projects with special acquisition strategies, or close agency scrutiny because of size and economic implications and top-level approvals required. Typical environmental project assignments include heavy metal sediment stabilization, hazardous landfill closure, bioremediation, groundwater extraction and treatment, vapor extraction, soil washing, incineration and assessment of sites containing explosive waste, fuel related contaminants, heavy metals, semi-volatile and volatile, and radiological waste.

3. Controls and manages project milestones and budgets from preliminary assessments through remediation and initial operations. Allocates project funds to district elements, consistent with progress attained, and measures and monitors performance to assure commitments of all parties are being maintained. Reviews and analyzes cost reports to assure charges are authorized and appropriate; identifies unauthorized charges and assures corrective actions are taken for the ultimate disposition of inappropriate charges. Reviews project progress, measuring performance and taking necessary corrective actions to maintain agreed upon schedule and cost. Based on performance trends, forecasts schedule, budget, manpower, or quality problems and ensures proper resolution of issues raised. Reconciles sponsor/customer concerns, assuring that all participating parties are informed of project progress, issues and impacts. Reviews and approves, within authorities provided, project cost and schedule changes. Endorses all products produced in support of the project, and has the authority and responsibility to challenge those products. Manages project contingency funds to ensure efficient and effective utilization. Provides status reports on projects assigned (progress, issues and trends) to the district corporate leadership (Project Review Board).

4. Represents the District Commander, serving as the district's primary point of contact for projects assigned with customer, Federal, state and local government agencies, Congressional interests, other external organizations and higher authorities. Responsible for keeping the customer fully informed of project progress, issues and their resolution, and any impacts on costs. Assures that customer or other agencies' participation in the project is in accordance with the agreed upon management plan, that customer commitments including cash payments and in-kind services are being maintained, and that customer fiscal status remains secure and in accordance with established policies. Assures early identification of customer problems or issues and facilitates the resolution of identified problems or issues in the most appropriate manner. Responsible for the development of all required customer and Corps of Engineers agreements, leading the negotiation of such agreements on the part of the Corps of Engineers.

Performs other duties as assigned.

This is an interdisciplinary position classifiable to no more than 10 to 12 series selected from the attached list.

SERIES WHICH CAN BE USED

INTERDISCIPLINARY

GS-101, Social Scientist
GS-110, Economist
GS-150, Geography
GS-193, Archeologist
GS-401, Biologist
GS-460, Forestry
GS-480, Fish & Wildlife Administration
GS-482, Fishery Biologist
GS-486, Wildlife Biologist
GS-801, General Engineer
GS-807, Landscape Architect
GS-808, Architect
GS-810, Civil Engineer
GS-819, Environmental Engineer
GS-830, Mechanical Engineer
GS-850, Electrical Engineer
GS-896, Industrial Engineer
GS-1301, Physical Scientist
GS-1315, Hydrologist
GS-1320, Chemist
GS-1350. Geologist

CITATION TO STANDARD
OPM PCS, GS-810, Part IV, Jun 1966

Programs and Project Management Div.
Civil Project Management Branch

Interdisciplinary
GS-xxx-13

FLSA Exempt

SUPERVISORY CONTROLS

Works under the very general direction of the Deputy for Programs and Project Management, who assigns work in general terms of overall objectives and results desired. The incumbent is expected to plan and execute the work under changing project management parameters. Clears, through supervisor or Project Review Board, plans or decisions to take short-cuts or to make compromises considered risky or extreme within the context of standard guides, precedents and techniques. Independently initiates project directives, reports, conferences, etc., and represents the organization in negotiations with the client, states, municipal authorities, interested parties, and local governments. Work is reviewed for the attainment of organizational goals and project results.

MAJOR DUTIES

Provides expert project management for projects of high dollar value ($100 to over $200 million in total cost) of national priority, of environmental sensitivity, of extraordinary urgency, or having similar requirements. Assures the efficient, effective, and timely accomplishment and coordination of the planning, design and construction phases. Prepares, presents and testifies on behalf of the District before state and local governments, contractors, other agencies, and Congress. In addition, coordinates the preparation of the project budget; the preparation of various cost, milestone, and management reports; and the staffing of internal and external reviews. Is the district's primary point of contact with the local sponsor throughout the projects' life.

