

APPENDIX C

CEHR-E (690-500)

29 May 1998

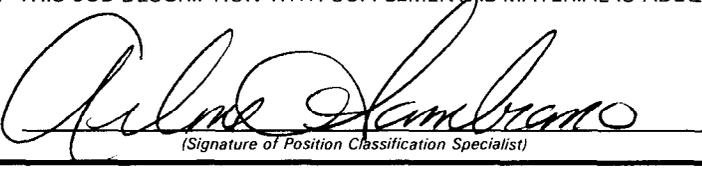
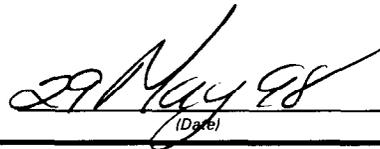
MEMORANDUM FOR COMMANDERS/DIRECTORS, USACE COMMANDS

SUBJECT: Deputy for Programs and Project Management Positions

1. Reference memorandum, CEHR-E, dated 15 March 1998, subject: Job Descriptions for Deputy for Programs and Project Management (DPM) Positions.
2. The subject memorandum identified an overlap between those job descriptions and guidance concerning resource management functions which were issued in March. An extension on implementation of the job descriptions was approved to allow time for resolution.
- 3.. Enclosed are the revised standard job descriptions, with supporting evaluation statements, for GS-15 and GS-14 Deputy for Programs and Project Management - Chief, Programs and Project Management Division positions at the district level. These descriptions replace the descriptions forwarded in my 20 March memorandum. The new descriptions should be applied upon receipt. The revised standard job analysis is also enclosed. The knowledge, skills, and abilities previously forwarded are not changed.

Encls

/S/
JOE N. BALLARD
Commanding

DEPARTMENT OF THE ARMY JOB DESCRIPTION		1. JOB NUMBER	
2. INSTALLATION OR HEADQUARTERS OFFICE U. S. Army Corps of Engineers		3. ORGANIZATIONAL LOCATION (Complete on organization copy only)	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE GS-340, Series Definition General Schedule Supervisory Guide		5. TITLE Program Manager	
		6. PAY SCHEDULE GS	7. OCC CODE 340
		8. GRADE 14	9. FAIR LABOR STANDARDS ACT (X) EXEMPT () NONEXEMPT
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
			
12. JOB DESCRIPTION APPROVAL (COMPLETE ON ORGANIZATION COPY ONLY)			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATION RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
 <small>(Signature of Approving Supervisor)</small>		 <small>(Date)</small>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
 <small>(Signature of Position Classification Specialist)</small>		 <small>(Date)</small>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
See Attached			

Program Manager, GS-340-15

Works under the general administrative direction of the district commander who makes assignments of a very broad and general nature covering long range program plans, objectives and policies. The commander relies on incumbent to carry out assigned responsibilities with minimum guidance. Exercises considerable independent responsibility for accomplishing the district's mission referring to the commander only on those matters involving major problems. Guidelines include HQUSACE and division regulations, policy and procedures for Civil, Military, Environmental, and Support for Others programs. Recommendations and conclusions by the incumbent are considered as authoritative. Work is reviewed primarily in terms of the incumbents effectiveness in accomplishing corporate goals and objectives.

Incumbent serves as the Deputy for Programs and Project Management and Chief of the Programs and Project Management Division. This deputy is responsible for the vertical and horizontal integration of products to produce the projects and manage the program for the district. Incumbent is delegated full authority for management decisions related to major district Civil, Military, Environmental, and Support for Others programs and projects. Assures continuity of management in the executive office at times of change in commanders. Applies an extensive knowledge of management concepts, principles, and practices as well as a general knowledge of the methods, practices, and processes of technical disciplines. Management responsibilities involve projects requiring substantial technical effort by functional elements including Planning, Engineering, Construction, Operations and Real Estate; as well as substantial product delivery support from support organizations such as Contracting, Resource Management, Safety, Value Engineering, Logistics, and PAO. Projects may span several years and/or have potentially sensitive issues. Typical projects include Civil Works projects such as flood control, storm damage prevention, navigational projects such as channel improvements and lock and dam construction, environmental restoration, river stabilization, harbor development, etc.; Military projects such as but not limited to hospitals, airfields, barracks, industrial plants, training facilities, armories, etc.; and environmental projects typically including excavation of contaminated soils, groundwater pump and treatment systems, alternate water supply, and incineration of contaminated wastes.

