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	Civilian Personnel POSITION MANAGEMENT AND CLASSIFICATION	
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CEHR-E

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, D.C. 20314-1000

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Regulation
No. 690-1-500

15 May 1996

Civilian Personnel
POSITION MANAGEMENT AND CLASSIFICATION

Limited supplementation of this regulation is permitted but not required. If supplements are issued, MSC commanders and commanders of separate activities will furnish one copy to HQUSACE, CEHR-E, WASH, DC 20314-1000

1. Purpose. This regulation provides human resources policy guidance, procedures, and criteria for the position management and classification program in the U.S. Army Corps of Engineers.
2. Applicability. This regulation is applicable to all USACE elements, major subordinate commands (MSC), districts, laboratories, and field operating activities (FOA).
3. References.
 - a. Classification Under the General Schedule, 5 CFR 511
 - b. Prevailing Rate Systems, 5 CFR 532
 - c. Reduction in Force, Competitive Level, 5 CFR 351.403
 - d. U.S. Office of Personnel Management, Introduction to the Position Classification Standards
 - e. Department of Defense Civilian Personnel Manual, Chapter 5, Classification and Human Resources Cost Management Program
 - f. AR 690-300, Ch. 312, Position Management
 - g. AR 690-500, Ch. 511, Classification Under the General Schedule

This regulation supersedes ER 690-1-500, 15 January 1993

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4. Policy. It is the policy of the Commander, USACE that:

a. Civilian positions be structured in the most economical and efficient manner possible to effectively accomplish the mission and make maximum use of employee skills. Consistent with this policy, managers and supervisors will assign duties in a manner that promotes maximum utilization of manpower resources with an effective and efficient organizational structure. Jobs will not be designed solely to support higher grades or grade structures.

b. Formal position classification guidance and advice will be issued by the Directorate of Human Resources, HQUSACE, in coordination with appropriate management officials. If a need for such advice or guidance exists, CEHR-E should be consulted prior to initiating development. Problems and questions relating to job evaluation and grade structure will be referred to field and HQUSACE human resources officials with delegated authority to act on such matters. The final classification of positions will be determined consistent with Office of Personnel Management (OPM) Position Classification Standards and guidance issued by OPM, the Department of Defense (DOD), the Department of the Army (HQDA), and HQUSACE.

5. Responsibilities.

a. Headquarters USACE. The Commander, USACE, has delegated to the Director of Human Resources staff responsibility for the command position management and classification program. This includes providing staff oversight and assistance to HQUSACE, MSC, districts, and activities reporting directly to HQUSACE on position management and classification matters, ensuring consistency in classification through periodic evaluation of position management and classification programs in coordination with the appropriate MACOM career program manager, and participating in HQDA and OPM surveys of USACE activities.

b. MSC Commanders. MSC Commanders will ensure that position management and classification programs in their headquarters and in districts under their jurisdiction are

properly administered and that job evaluations are made in conformance with prescribed standards and procedures. This will include disseminating position management and classification guidance, evaluation of position management and classification programs in subordinate activities, serving as a higher level classification review for district positions, including review and classification of individual cases referred by districts, and representing HQUSACE on HQDA and OPM surveys of districts.

c. Activity commanders and directors. Activity commanders and laboratory/FOA directors will ensure that performance objectives for all managers and supervisors are written in such a manner that effectiveness in accomplishing position management responsibilities can be clearly evaluated and that managers, supervisors, and individuals delegated classification authority comply with all provisions of this regulation as well as the provisions of position classification standards.

d. Position Management Officer (PMO). The activity commander or laboratory/FOA director will serve as the position management officer unless that individual chooses to delegate this responsibility. The authority may be delegated only to the individual who is second in command. The Position Management Officer will make final decisions on position management recommendations and organizational structures where significant disagreements exist. The authority of the PMO does not extend to determinations on the classification of positions unless the PMO is the commander or director or is otherwise delegated classification authority.

e. Managers and Supervisors. Managers and supervisors will assure that job descriptions accurately reflect mission assignments and are accurate and assure proper assignment of employees. With the assistance of human resource specialists, they will also maintain familiarity with classification standards covering the major functions under their supervision in order to understand and explain the basis for classification to subordinates and furnish drafts of new or revised position descriptions with requests for personnel action. They will also support and follow the USACE position management guidelines (Appendix A). Where delegated classification authority, they will assure that all positions for which they are responsible are correctly classified in accordance with applicable position classification standards.

