

SECTION 3

PERSONNEL ADMINISTRATION

3-1. Management.

a. The resident engineer establishes and enforces standard operating procedures for the various elements of the resident office, through a knowledge of management principles and evaluation and classification standards.

b. The resident engineer supervises and schedules the resident office workload, minimizing work backlogs and overtime. Personal attention is given to providing adequate equipment, facilities, and working conditions that permit employees to work safely and effectively. Personnel are trained and developed as understudies to key jobs. The resident engineer must be familiar with, and support, the merit promotion plan, EEO/AA, upward mobility, performance awards, career programs, and the overseas priority placement policy.

c. The resident engineer applies the principle of equal employment opportunity (EEO) not only to employment, but to retention, training, and separation of civilian personnel in accordance with the district EEO plan of action. All employees are kept informed of the EEO policy of the district and its support is enlisted to achieve positive results. The resident engineer assures that any complaints involving issues of discrimination on grounds of race, color, religion, sex (including sexual harassment), age, national origin, or physical or mental handicap and reprisal are referred to appropriate EEO officials and expeditiously processed.

d. The resident engineer displays an attitude of neutrality toward employee unions and union membership. Cooperative relationships with employee organizations should be established and maintained. All negotiations with representatives of recognized employee organizations should be handled in conjunction with the servicing personnel office as required under Title VII, the Federal Service Labor Management Relations Statute, P.L. 95-454. Training and assistance in the administration of labor agreements is provided by the servicing personnel office.

3-2. Personnel Strength Forecast.

a. The resident engineer forecasts the needed personnel strength for the resident office and requests an increase or decrease in personnel authorization in accordance with AR 570-3, Manpower Utilization and Requirements. The district is advised at least 180 days prior to the need for additional personnel or when it is anticipated that any personnel will become surplus to the needs of the resident office. Adequate time is thereby allowed for processing personnel actions.

b. When requesting additional personnel from the district, the following should be clearly stated:

(1) A brief description of duties or job number and special qualification requirements.

(2) The suggested designation and grade of the new employee.

(3) The construction on which the new employee is to be utilized and the location of the job.

(4) The length of time the employee will be needed.

3-3. CERRAMS.

a. General. The Corps of Engineers Resource and Military Manpower System (CERRAMS) provides the capability to forecast manpower and funding requirements quickly and accurately and to allocate the available resources to Divisions and Districts. CERRAMS combines computer models, management policy controls, and Department of the Army resource constraints. It enables managers to forecast manpower requirements, planning and design (P&D) funding requirements, and supervision and administration (S&A) funding requirements for all of USACE and its individual Divisions and Districts. It also enables managers to examine options for allocating manpower resources to the Divisions and Districts.

b. The USACE Manpower Forecasting Model - The multiple information requirements of USACE led to the development of CERRAMS as five interrelated models rather than a single large model. The models address the two primary USACE management needs - forecasting requirements and allocating resources. The two forecasting models and the S&A and P&D models quantify the requirements for manpower and funding and the allocation model apportions the available manpower and funding resources to USACE Divisions.

Consistency among the models is maintained through the use of common input files which ensures that the same assumptions and policies that drive manpower requirements are used to determine P&D and S&A funding requirements.

(1) The outputs of the USACE manpower forecasting model are multiyear forecasts of the workyears required to provide engineering and construction services for the ongoing and planned military program. Workyear requirements are calculated by fund type and summarized in three customer categories: Army installation support, other Army support, and non-Army support. This functional display of manpower requirements facilitates the analysis of the impact of changes in specific fund types and readily supports the "what if" scenarios that are an integral part of manpower management. The manpower requirements generated by the USACE forecasting model serve as an input to the Total Army Analysis (TAA) process.

(2) The development of manpower forecasts begins with input of data and assumptions and ends with a presentation of manpower requirements by fund type. Workload is measured by inflation-adjusted PA's and is obtained from a combination of existing USACE automated data bases and estimates by program managers. The assumptions that the model considers are the number of available man-hours per man-year, the estimated amount of in-house design work that will be done, the number of projects that will not survive the budget review process, the amount of engineering not related to construction to be done in-house, the average number of active construction projects that each District will experience, and the operation and maintenance Army (OMA) positions. Once the input data and assumptions are entered, the calculation of manpower requirements begins.

c. Manpower Allocation - Manpower resources are allocated to Divisions based on the requirements developed with the USACE manpower forecasting model, the Division and District manpower forecasting models, and the manpower resources made available through the TAA process. The USACE manpower forecasting model is used to develop the total manpower requirements for the USACE military program.

3-4. Selecting Employees.

One of the major responsibilities of the resident engineer is to select employees for the organization. The district civilian personnel office is responsible for implementing personnel placement policy within the district. When it is necessary to establish or fill a position, an SF 52 (Request for Personnel Action) is submitted through the construction division to the district personnel office. Attaching a proposed job description to the SF 52 will expedite filling the position. The resident engineer is furnished a list of qualified applicants for evaluation and selection by the date required to avoid adverse effect on resident office operations. Upon receiving the referral list of highly qualified candidates, the resident engineer should make a selection, and the selecting official must provide a written rationale for their selection. The selection decision must be based on merit factors and therefore job related. While interviews of candidates are not mandatory, they are encouraged prior to making a selection. If the RE requires information concerning placement of minority candidates, the RE should consult with the district EEO officer to discuss the AA goals and whether there is underrepresentation of minorities or women which needs attention. This discussion should occur as soon as a vacancy is projected. In addition to AA goals the selecting official should determine whether any special recruitment efforts are required to reach highly qualified candidates to include minorities or women. The resident engineer contracts the highly qualified individuals on the referral list to arrange interviews, if desired, or secures additional information concerning the candidate's experience and past supervisory appraisals. Customarily after the individual is selected, the new assignment begins within 30 days. A shorter reporting period can be negotiated with the incumbent's organization.