Oversees and directs Programs and Project Management Division activities. Interfaces both internally and externally to assure that the corporate effort will result in quality projects on time and at a reasonable cost. Provides leadership in establishing and maintaining effective management processes and a work environment conducive to effective integration of technical functions of planning, engineering, construction, real estate, contracting and resource management with programs and project management.

1. Works closely with the commander, deputies and other principal staff, providing continuity of corporate leadership in assessing district mission and work requirements and in developing corporate plans, goals, and objectives. Confers with corporate managers to establish broad mission requirements and objectives, plan for accomplishment, review status and progress, provide management guidance and direction, and provide advice and/or decision on policy

Enclosure C1

matters. Assures the establishment of corporate goals on schedule, cost, scope, and budget in Project Management Plans (PMP) in coordination with functional elements. Provides overall continuity in corporate leadership to ensure commitments to and from customers/partners are met and project execution achieved. Implements controls to assure charges to projects reflect commitments to customers and partners on cost, quality, and schedules. Serves, along with the Director of Resource Management, as a member of the Regional Management Board, whose purpose is to allocate workload and review and recommend approval of district operating budgets to division commanders. As Executive Secretary, conducts the district Project Review Board (PRB) and elevates key issues to the district commander for resolution.

Directs the formulation of the district's ten year civil works program and annual program budget. Forecasts military construction and support for others. Prioritizes civil works program elements. Monitors studies, design and construction fiscal progress, analyzing deviations, problems, and develops solutions to assure commitments are met. Directs the preparation, compilation, review, analysis, and submission of all program data required for the district's program budget. Evaluates and interprets directives and policy instructions regarding civil works programs and estimates income.

As the senior civilian, provides continuity of corporate leadership and interfaces with potential customers and sponsors, represents the district commander at meetings, briefings, conferences, hearings, etc. with officials of other Federal agencies, state, county, and local authorities, and the public on matters relating to district capabilities on proposed and approved projects. Makes district commitments and speaks with the authority of the district commander in furnishing responses, solutions, and commitments to district capabilities. Serves as the responsible district spokesperson between the district and project sponsors and customers. Ensures commitments to and from potential sponsors are met. Resolves controversies among district elements, other Corps offices, Federal agencies and non-Federal sponsors. As the responsible district authority, develops and executes Feasibility Cost Sharing Agreements, Project Cooperation Agreements, Memoranda of Agreement/Understanding, and similar agreements within the district's authority. Establishes and maintains partnership with military and civil works project sponsors. Insures that customers are informed of the status of work and funds. Conducts periodic coordination meetings and program reviews to insure full understanding and communication on critical project issues, budget, and schedule.

2. As Chief of the Programs and Project Management Division (PPMD), supervises a staff of program and project managers, administrative and support team members. Directs the staff through subordinate supervisors. Has the authority to approve the full range of personnel management actions and may have approval authority for organizational change proposals recommended by subordinate supervisors. Develops long range organizational plans and goals. Assures that the equal opportunity programs for minority groups, minorities and disadvantaged persons are implemented, operational, and effective.

Defines the district's programs and project management goals. Develops coordinated positions with sponsors and customers and makes programming decisions that affect long range courses

of action of critical importance. Serves as an authoritative source for decisions and guidance dealing with compromises and changes in project objectives. Implements overall programs and project management guidance and policy. Oversees the management of actual project resource utilization (funds and manpower) to ensure effective resource utilization in compliance with the Project Study Plan (PSP) and Project Management Plan (PMP) and initiates action to align those resources within the PSP/PMP.

Provides management oversight and direction on the development of PSP/PMP-s. Participates with functional divisions in development of the PSP/PMP. Resolves PSP/PMP issues with functional elements to assure optimum product schedule, cost, scope, acquisition plan, budget, and quality. Directs the allocation of project resources in accordance with PSP/PMP's to assure objectives and commitments are effectively met. Oversees all phases of major projects to insure integration and coordination within established timeframes and maintains corporate goals and objectives, consistent with commitments and policy, as well as measurable performance criteria. Conducts periodic program review and analysis briefings to compare progress with objectives and established milestones. Identifies areas where slippage is occurring and determines required corrective action to bring project in line with established schedules. Identifies needed changes in corporate emphasis during any project phase and either initiates or approves changes recommended by technical functions to maintain approved schedules and costs. Provides guidance for functional managers to facilitate the effective resolution of technical problems, conflicts, and controversial issues, insuring that project issues are quickly resolved.