1. Serves as the project manager. Reviews and evaluates the status of projects for attainment of objectives. Plans, programs and oversees cost and schedule execution of the planning, design, and construction of projects in coordination with the functional chiefs of each area to assure that the projects are completed within guidelines and objectives. Initiates, manages, administers and approves plans that translate project objectives into completed functional phases. Reviews and approves funding and manpower estimates to assure that there are sufficient resources to support project objectives. Reviews and approves operating plans and approaches, establishes overall project priorities, procedures, and short and long range goals. Reviews project criteria, construction progress, and contract modifications and conceives of and/or approves or processes the approval of major changes. Evaluates the status of projects against established milestones

and objectives by analyzing information presented and directs actions required to maintain established schedules and to assure the attainment of goals and objectives. Resolves highly difficult technical and administrative project problems, obtaining Project Review Board or supervisory approval, as required.

2. Represents the District when dealing with the local, state and municipal authorities for the project and is responsible for furnishing authoritative responses to project questions and issues. Speaks with the authority of the Deputy for Programs and Project Management at conferences and with the press on all issues including those of a critical or controversial nature arising during the life of the project.

3. Participates, with key district personnel, in defining project goals and in preparing a master plan for accomplishment. Makes major plans and programing decisions that effect long and short range courses of critical action for the projects. Serves as the authoritative source for decisions and guidance dealing with compromises and changes in project objectives. Implements overall project guidance and policy. Adapts and interprets policy to assure a uniform and balanced project within the framework of District policies, programs, and objectives. Assures that the projects incorporate the most advanced science and technology and that they are structured, staffed and managed to be responsive to requirements. Establishes the technical framework and guidance for accomplishment of objectives within the District's in house and contractual capabilities.

Performs other duties as assigned.

This is an interdisciplinary position classifiable to no more than 10 to 12 series selected from the attached list.

SERIES WHICH CAN BE USED

INTERDISCIPLINARY

GS-101, Social Scientist
GS-110, Economist
GS-150, Geography
GS-193, Archeologist
GS-401, Biologist
GS-460, Forestry
GS-480, Fish & Wildlife Administration
GS-482, Fishery Biologist
GS-486, Wildlife Biologist
GS-801, General Engineer
GS-807, Landscape Architect
GS-808, Architect
GS-810, Civil Engineer

GS-819, Environmental Engineer
GS-830, Mechanical Engineer
GS-850, Electrical Engineer
GS-896, Industrial Engineer
GS-1301, Physical Scientist
GS-1315, Hydrologist
GS-1320, Chemist
GS-1350. Geologist

CITATION TO APPLICABLE STANDARD

OPM PCS, GS-810, Part IV, Jun 66

Programs and Project Mgmt Div
Environmental Project Mgmt Br

Interdisciplinary
GS-xxx-12

FLSA Exempt

SUPERVISORY CONTROLS

Works under the direction of the Chief, Environmental Project Management Branch who provides very general supervision. Incumbent is fully responsible for assigned functional program and projects, referring to the supervisor only those matters impacting projects outside the employee's jurisdiction, requiring higher level intervention, requiring policy formulation, or matters likely to generate significant interest or controversy. Work is reviewed for achievement of results.

MAJOR DUTIES

The incumbent is responsible for managing the efficient and effective coordination and accomplishment of the planning, scoping, design, construction, and direction of projects to support a specific functional program (i.e., Department of Energy, Air Force, Formerly Used Defense Sites, Army, etc). Applies a knowledge of management concepts, principles, methods and practices as well as knowledge of methods, practices, and processes of disciplines necessary for assessment and remediation of environmental restoration sites. The position requires a broad technical background and experience in various functions; a full and in-depth understanding of the Corps of Engineers' procedures and authorization and appropriation processes; and a strong management background. The incumbent is required to integrate customer requirements and participation into a comprehensive management and regulatory plan that is fully coordinated with all contributing agencies and organizations including various functional elements within the district, establishing responsibilities and setting expectations; controlling and managing assigned projects' budget and schedule, assuring the District commitments to the customer and regulator are met; and serving as the district's primary point of contact for customer and other external agencies on assigned projects.

