



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CERM-BA

8/2/95

MEMORANDUM FOR All Major Subordinate Commanders

SUBJECT: Designation of Civil and Military Split of Civilian Spaces in MSC Headquarters Offices

1. The Army Audit Agency has reviewed the bases used by HQUSACE and MSCs in allocating FTEs between civil and military functions in support of Executive Direction and Management (ED&M) activities. As a result of their recommendations, we have developed a standard approach to be used. This approach will be formally incorporated in a forthcoming regulation. The purpose of this memorandum is to set forth that guidance in advance of the regulation's publication.

2. Your designation process should consist of four steps.

a. First, identify all spaces that are clearly engaged virtually 100 per cent in either civil or military activities.

b. Second, for those positions that engage in a mix of both missions, you should identify the quantitative or surrogate indicators most appropriate to reflect the work performed, or other "drivers" that comprise the position's day-to-day activities - e.g., number of people supported, number of contracts reviewed or administered, vehicle leases administered, or other supportable rationale - to determine the most appropriate funding source.

c. Third, allocate mixed funded positions in accordance with quantitative indicators, Step 2 above. For example, Resource Management may have some personnel strictly assigned to support civil or military activities, while others may serve both. This would then result in some RM spaces clearly identified by Step 1 above, and the remaining designated civil or military funded based on the total districts' FTE or workload distributions, or some combination thereof. The overall staffing distribution should then be reviewed to ensure that it can be logically defended.

d. The final step, once these indicators have been applied and a civil/military designation determined, is to look at the aggregate distribution to see if the total distribution makes sense in terms of the total program supported and the FTE and funding allocated by HQUSACE.

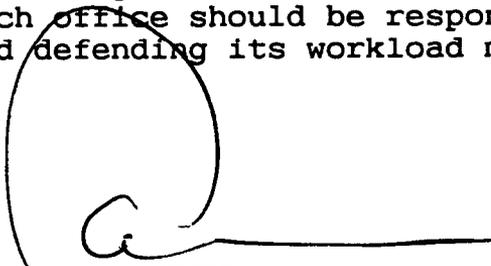
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3. These workload factors should be considered in congruence with implementation of the Division Office Organizational Task Force Report, dated 27 January 1995. Workload factors and civil/military designations will be reviewed annually. Internal implementation of this guidance should ensure staffing and funding are periodically adjusted for consistency with current workload distributions.

4. For your information, attached is a copy of the matrix depicting the results of a similar review for HQUSACE conducted in February. We are not prescribing that you use the same workload factors. Rather, each office should be responsible and accountable for justifying and defending its workload measures.

FOR THE COMMANDER:



PAT M. STEVENS IV
Major General, USA
Deputy Commander

Encl

Bottom line - you need to fix your
algorithm; then abide w/ it!

HQUSACE Workload Factors By Office

Office	Workload Factor	Data on Which Calculation Made	Calculation
Audit Office	Total USACE FTE (70% Civil and 30% Military)	27,839 Civ 11,760 Mil 39,599 Ttl	$27,839/39,599=$ 70% $11,760/39,599=$ 30%
Board of Contract Appeals	100% Civil Workload	Total Civil Mission	7 Spaces times 100%
Chief Counsel	Actual Case Workload Data Sixty-one percent (61%) Civil and Thirty-nine Percent (39%) Military; Remainder of Office Same Percentage	Time Sheets	42 Spaces times 61% Civil and 39% Military
Chief of Staff	USACE FTE/Workload Mix (55% Civil and 45% Military i.e. FTE (70Civ/30mil) & Workload (60%Mil/40%Civ)	FTE = See Audit Workload=\$4,407 Civ \$7,150 Mil \$11,557 ttl 38% Civ 62% Mil $.70 + .38 = 108$ $.30 + .62 = 92$ $108/200 = .54$ $92/200 = .46$	13 Spaces times 54% Civil and 46% Military