3. Supports the district-s readiness posture by developing and periodically updating emergency and mobilization plans for the assigned organization. Analyzes possible missions and prepares for the execution thereof through training, planning, and commitment of resources. Supports the Chief of Engineer-s AOne Door to the Corps@concept of making experienced, trained personnel available to meet customer-s needs.
Performs other duties as assigned.

FACTOR 1 - PROGRAM SCOPE AND EFFECT - LEVEL 1 - 3 - 550 POINTS

Serves as Chief, PPMD and directs the work of an organization comprised of professional and administrative employees. As Chief of PPMD, is responsible for interfacing with the district-s technical elements with prime responsibility for managing the district's projects through a matrix management structure and ensuring adherence to civil works, military, environmental and support for others project parameters to include schedule and cost, improving project continuity and customer interface, and ensuring consistent application of policy.

FACTOR 2 - ORGANIZATIONAL SETTING - LEVEL 2-3 - 350 POINTS

Works under the general administrative direction of the district commander who also directs work through several other GS/GM-15 subordinate supervisors.

**FACTOR 3 - SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED - LEVEL 3-3
- 775 POINTS**

Plans and coordinates the work of the PPMD and manages the overall district program through a matrix management structure. Incumbent is delegated full authority to approve or disapprove the entire range of personnel actions, but not organizational change proposals for the Division. Serves as the senior advisor to the district commander, management staff of the district, customers, local representatives, etc., on program operations.

FACTOR 4A - PERSONAL CONTACTS

SUBFACTOR 4A - NATURE OF CONTACTS - LEVEL 4A-3 - 75 POINTS

Frequent contacts are with management and staff within the district, technical specialists and management of other districts, with division senior level officials, and with HQUSACE. Other contacts are with key representatives of customers and project sponsors, organized groups, engineering and construction industry officials, other government agencies, public action group representatives, and media reporters. Contacts generally occur in scheduled meetings, briefings, presentations, and conferences.

SUBFACTOR 4B - PURPOSE OF CONTACTS - LEVEL 4B-3 - 100 POINTS

The purpose of the contacts is to represent the district and provide advice and guidance on program and project operations; obtain or commit resources for project execution; persuade or negotiate with concerned parties to gain compliance with established policies, regulations, and milestones; maintain effective communications and relations with district staff, local sponsors and other interested parties; and keep the district commander and division key management staff apprised of the status of program and project execution.

FACTOR 5 - DIFFICULTY OF TYPICAL WORK DIRECTED - LEVEL 5-7 - 930 POINTS

A majority of the non-supervisory work directed is at the GS-12 level. Some GS-13 level positions exist, but not enough to constitute 25% of the workload.

FACTOR 6 - OTHER CONDITIONS - LEVEL 6-6 - 1325 POINTS

The organization supervised has several subordinate supervisors, each of whom directs a substantial workload at the GS-12 level or above. The position is required to exercise significant and extensive coordination and integration of programs and projects in the process of managing the organization.

TOTAL POINTS: 4105

EVALUATION STATEMENT
DEPUTY FOR PROGRAMS AND PROJECT MANAGEMENT
CHIEF, PROGRAMS AND PROJECT MANAGEMENT DIVISION
USACE DISTRICT

1. References.
 - a. USOPM Series Definition, GS-340 Series.
 - b. USOPM General Schedule Supervisory Guide, April, 1993.
2. Series and title determination.

The subject position manages in a line capacity the Programs and Project Management Division and, through a matrix management structure, the planning, design, construction, operations, resource management, and real estate programs of the district. Technical responsibility for functions other than Programs and Project Management remains with the Chiefs of the technical division involved. The paramount qualification requirement of this position is management and executive knowledge and ability. While a general knowledge of a broad range of engineering and scientific disciplines is helpful in performance, professional qualifications are not required. This type of managerial position is properly classified in the GS-340, Program Management Series.