3-5. Personnel Utilization.

a. The resident engineer informs employees of their job descriptions and associated performance standards which they are expected to meet. Employee duties are normally aligned with these standards and with job descriptions, though personnel may be temporarily assigned to other duties within their capabilities. When major changes are made in duty assignments, performance standards are revised. Performance standards for employees are usually prepared by the resident engineer with input from employees. Both quality and quantity of performance are realistically measured, and planned discussions with resident office personnel are conducted to

strengthen employee/employer relations and improve performance. As a result of the evaluation of resident office personnel, the resident engineer establishes the necessary training through an individual development plan (IDP) and recommends promotions, reassignments, or separations.

b. Through regular interviews, the resident engineer is aware of the short and long range goals of resident office personnel and provides them with assistance in obtaining these goals. The employees are assigned within the organization to assure maximum utilization is made of the highest skills the employee possesses.

c. When performance declines or conduct becomes a problem, several considerations should be reviewed by the resident engineer. Determining the cause of the performance or conduct deterioration is essential. A concerned, sincere discussion with the employee may surface the basis of the problem(s). If it becomes apparent that the immediate supervisor's efforts are not effective in resolving the problem, the Management-Employee Relations Branch, located in the Civilian Personnel Office, should be contacted for guidance and assistance. There are several options available for consideration, including referral to the Employee Assistance Program (EAP), counseling, disciplinary action, reassignment or even removal, if warranted. The resident engineer should strive to maintain a positive work environment to enhance employee morale and productivity. This may be one of the supervisors most challenging tasks.

d. Allegations of discrimination should be referred immediately to the district EEO office for proper and timely processing.

3-6. Incentives & Awards. (AR 672-20 & USACE Supplement #1)

a. There are various incentives available for resident office employees; for example, quality step increases, performance awards, special act or service awards length of service awards, letters of appreciation or commendation, on-the-spot cash awards, and promotions. The resident engineer initiates action to obtain awards for deserving persons. The resident engineer encourages suggestions and can assist resident office personnel in preparing them.

b. Three awards for construction field personnel are available. EP 690-1-12 dated 12 May 1987, established two of these awards for construction inspectors/representatives. The awards, are as follows:

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(1) Quality Performance Certificate (QPC-Qtrly)

- QPC's should be selective
- No requirement exists that you must award a QPC.
- A QPC recipient MUST be outstanding.
- Notify HQUSACE of recipients for publication in Newsletter.

(2) Construction Insp/Construction Rep of the Year

- One CI/CR of the year per division will be awarded.
- The CI/CR recipient must stand head and shoulders above the rest.
- CI/CR award requires NO previous QPC awards.
- Give consideration to awarding QPC to CI/CR runners-up.

(3) USACE Hard Hat of the Year Award

- Hard Hat Award awarded to the most outstanding field employee in each Corps Division
- Nominations made by each Area/Resident Engineer
- Nominee must be permanently assigned to a field office. (Area/Resident/Project Office)
- Cannot be the Area or Resident Engineer.
- Grade cannot exceed GS-12.
- Must be in position at least one year.
- Principle duties must relate to management of construction.
- Performance standards must address quality management.

c. Selection and presentation of the first two awards are delegated to each District. The Hard Hat Award will be presented by HQUSACE, Chief, Construction Division. EP 690-1-12 outlines considerations for you in the selection process. Criteria for the HARD HAT AWARD was previously distributed and is available in each Division and District.

3-7. Training.

The resident engineer assures that personnel have the opportunity to attend training courses, either on regular duty time or during off-duty hours, that will develop their capabilities and meet their needs for future jobs. Personnel are encouraged to avail themselves of the many opportunities for self-development. Long term training opportunities should be emphasized, especially for employees in grades GS-11 and above. The district training or employee development officer can provide information on training and development opportunities and assist personnel in scheduling necessary training. The resident engineer should conduct routine professional development training in-house for resident office personnel based on their needs and abilities and on the nature of on-going future work. The RE should assist in selecting courses for the employee's professional progress through the IDP. Proponent Sponsored Engineering Corps Training (PROSPECT) program courses are available from the Huntsville USACE Training Management Division. Excellent courses in contract management, quality assurance, inspection, and mobilization are available. For information about the PROSPECT program, contact the personnel training officer at the USACE Training Management Division or the districts training officer.

3-8. Time Administration.

a. The resident engineer assigns, in writing, a timekeeper and an alternate timekeeper.

b. Approval of overtime, holiday work, and compensatory time is governed by district regulations.

c. The resident engineer schedules annual leave and compensatory time with consideration of employee desires insofar as possible. Sick leave is monitored as necessary.

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3.9 Travel.

a. The governing regulation which prescribes the policy and procedures for processing and controlling travel performed by all USACE military and civilian personnel is ER 55-1-2, Travel Management.

b. Normally, travel orders are written prior to commencing official travel. In exceptional circumstances, confirmatory orders may be issued after travel has been performed as prescribed by current regulations. Travel orders are issued in the district office unless specific authority has been delegated to the resident engineer by the district commander.

c. The district transportation officer may designate the resident engineer as the transportation agent for issuing SF 1169, Transportation Request (Accountable Form - Civil Only).