1. Project Management.

Serves as Project Manager, responsible for the overall management, control, coordination and execution of assigned programs and projects. Implements corporate decisions, guidance, laws, regulations, and policy in the development of the project and intermediate products in support of the program. Negotiates and integrates all district functions (i.e., planning, design, cost engineering, construction, real estate, contracting, etc.), customer needs, regulatory requirements and other agencies' commitments in support of assigned projects into a comprehensive management plan. Within this plan, integrates project scope and criteria, schedules and milestones, budgets, and responsibilities of the participating parties, assumptions and risks, contingencies, and performance measurement criteria. Responsible for obtaining and maintaining the district corporate commitment to the management plan. Participates in district programming decisions affecting long and short range courses of action for assigned projects. Provides input to the district operating budget related to projects assigned.

2. Coordinates the planning, design, cost engineering, construction, and environmental considerations, etc., for environmental restoration projects of normal scope and complexity as measured by their diversity, geographical area, management demands, technical intricacies, and public/regulatory issues. Projects managed are complicated by local stakeholder interests; technical issues; interests of Federal, state and local government agencies, business and industry groups, and private citizens; a variety of statutes and regulations; a requirement for some special equipment, materials, design features; and agency scrutiny. Typical environmental project assignments include heavy metal sediment stabilization, hazardous landfill closure, groundwater extraction and treatment, vapor extraction, soil washing, incineration and assessment of sites containing explosive waste, and fuel related contaminants.

3. Controls and manages project milestones and budgets from preliminary assessments through remediation and initial operations. Allocates project funds to district elements, consistent with progress attained, and measures and monitors performance to assure commitments of all parties are being maintained. Reviews and analyzes cost reports to assure charges are authorized and appropriate; identifies unauthorized charges and assures corrective actions are taken for the ultimate disposition of inappropriate charges. Reviews project progress, measuring performance and taking necessary corrective actions to maintain agreed upon schedule and cost. Based on performance trends, forecasts schedule, budget, manpower, or quality problems and ensures proper resolution of issues raised. Reconciles sponsor/customer concerns, assuring that all participating parties are informed of project progress, issues and impacts. Reviews and approves, within authorities provided, project cost and schedule changes. Endorses all products produced in support of the project, and has the authority and responsibility to challenge those products. Manages project contingency funds to ensure efficient and effective utilization. Provides status reports on projects assigned (progress, issues and trends) to the district corporate leadership (Project Review Board).

4. Represents the District Commander, serving as the district's primary point of contact for projects assigned with customer, Federal, state and local government agencies, Congressional

interests, other external organizations and higher authorities. Responsible for keeping the customer fully informed of project progress, issues and their resolution, and any impacts on costs. Assures that customer or other agencies' participation in the project is in accordance with the agreed upon management plan, that customer commitments including cash payments and in-kind services are being maintained, and that customer fiscal status remains secure and in accordance with established policies. Assures early identification of customer problems or issues and facilitates the resolution of identified problems or issues in the most appropriate manner. Responsible for the development of all required customer and Corps of Engineers agreements, leading the negotiation of such agreements on the part of the Corps of Engineers.

Performs other duties as assigned.

This is an interdisciplinary position classifiable to no more than 10 to 12 series selected from the attached list.

SERIES WHICH CAN BE USED

INTERDISCIPLINARY

GS-101, Social Scientist
GS-110, Economist
GS-150, Geography
GS-193, Archeologist
GS-401, Biologist
GS-460, Forestry
GS-480, Fish & Wildlife Administration
GS-482, Fishery Biologist
GS-486, Wildlife Biologist
GS-801, General Engineer
GS-807, Landscape Architect
GS-808, Architect
GS-810, Civil Engineer
GS-819, Environmental Engineer
GS-830, Mechanical Engineer
GS-850, Electrical Engineer
GS-896, Industrial Engineer
GS-1301, Physical Scientist
GS-1315, Hydrologist
GS-1320, Chemist
GS-1350. Geologist

EVALUATION STATEMENT
GS-13 PROJECT MANAGER

1. REFERENCE:

OPM PCS, Civil Engineering Series, GS-810, Part IV, June 1966.