3. Grade Determination:

The USOPM General Schedule Supervisory Guide is used to evaluate the grade level of this position as it is supervisory all of the time.

FACTOR 1 - PROGRAM SCOPE AND EFFECT - LEVEL 1-3 - 550 POINTS

This position directs a program segment (Programs and Project Management) that performs professional work affecting the entire management of the mission of the district and directly affecting the district's customers. The district's mission includes a wide variety of projects included in the civil works, military, environmental and support work for others programs. The projects are spread through a region consisting of one or more states and are for more than one agency. The project management performed by the incumbent materially affect the effectiveness, efficiency, and productivity of the district and assures that projects are completed on time and within budget and that they meet the needs of the customer. This meets, but does not exceed, Level 1-3.

FACTOR 2 - ORGANIZATIONAL SETTING - LEVEL 2-3 - 350 POINTS

This position is accountable to the district commander who supervises several other GM-15 managers. This meets Level 2-3.

**FACTOR 3 - SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED - LEVEL 3-3
- 775 POINTS**

The position manages an organization with several subordinate units not further subdivided and is delegated authority for all 10 of the authorities and responsibilities described at Level 3-2c and more than 8 of those described at Level 3-3b. The position has authority for the full range of personnel actions recommended by the subordinate supervisors but not for organizational design proposals. This meets Level 3-3b but does not meet level 3-4b due to the lack of authority to approve organizational changes.

FACTOR 4 NATURE AND PURPOSE OF CONTACTS

SUBFACTOR 4A - NATURE OF CONTACTS - LEVEL 4A-3 - 75 POINTS

Contacts include other district managers, high ranking civilian and military officials at higher echelons and other districts, customers from other agencies, local industry officials, public interest group representatives, and elected officials at local, state, and Federal levels and their staffs. The contacts take place in scheduled meetings and conferences as well as informally within the district and often require the preparation of briefing materials and a technical familiarity with complex subject matter. This meets Level 4A-3. Level 4 is not met as contacts as described at that Level are not frequent and unexpected or hostile questioning is not normally encountered,

FACTOR 4B - PURPOSE OF CONTACTS - LEVEL 4B-3 - 100 POINTS

The purpose of the contacts is to represent the district and provide advice and assistance on programs and project management; obtain and commit resources for project execution; maintain effective relationships with district staff, customers, local sponsors, and others; persuade others to gain compliance with regulations, policies, and milestones; and to keep higher level officials informed of the status of programs and project execution. The position often requires active participation in conferences, meetings, and presentations involving issues of major significance to the district's mission. This meets Level 4B-3 but does not meet Level 4 as intense opposition and resistance are not normally encountered and the persons contacted are not normally fearful, skeptical, or uncooperative.

FACTOR 5 - DIFFICULTY OF TYPICAL WORK DIRECTED - LEVEL 5-7 - 930 POINTS

The majority of the workload of the Programs and Project Management Division is at the GS-12 level. Some nonsupervisory project managers are properly graded at the GS-13 level, but not enough to constitute 25% of the workload. Level 5-7 is assigned.

FACTOR 6 - OTHER CONDITIONS - 1325 POINTS

Subordinate supervisors each direct a substantial workload at the GS-12 level or, in situations where one subordinate supervisor directs workload at a lower level, that workload could be

assigned to the other supervisors without affecting the level of the typical work they direct. Extensive coordination and integration of programs and projects is required in managing the division. The incumbent makes major recommendations and decisions in four of the areas described at Level 6-5a (areas 2, 3, 5, & 6) as required to meet Level 6-6b when substantial workload at the GS-12 level is present. This includes restructuring, reorienting, recasting immediate and long range goals, objectives, plans, and schedules to meet substantial changes in legislation, program authority and funding; determining projects or program segments to be initiated, dropped or curtailed; determining the optimum mix of reduced operating costs and assurance of program effectiveness, including introduction of labor saving devices, automated processes, methods improvements, etc.; and determining the resources to devote to particular programs and projects. This meets the 6-6 Level.