HQUSACE Workload Factors By Office

Office	Workload Factor	Data on Which Calculation Made	Calculation
Civil Works	Most 100% Civil/Military; CECW-OE Based upon funded programs. CECW-F based on time records.	100% Civil and Military Workload Funded Programs Time Records	287 times 96% Civil and 4% Military FCCE \$14.6 O&M \$7.0 OMA \$7.2 N/C
Small and Disadvantaged Business Utilization	Total USACE FTE (70% Civil and 30% Military)	See Audit	4 Spaces times 70% Civil and 30% Military
Equal Employment Opportunity	Total USACE FTE (70% Civil and 30% Military)	See Audit	7 Spaces times 70% Civil and 30% Military
History Office	Research and Reference Projects; Publications; Support for Total USACE FTE	Actual Research Projects/ Publications	10 Spaces times 50% Civil and 50% Military

HQUSACE Workload Factors By Office

Office	Workload Factor	Data on Which Calculation Made	Calculation
Human Resources	Total USACE FTE (70% Civil and 30% Military)	See Audit	37 Spaces times 70% Civil and 30% Military
Inspector General	Total USACE FTE (70% Civil and 30% Military)	See Audit	15 Spaces times 70% Civil and 30% Military
Information Management	Number AIS (138 Civil (60%) and 92 Military (40%). Total AIS 230.	AIS Inventory	76 Spaces times 60% Civil and 40% Military

HQUSACE Workload Factors By Office

Office	Workload Factor	Data on Which Calculation Made	Calculation
Logistics	Property Dollars/Civil/Military FTE/Civil/Military Vehicles	Supply and Maint. Div. -- Funding of USACE Property Trans. Div. Travel -- Total USACE FTE Vehicles -- Number of Civil and Military Vehicles Fac./Auto. -- Total USACE FTE/Rental Space Admin.	6 Spaces times 85% Civil and 15% Military 2 Spaces times 70% Civil and 30% Military 3 Spaces times 86% Civil and 14% Military 4 Spaces times 70% Civil and 30% Military 5 X 70% Civil 30% Military Military
Military programs	CEMP-ES/CE/CP -- Civil/Military FTE Ratio for District Engineering and Construction Functions CEMP-EV -- USACE Workload for Value Engineering	ACPERS Based Review of FOA Members 1,996 mil/ 38% 3,325civ/ 62% 5,321 ttl	7 Spaces times 62% Civil and 38% Military/ Remainder of Staff 100% Military

HQUSACE Workload Factors By Office

Office	Workload Factor	Data on Which Calculation Made	Calculation
Public Affairs	Total USACE FTE (70% Civil and 30% Military)	See Audit	15 Spaces times 70% Civil and 30% Military
Security and Law Enforcement	Total USACE FTE (70% Civil and 30% Military)	See Audit	4 Spaces times 70% Civil and 30% Military
Principal Assistant Responsible for Contracting	Total USACE FTE (70% Civil and 30% Military)	See Audit	16 Spaces times 70% Civil and 30% Military
Research and Development	Civil or Military Mission/Remainder of Staff Proportional to Mission Staff	Number of 100% Civil and Military Spaces	21 Spaces times 48% Civil and 52% Military
Real Estate	100% Civil or Military/Remainder of Staff Reflects 100% Civil or Military Staff (Total Mix 30% Civil and 70% Military)	Number of 100% Civil and Military Spaces	79 Spaces times 82% Military and 18% Civil
Resource Management	Civil and Military Workload (100%) -- Remainder Proportional to 100% Civil/Military Staff	Number of 100% Civil and Military Spaces	107 Spaces times 54% Civil and 46% Military

HQUSACE Workload Factors By Office

Office	Workload Factor	Data on Which Calculation Made	Calculation
Strategic Studies	Total USACE FTE (70% Civil and 30% Military)	See Audit	4 Spaces times 70% Civil and 30% Military
Safety Office	Total USACE FTE (70% Civil and 30% Military)	See Audit	10 Spaces times 70% Civil and 30% Military