2. GRADE DETERMINATION:

a. INTRODUCTION:

The project manager in the Corps of Engineers is responsible for managing the project from planning to completion. The Project Manager integrates all the processes and functions involved in the project, including planning, engineering, design, construction, and other technical functions. The position must coordinate actions and decisions with these elements, resolving conflicts and settling issues arising by dealing with technical managers who are responsible for their technical phase of the project. The PM is responsible for the overall quality of the project, assuring that the technical quality meets the expectations of the customer. In addition, the manager is responsible for assuring that the project meets schedule, cost and scope objectives established through negotiations with the customer and included in the Project Management Plan. This involves coordination and negotiation with customers and political entities affected by or affecting the project. The project manager allocates funds to all elements of the project and assures that costs do not exceed projected allocations. The PM is the primary point of contact between the District and external entities affected by the project. He manages through a matrix management process, controlling schedules and costs while individuals involved are supervised by their technical elements.

b. DETERMINATION OF STANDARD:

In absence of a directly applicable standard for measurement of matrix management, GS-810, Part IV is determined to be appropriate for comparison. The standard measures the job by three factors, scope and complexity of facilities, range of facilities engineering and level of responsibility. While the standard is written to apply to "constructed facilities", it is intended to measure positions "which may have responsibility pertaining to any or all phases of the engineering of facilities, such as the following: initiation of technical and economic feasibility studies, development of proposals for work and budget approval, planning and design, construction, and maintenance." Subject job, in performing the full range of project management, transcends these functions and can be measured by application of the standard with due consideration for those matrix management responsibilities not measured by the standard.

c. APPLICATION OF STANDARD:

Scope and Complexity of Facilities

(1) The scope and technological characteristics of the facilities

The facilities for which the project manager has responsibility are complicated by major technical engineering issues, representing a high incidence requirement for special equipment, materials, and design features. These include major training facilities, research facilities, medical centers/hospitals, power plants, national test facilities, or major locks and dams. For environmental projects, facilities may include heavy metal sediment stabilization, hazardous landfill closures, chemical waste containment, etc. These facilities meet and in some cases exceed those described at the GS-13 level in the standard in example 1, p. 62: "The facilities support a considerable variety of activities, and range from administration, barracks and service facilities to hospitals, laboratories, wind tunnels, airfields, and family housing with appurtenant community facilities." They also are characteristic of those at example 2, p. 63: "The projects included range from local protection works (such as levees and channel improvements) to major multiple purpose projects (usually including facilities for power production, flood control, navigation, water supply, fish and wildlife preservation and recreation)."

(2) Number and diversity of organizations involved

There is an extensive diversity/number of organizations involved in the management of projects. These include multiple local sponsors /customers, Federal, state and local government agencies, business and industry groups and private citizens. This extensive diversity/number clearly meets example 1 for the GS-13 level, p. 62 and example 2, p. 63.

(3) Range of jurisdictional control over facilities

The projects managed involve a complicated maze of jurisdictional controls with frequently conflicting interests of Federal, state and local government agencies which, for military projects, involve DOD components (Army, Air Force, Defense agencies) as well as component MACOMs and state/local government jurisdictions where the installation is located. Civil and environmental projects involve other Federal agencies (Energy, Interior, Agriculture, Transportation, Commerce, and others), a multitude of state/county/municipal and multi-county water control and/or conservation district customers/sponsors. These extensive jurisdictional relationships involving multiple sponsors/customers and/or extending over a considerable geographic area substantially meet examples 1 and 2 for the GS-13 level, p. 62-63: "..coordinates the program for planning, designing and constructing facilities for one of the military services in an area of several states" and "responsible for program development, control and conservation, in a watershed area covering portions of several states." Although some projects are within the boundaries of one state (i.e., California, Texas), the multitude of agency/county/local jurisdictional controls are significantly more extensive than an entire region of several states.

(4) Degree of urgency and/or public interest associated with projects or programs

Projects involve a high degree of urgency and public interest. Projects normally impact the local economy and frequently affect the economy of a sizeable geographic or population area. This urgency and interest requires the project manager to obtain the cooperation of other agencies and state/local government entities, frequently defend current schedules and funding and make decisions involving judgments based on significant experience. The nature of this urgency and public interest somewhat exceeds examples 1 and 2 at the GS-13 level pp. 62-63: "The engineer must provide guidance and information to, and obtain the cooperation of officials of the military agency served, a variety of governmental officials and groups in the states and localities that have jurisdiction over economic planning, land use, utilities operations and services in areas where facilities are located..." and "The engineer must consider and coordinate many elements relating to budget and funds requirements and availability of engineering resources."

