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.