

U. S. ARMY CORPS OF ENGINEERS

DEPUTY FOR PROGRAMS AND PROJECT MANAGEMENT
CHIEF, PROGRAMS AND PROJECT MANAGEMENT DIVISION

CITATION TO STANDARD
OPM GSSG, APRIL 1993

Programs and Project Management Division

Program Manager, GS-340-14

FLSA Exempt

SUPERVISORY CONTROLS

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 incumbent's effectiveness in accomplishing corporate goals and objectives.

MAJOR DUTIES

Incumbent serves as the Deputy for Programs and Project Management and Chief of the Programs and Project Management Division. The 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

ER 690-1-1204
16 August 1999

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 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 of objectives, review status and progress, provide management guidance and direction, and provide advice and/or decision on policy 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 and 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 partnerships 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 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 Plans (PSP) and Project Management Plans (PMP) and initiates action to align those resources within the PSP/PMP.

Provides management oversight and direction for the development of the PSP/PMP. Participates with functional divisions in the 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 the PSP/PMP 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.

ER 690-1-1204

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 Engineers One Door to the Corps concept of making experienced, trained personnel available to meet customers' 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 2-2 - 250 POINTS

Works under the general administrative direction of the district commander (Lt. Col. or Col.). There are not at least three GS-15 supervisors subordinate to the district commander nor is there sufficient GS-15 workload to support level 2-3.

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 major 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 the media. Contacts generally occur in 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 two or more subordinate supervisors, each of whom directs a substantial workload at least at the GS-12 level. 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: 4005

ER 690-1-1204

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 Chief 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.

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 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 affects 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.

A-6

ER-690-1-1204

FACTOR 2 - ORGANIZATIONAL SETTING - LEVEL 2-2 - 250 POINTS

This position is accountable to the district commander (Lt. Col. or Col.). There are not at least three GS-15 supervisors subordinate to the district commander nor is there sufficient GS-15 workload to meet Level 2-3. 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, but does not exceed, Level 3-3b.

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.

A-7

ER 690-1-1204

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 2-2 - 250 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 4005 Points converts to GS-14

CONCLUSION:

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

Program Manager, GS-340-14

A-8