Based on comparison to cited examples, Scope and Complexity of Facilities is determined to fully meet the GS-13 level.

Range of Facilities Engineering Activities Managed

The range of facilities engineering activities managed includes the phases of planning, developing, designing, constructing, and directing engineering projects of considerable scope and complicated by their diversity, geographical area, management demands, technical intricacies, and public issues. This range of activities clearly meets the GS-13 level as described in p. 61, "The GS-13 level is typified by full responsibility for development and/or coordination over a broad range of facilities engineering activities, covering a variety of complex facilities in a sizeable geographic area." Subject job substantially exceeds the description for the GS-12 level described at p. 59, in which the range of activities is limited to construction, "At the operating level of a construction agency, coordinates construction activities for a few large projects (such as for a multiple purpose dam, power plant, reservoir, and associated relocation and construction of utilities and community facilities) or for an extensive group of smaller projects (such as levees, channel improvements, bank stabilization, flood control reservoirs, and floodways)."

Based on comparison to cited examples, the range of facilities is determined to fully meet the GS-13 level.

Level of Responsibility

Subject job manages projects in a District. This is determined to meet definitions of "operating level" in a "construction agency". The project manager applies an extensive knowledge of management concepts, principles, methods and practices as well as methods, practices and processes of engineering and science disciplines. The project manager is fully responsible for projects managed and carries out assignments subject to review for achieving results. This level of responsibility meets the GS-13 level as described in p. 61, "The GS-13 engineer receives assignments on the basis of recognized competence, demonstrated through considerable experience

related to the area of assignment. He is subject to very general supervision, his work being judged mainly for achievement of productive results."

Based on comparison to cited example, the level of responsibility is determined to fully meet the GS-13 level.

d. CONCLUSION

Based on the determination that the scope and complexity of facilities for which the job has engineering management responsibility, the range of facilities engineering activities managed and the level of responsibility assigned all fully meet the GS-13 level described in cited standard, the job is graded at GS-13 level.

EVALUATION STATEMENT
GS-12 PROJECT MANAGER

1. REFERENCE:

OPM PCS, Civil Engineering Series, GS-810, Part IV, June 1966.

2. GRADE DETERMINATION:

a. INTRODUCTION:

The project manager in the Corps of Engineers is responsible for managing the project from planning to completion. The Project Manager integrates all the processes and functions involved in the project, including planning, engineering, design, construction, and other technical functions. The position must coordinate actions and decisions with these elements, resolving conflicts and settling issues arising by dealing with technical managers who are responsible for the technical phase of the project. The PM is responsible for the overall quality of the project, assuring that the technical quality meets the expectations of the customer. In addition, the manager is responsible for assuring that the project meets schedule, cost and scope objectives established through negotiations with the customer and included in the Project Management Plan. This involves coordination and negotiation with customers and political entities affected by or affecting the project. The project manager allocates funds to all elements of the project and assures that costs do not exceed projected allocations. The PM is the primary point of contact between the District and external entities affected by the project. He or she manages through a matrix management process, controlling schedules and costs while individuals involved are supervised by their technical elements.

b. DETERMINATION OF STANDARD:

In the absence of a directly applicable standard for measurement of matrix management, GS-810, Part IV is determined to be appropriate for comparison. The standard measures the job by three factors, scope and complexity of facilities, range of facilities engineering and level of responsibility. While the standard is written to apply to "constructed facilities", it is intended to measure positions which may have responsibility pertaining to any or all phases of the engineering of facilities, such as the initiation of technical and economic feasibility studies, development of proposals for work and budget approval, planning and design, construction, and maintenance. Subject job, in performing the full range of project management, transcends these functions and can be measured by application of the standard with due consideration for those matrix management responsibilities not measured by the standard.

c. APPLICATION OF STANDARD:

Scope and Complexity of Facilities

(1) The scope and technological characteristics of the facilities

The facilities for which the project manager has responsibility are of substantial scope, are situated at different locations under different managers and require resolution of substantial technical engineering issues. These include local flood control projects, whole barracks renewal, hospital additions, aviation fuel storage, warehouse facility construction, harbor deepening, and toxic soil containment. These facilities meet those described at the GS-12 level in the standard in example 1, p. 59, although cited examples are descriptive of facilities for which the engineer coordinates only construction activities: "..coordinates construction activities for a few large projects (such as for a multiple purpose dam, power plant, reservoir, and associated relocation and construction of utilities and community facilities) or for an extensive group of smaller projects (such as levees, channel improvements, bank stabilization, flood control reservoirs, and floodways)."