SUMMARY:

Factor 1-3 - 550 Points

Factor 2-3 - 350 Points

Factor 3-3b - 775 Points

Factor 4A-3 - 75 Points

Factor 4B-3 - 100 Points

Factor 5-5 - 930 Points

Factor 6-6b - 1325 Points

Total 4105 Points converts to GS-15

CONCLUSION:

Based upon the above, the subject position is properly classified as:

Program Manager, GS-340-15

Program Manager, GS-340-14

Works under the general administrative direction of the district commander who makes assignments of a very broad and general nature covering long range program plans, objectives and policies. The commander relies on incumbent to carry out assigned responsibilities with minimum guidance. Exercises considerable independent responsibility for accomplishing the district's mission referring to the commander only on those matters involving major problems. Guidelines include HQUSACE and division regulations, policy and procedures for Civil, Military, Environmental, and Support for Others programs. Recommendations and conclusions by the incumbent are considered as authoritative. Work is reviewed primarily in terms of the incumbents effectiveness in accomplishing corporate goals and objectives.

Incumbent serves as the Deputy for Programs and Project Management and Chief of the Programs and Project Management Division. This deputy is responsible for the vertical and horizontal integration of products to produce the projects and manage the program for the district. Incumbent is delegated full authority for management decisions related to major district Civil, Military, Environmental, and Support for Others programs and projects. Assures continuity of management in the executive office at times of change in commanders. Applies an extensive knowledge of management concepts, principles, and practices as well as a general knowledge of the methods, practices, and processes of technical disciplines. Management responsibilities involve projects requiring substantial technical effort by functional elements including Planning, Engineering, Construction, Operations and Real Estate; as well as substantial product delivery support from support organizations such as Contracting, Resource Management, Safety, Value Engineering, Logistics, and PAO. Projects may span several years and/or have potentially sensitive issues. Typical projects include Civil Works projects such as flood control, storm damage prevention, navigational projects such as channel improvements and lock and dam construction, environmental restoration, river stabilization, harbor development, etc.; Military projects such as but not limited to hospitals, airfields, barracks, industrial plants, training facilities, armories, etc.; and environmental projects typically including excavation of contaminated soils, groundwater pump and treatment systems, alternate water supply, and incineration of contaminated wastes.

Oversees and directs Programs and Project Management Division activities. Interfaces both internally and externally to assure that the corporate effort will result in quality projects on time and at a reasonable cost. Provides leadership in establishing and maintaining effective management processes and a work environment conducive to effective integration of technical functions of planning, engineering, construction, real estate, contracting and resource management with programs and project management.

1. Works closely with the commander, deputies and other principal staff, providing continuity of corporate leadership in assessing district mission and work requirements and in developing corporate plans, goals, and objectives. Confers with corporate managers to establish broad mission requirements and objectives, plan for accomplishment, review status and progress, provide management guidance and direction, and provide advice and/or decision on policy

Enclosure C2

matters. Assures the establishment of corporate goals on schedule, cost, scope, and budget in Project Management Plans (PMP) in coordination with functional elements. Provides overall continuity in corporate leadership to ensure commitments to and from customers/partners are met and project execution achieved. Implements controls to assure charges to projects reflect commitments to customers and partners on cost, quality, and schedules. Serves, along with the Director of Resource Management, as a member of the Regional Management Board, whose purpose is to allocate workload and review and recommend approval of district operating budgets to division commanders. As Executive Secretary, conducts the district Project Review Board (PRB) and elevates key issues to the district commander for resolution.

Directs the formulation of the district's ten year civil works program and annual program budget. Forecasts military construction and support for others. Prioritizes civil works program elements. Monitors studies, design and construction fiscal progress, analyzing deviations, problems, and develops solutions to assure commitments are met. Directs the preparation, compilation, review, analysis, and submission of all program data required for the district's program budget. Evaluates and interprets directives and policy instructions regarding civil works programs and estimates income.

As the senior civilian, provides continuity of corporate leadership and interfaces with potential customers and sponsors, represents the district commander at meetings, briefings, conferences, hearings, etc. with officials of other Federal agencies, state, county, and local authorities, and the public on matters relating to district capabilities on proposed and approved projects. Makes district commitments and speaks with the authority of the district commander in furnishing responses, solutions, and commitments to district capabilities. Serves as the responsible district spokesperson between the district and project sponsors and customers. Ensures commitments to and from potential sponsors are met. Resolves controversies among district elements, other Corps offices, Federal agencies and non-Federal sponsors. As the responsible district authority, develops and executes Feasibility Cost Sharing Agreements, Project Cooperation Agreements, Memoranda of Agreement/Understanding, and similar agreements within the district's authority. Establishes and maintains partnership with military and civil works project sponsors. Insures that customers are informed of the status of work and funds. Conducts periodic coordination meetings and program reviews to insure full understanding and communication on critical project issues, budget, and schedule.