(2) Number and diversity of organizations involved

There is substantial diversity/number of organizations involved in the management of projects. These include projects in different locations or under the control of different managers involving multiple-party interest, Federal, state and local government agencies, business and industry groups and private citizens. This substantial diversity/number meets the criteria described in paragraph 3, p.59, "The presence of problems of responding to different activity requirements or standards, and of compliance with differing legal and technical requirements under various jurisdictions, differentiates this level from grade 11". Also, example 1 for the GS-12 level, p. 59, "...coordinating engineering and other technical and administrative matters between field project offices and higher levels in the organization; ... "

(3) Range of jurisdictional control over facilities

The projects managed involve a complicated maze of jurisdictional controls with frequently conflicting interests of Federal, state, and local government agencies which, for military projects, involve DOD components as well as component MACOMs and state/local government jurisdictions where the installation is located. Civil and environmental projects involve other Federal agencies such as Energy, Interior, Agriculture, Transportation, and Commerce and a multitude of state/county/municipal and multi-county water and/or conservation district customers. These extensive jurisdictional relationships involving multiple sponsors substantially exceed the example at the GS-12 level on p. 59, "The presence of problems of responding to different activity requirements or standards, and of compliance with differing legal and technical requirements under various jurisdictions, differentiates this level from grade 11." Also example 1 for the GS-12 level, p. 59, "...coordinating engineering and other technical and administrative matters between field project offices and higher levels in the organization;..."

(4) Degree of urgency and/or public interest associated with projects or programs

Projects involve a relatively high degree of urgency and public interest. Projects normally impact the local economy and frequently affect the economy of a sizeable geographic or population area. This urgency and interest requires the project manager to obtain the cooperation of other agencies and state/local governments entities, frequently defend current schedules and funding and make decisions involving judgments based upon significant interest. The nature of this urgency and public interest somewhat exceeds examples 1 an 2 at the GS-13 level on p. 62-63.

Since three of the four subfactors meet the GS-12 level and one meets the GS-13 level, based upon comparison to cited examples, Scope and Complexity of Facilities is determined to fully meet the GS-12 level.

Range of Facilities Engineering Activities Managed

The range of facilities engineering activities managed includes the phases of planning, developing, designing, constructing, and directing engineering projects of considerable scope which are complicated by their diversity, geographical area, management demands, technical intricacies, and public issues. This range of activities exceeds those described at the GS-12 level in the standard in example 1, p. 59, although cited examples are descriptive of facilities for which the engineer coordinates only construction activities: "..coordinates construction activities for a few large projects (such as for a multiple purpose dam, power plant, reservoir, and associated relocation and construction of utilities and community facilities) or for an extensive group of smaller projects (such as levees, channel improvements, bank stabilization, flood control reservoirs, and floodways)." However, the GS-13 level is typified by full responsibility for development and/or coordination over a broad range of facilities engineering activities, covering a variety of complex facilities in a sizeable geographic area. Subject job does not fully meet that level description.

Based on comparison to cited examples, the range of facilities is determined to fully meet the GS-12 level.

Level of Responsibility

Subject job manages projects in a District. This is determined to meet definitions of "operating level" in a "construction agency". The project manager applies an extensive knowledge of management concepts, principles, methods and practices and receives little technical guidance. Decisions and recommendations are considered authoritative where conventional practices are the norm. This level of responsibility meets the GS-12 level as described on p. 59, "GS-12 engineers work with considerable freedom from technical guidance, and their recommendations for action in matters of normal engineering practice are considered authoritative. GS-12 engineers are expected to obtain supervisory guidance or clearance on actions that may be of a controversial nature, or that represent a new approach or course for the organization."

Based on comparison to cited example, level of responsibility is determined to fully meet the GS-12 level.

d. CONCLUSION

Based on a determination that the scope and complexity of facilities for which the job has engineering management responsibility, the range of facilities engineering activities managed and the level of responsibility assigned all fully meet the GS-12 level described in cited standard, the job is graded at GS-12 level.