2. As Chief of the Programs and Project Management Division (PPMD), supervises a staff of program and project managers, administrative and support team members. Directs the staff through subordinate supervisors. Has the authority to approve the full range of personnel management actions and may have approval authority for organizational change proposals recommended by subordinate supervisors. Develops long range organizational plans and goals. Assures that the equal opportunity programs for minority groups, minorities and disadvantaged persons are implemented, operational, and effective.

Defines the district's programs and project management goals. Develops coordinated positions with sponsors and customers and makes programming decisions that affect long range courses

of action of critical importance. Serves as an authoritative source for decisions and guidance dealing with compromises and changes in project objectives. Implements overall programs and project management guidance and policy. Oversees the management of actual project resource utilization (funds and manpower) to ensure effective resource utilization in compliance with the Project Study Plan (PSP) and Project Management Plan (PMP) and initiates action to align those resources within the PSP/PMP.

Provides management oversight and direction on the development of PSP/PMP's. Participates with functional divisions in development of the PSP/PMP. Resolves PSP/PMP issues with functional elements to assure optimum product schedule, cost, scope, acquisition plan, budget, and quality. Directs the allocation of project resources in accordance with PSP/PMP's to assure objectives and commitments are effectively met. Oversees all phases of major projects to insure integration and coordination within established timeframes and maintains corporate goals and objectives, consistent with commitments and policy, as well as measurable performance criteria. Conducts periodic program review and analysis briefings to compare progress with objectives and established milestones. Identifies areas where slippage is occurring and determines required corrective action to bring project in line with established schedules. Identifies needed changes in corporate emphasis during any project phase and either initiates or approves changes recommended by technical functions to maintain approved schedules and costs. Provides guidance for functional managers to facilitate the effective resolution of technical problems, conflicts, and controversial issues, insuring that project issues are quickly resolved.

3. Supports the district's readiness posture by developing and periodically updating emergency and mobilization plans for the assigned organization. Analyzes possible missions and prepares for the execution thereof through training, planning, and commitment of resources. Supports the Chief of Engineer's AOne Door to the Corps@concept of making experienced, trained personnel available to meet customer's needs.
Performs other duties as assigned.

FACTOR 1 - PROGRAM SCOPE AND EFFECT - LEVEL 1 - 3 - 550 POINTS

Serves as Chief, PPMD and directs the work of an organization comprised of professional and administrative employees. As Chief of PPMD, is responsible for interfacing with the district's technical elements with prime responsibility for managing the district's projects through a matrix management structure and ensuring adherence to civil works, military, environmental and support for others project parameters to include schedule and cost, improving project continuity and customer interface, and ensuring consistent application of policy.

FACTOR 2 - ORGANIZATIONAL SETTING - LEVEL 2-3 - 350 POINTS

Works under the general administrative direction of the district commander (Lt. Col. Or Col.) who does not direct through a number of GS-15 subordinate supervisors and there is not sufficient GS-15 workload.

**FACTOR 3 - SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED - LEVEL 3-3
- 775 POINTS**

Plans and coordinates the work of the PPMD and manages the overall district program through a matrix management structure. Incumbent is delegated full authority to approve or disapprove the entire range of personnel actions, but not organizational change proposals for the Division. Serves as the senior advisor to the district commander, management staff of the district, customers, local representatives, etc., on program operations.

FACTOR 4A - PERSONAL CONTACTS

SUBFACTOR 4A - NATURE OF CONTACTS - LEVEL 4A-3 - 75 POINTS

Frequent contacts are with management and staff within the district, technical specialists and management of other districts, with division senior level officials, and with HQUSACE. Other contacts are with key representatives of customers and project sponsors, organized groups, engineering and construction industry officials, other government agencies, public action group representatives, and media reporters. Contacts generally occur in scheduled meetings, briefings, presentations, and conferences.

SUBFACTOR 4B - PURPOSE OF CONTACTS - LEVEL 4B-3 - 100 POINTS

The purpose of the contacts is to represent the district and provide advice and guidance on program and project operations; obtain or commit resources for project execution; persuade or negotiate with concerned parties to gain compliance with established policies, regulations, and milestones; maintain effective communications and relations with district staff, local sponsors and other interested parties; and keep the district commander and division key management staff apprised of the status of program and project execution.

FACTOR 5 - DIFFICULTY OF TYPICAL WORK DIRECTED - LEVEL 5-7 - 930 POINTS

A majority of the non-supervisory work directed is at the GS-12 level. Some GS-13 level positions exist, but not enough to constitute 25% of the workload.

FACTOR 6 - OTHER CONDITIONS - LEVEL 6-6 - 1325 POINTS

The organization supervised has several subordinate supervisors, each of whom directs a substantial workload at the GS-12 level or above. The position is required to exercise significant and extensive coordination and integration of programs and projects in the process of managing the organization.

TOTAL POINTS: 4105

EVALUATION STATEMENT
DEPUTY FOR PROGRAMS AND PROJECT MANAGEMENT
CHIEF, PROGRAMS AND PROJECT MANAGEMENT DIVISION
USACE DISTRICT

1. References.
 - a. USOPM Series Definition, GS-340 Series.
 - b. USOPM General Schedule Supervisory Guide, April, 1993.
2. Series and title determination.

The subject position manages in a line capacity the Programs and Project Management Division and, through a matrix management structure, the planning, design, construction, operations, resource management, and real estate programs of the district. Technical responsibility for functions other than Programs and Project Management remains with the Chiefs of the technical division involved. The paramount qualification requirement of this position is management and executive knowledge and ability. While a general knowledge of a broad range of engineering and scientific disciplines is helpful in performance, professional qualifications are not required. This type of managerial position is properly classified in the GS-340, Program Management Series.

3. Grade Determination:

The USOPM General Schedule Supervisory Guide is used to evaluate the grade level of this position as it is supervisory all of the time.

FACTOR 1 - PROGRAM SCOPE AND EFFECT - LEVEL 1-3 - 550 POINTS

This position directs a program segment (Programs and Project Management) that performs professional work affecting the entire management of the mission of the district and directly affecting the district's customers. The district's mission includes a wide variety of projects included in the civil works, military, environmental and support work for others programs. The projects are spread through a region consisting of one or more states and are for more than one agency. The project management performed by the incumbent materially affect the effectiveness, efficiency, and productivity of the district and assures that projects are completed on time and within budget and that they meet the needs of the customer. This meets, but does not exceed, Level 1-3.

FACTOR 2 - ORGANIZATIONAL SETTING - LEVEL 2-3 - 350 POINTS

This position is accountable to the district commander (Lt. Col. or Col.) who does not supervise several GS-15 managers and does not have a substantial GS-15 level workload. This meets, but does not exceed, Level 2-2

**FACTOR 3 - SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED - LEVEL 3-3
- 775 POINTS**

The position manages an organization with several subordinate units not further subdivided and is delegated authority for all 10 of the authorities and responsibilities described at Level 3-2c and more than 8 of those described at Level 3-3b. The position has authority for the full range of personnel actions recommended by the subordinate supervisors but not for organizational design proposals. This meets Level 3-3b but does not meet level 3-4b due to the lack of authority to approve organizational changes.

FACTOR 4 NATURE AND PURPOSE OF CONTACTS

SUBFACTOR 4A - NATURE OF CONTACTS - LEVEL 4A-3 - 75 POINTS

Contacts include other district managers, high ranking civilian and military officials at higher echelons and other districts, customers from other agencies, local industry officials, public interest group representatives, and elected officials at local, state, and Federal levels and their staffs. The contacts take place in scheduled meetings and conferences as well as informally within the district and often require the preparation of briefing materials and a technical familiarity with complex subject matter. This meets Level 4A-3. Level 4 is not met as contacts as described at that Level are not frequent and unexpected or hostile questioning is not normally encountered,

FACTOR 4B - PURPOSE OF CONTACTS - LEVEL 4B-3 - 100 POINTS

The purpose of the contacts is to represent the district and provide advice and assistance on programs and project management; obtain and commit resources for project execution; maintain effective relationships with district staff, customers, local sponsors, and others; persuade others to gain compliance with regulations, policies, and milestones; and to keep higher level officials informed of the status of programs and project execution. The position often requires active participation in conferences, meetings, and presentations involving issues of major significance to the district's mission. This meets Level 4B-3 but does not meet Level 4 as intense opposition and resistance are not normally encountered and the persons contacted are not normally fearful, skeptical, or uncooperative.

FACTOR 5 - DIFFICULTY OF TYPICAL WORK DIRECTED - LEVEL 5-7 - 930 POINTS

The majority of the workload of the Programs and Project Management Division is at the GS-12 level. Some nonsupervisory project managers are properly graded at the GS-13 level, but not enough to constitute 25% of the workload. Level 5-7 is assigned.

FACTOR 6 - OTHER CONDITIONS - 1325 POINTS

Subordinate supervisors each direct a substantial workload at the GS-12 level or, in situations where one subordinate supervisor directs workload at a lower level, that workload could be

assigned to the other supervisors without affecting the level of the typical work they direct. Extensive coordination and integration of programs and projects is required in managing the division. The incumbent makes major recommendations and decisions in four of the areas described at Level 6-5a (areas 2, 3, 5, & 6) as required to meet Level 6-6b when substantial workload at the GS-12 level is present. This includes restructuring, reorienting, recasting immediate and long range goals, objectives, plans, and schedules to meet substantial changes in legislation, program authority and funding; determining projects or program segments to be initiated, dropped or curtailed; determining the optimum mix of reduced operating costs and assurance of program effectiveness, including introduction of labor saving devices, automated processes, methods improvements, etc.; and determining the resources to devote to particular programs and projects. This meets the 6-6 Level.

SUMMARY:

Factor 1-3 - 550 Points

Factor 2-3 - 350 Points

Factor 3-3b - 775 Points

Factor 4A-3 - 75 Points

Factor 4B-3 - 100 Points

Factor 5-5 - 930 Points

Factor 6-6b - 1325 Points

Total 4105 Points converts to GS-15

CONCLUSION:

Based upon the above, the subject position is properly classified as:

Program Manager, GS-340-15

JOB ANALYSIS PROGRAM MANAGER,-340-14/15

MAJOR DUTY

As Deputy for Programs and Project Management, delegated full authority for management decisions related to major district Civil, Military, Environmental, and Support for Others programs and projects. Applies an extensive knowledge of management concepts Principles, and practices. Assures that the corporate effort Will result in quality projects on time and at a reasonable cost. Provides leadership in establishing and maintaining effective management processes and a work environment conducive to effective integration of technical functions of planning, engineering, construction, operations and real estate; as well as support functions such as contracting, resource management, safety, value engineering, logistics and public affairs.

As Chief of the Programs and Project Management Division, Supervises a staff of program and project managers, administrative and support team members. Provides technical and administrative oversight and direction for all division activities. Responsible for the vertical and horizontal integration of products to produce the projects and manage the program for the district.

As the senior civilian, provides continuity of corporate leadership, interfaces with potential customers and sponsors, represents the district commander at meetings, briefings, conferences, hearings, etc., with officials

KSA

Ability to balance the integration of technical requirements knowledge with program and project business processes in establishing program/policy goals which reflect Organizational goals, priorities, and values and to exercise leadership in implementing objectives and making decisions on the best business practices for the overall corporate good.

Ability to develop and lead multi-disciplinary teams and team members to carry out complex projects and programs that cross functional/technical boundaries, and promulgate and implement solutions supporting the program and project management business process.

Knowledge of corporate vision, goals, strategies, technologies, and business practices and capabilities; and ability to articulate the corporate knowledge, vision, and philosophy to public entities in a self-confident, assuring manner.

Enclosure C3

of other Federal agencies, state, county, and local authorities and the public on matters relating to district capabilities on proposed and approved projects. Makes district commitments speaks with the authority of the district commander in furnishing responses.

Implements controls to assure charges to projects reflect commitments to customers and partners on cost, quality, and schedules. Serves as a member of the Regional Management Board.

Ability to develop acquire, and allocate resources to effectively accomplish multiple project/program goals within established thresholds.

/S/ 29 May 1998

JOE N. BALLARD/DATE