6. Position Classification. Authority to classify civilian positions in USACE is delegated to commanders of major subordinate commands and directors of laboratories/FOA reporting directly to HQUSACE. Major subordinate commanders may redelegate all or part of this authority to district commanders. It will be redelegated to the human resources officer supporting the activity and to qualified individuals in that office. In some activities, where specifically authorized by HQUSACE, this authority may also be delegated to managers. When commanders, directors, or managers classify positions; an advisory opinion will be provided by the servicing human resources office or Civilian Personnel Advisory Center (CPAC) if needed. A classification decision can only be based on applicable position classification standards. An explanation of the interpretation of the position classification standards as applied to the position being evaluated must be prepared by the individual classifying the position. There is no authority to classify positions using factors not included in the standards and deviations for other reasons are not authorized. It is noted that HQUSACE does not have the authority to classify foreign national positions. As this authority and procedures vary by country, the servicing civilian personnel office or advisory center should be contacted for advice.

a. Prior approval requirements. The initial establishment or change in grade level of a personnel officer position, a position of chief of a human resources office or civilian personnel advisory center, or a civilian personnel career field position not located in one of these offices is subject to prior approval of HQUSACE. The proposed establishment of or revision to SES positions also requires prior approval. CEHR-E should be contacted for guidance if the need for this occurs.

b. Evaluation decisions. In cases where there is a significant controversy concerning the classification of a position or where a decision proves especially difficult, the commander may request an evaluation decision from the next higher echelon within the command. If the decision cannot be made at that level, HQUSACE may be requested to make the decision. In no case will a request for classification decision or for formal classification advice be forwarded to levels other than within the chain of command. Neither DOD nor OPM will be asked for classification decision or formal advice except by HQUSACE.

c. Furnishing data. As a minimum, all cases submitted for prior approval or evaluation decision must include copies of the job description, evaluation statement, organization chart, mission and function statement, and such other job descriptions, evaluation statements, and program management information as would be helpful in making a decision. Submission of supervisory positions will include job descriptions for subordinate supervisors and for all nonsupervisory jobs used for base level determination.

d. Standard job descriptions and model job descriptions. The Department of the Army and HQUSACE have issued a number of standard and model job descriptions. These are to be used without modification only when they accurately describe the specific position as it is performed. They may also be modified to match specific jobs, but then must be considered local position descriptions.

e. Competitive levels for interdisciplinary positions. Interdisciplinary positions must be assigned a separate competitive level for each series to which the position may be classified.

f. Special pay plan designators and job grading standards for USACE blue collar positions.

(1) Floating plant positions. OPM has identified separate pay plan codes for floating plant positions. Hopper dredge pay plan codes are WJ (supervisory) and WK (nonsupervisory). Pay plan codes for other than hopper dredges are XH (supervisory), XG (leader), and XF (nonsupervisory). Normally, the Ladder Diagram is used to classify licensed marine employees on floating plant. The Department of the Army Manual of Evaluation Standards (DAMES), Part II and Section 6, are used to evaluate nonsupervisory and/or nonlicensed marine employees and CPR P42, Supplementary Job Evaluation Standards for Wage Board Jobs, Section 1, Wage Board Supervisory Evaluation Standard, is used for supervisory, nonlicensed positions.

(2) Lock and dam operation and maintenance positions. OPM has established separate pay plan codes for lock and dam operation and maintenance positions. These are WY (nonsupervisory), WO (leader), and WA (supervisory). Regular

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Federal Wage System job grading standards are used to evaluate these positions.

(3) Power plant positions. The pay plan code (WB) is used for power plant positions. No standards are used to evaluate these positions as the pay rates are set for each position by the Department of Defense Wage Fixing Authority.

g. Recording special conditions on job descriptions.

(1) Job descriptions must clearly identify any prerequisites or special conditions required to do the job. For example, trainee jobs must clearly indicate that they are such and include the identity of the target position, and a requirement for Professional Engineering registration must be included where appropriate.

(2) Interdisciplinary positions must show "interdisciplinary" in the title block and contain the title, series, grade, and competitive level for each series to which they can be classified.

(3) Information which would be helpful in filling the position may be included as footnotes. Examples include financial statements, medical surveillance, safety program, licensing, professional registration, drug testing, acquisition corps requirements, and recurring or extended travel requirements.

7. Position Management. The Human Resources Office (HRO) or Civilian Personnel Advisory Center (CPAC) is the proponent for advice and assistance on position management. In accomplishing this function, that office is responsible for providing active and systematic advice and assistance to management on the effective distribution of supervisory, professional, administrative, technical, clerical, and/or trades duties, with particular attention paid to assuring that higher graded duties are concentrated in as few positions as possible and that duties at higher grades constitute at least 50% of the time of a position whenever possible consistent with effectiveness and efficiency requirements. Other aspects include advising on supervisory ratios, layering, duplication, and overlap. In addition to informal contacts with management in providing advice, position management studies, review of individual action

requests, and reviews of organizational plans are critical to the successful accomplishment of the position management function.

a. Position management studies. Managers and supervisors are responsible for conducting position management studies of organizations under their control with the assistance of their civilian personnel advisor. Efforts will also be made to include manpower, management analysis, and other appropriate support staff (e.g., activity career program managers) in conducting the studies. The studies will consist of an analysis of the existing structure, a proposed optimum structure, and a transition plan.

b. Individual action requests. Human Resources specialists will review all individual action requests to assure that sound position management objectives are taken into consideration. These include, but are not limited to, the mix of professional/technician and administrative/clerical positions, development of career ladders, supervisory ratios, need for deputy positions (normally not needed in an organization of less than 40 positions), the percentage of each position's time spent on higher graded duties (at least 50% should be at the higher grade), need for positions at the GS-14 and GS-15 levels (ceilings set annually), and other factors which would affect either economy or efficiency of operations.

c. Position management determinations. Final determination on implementation of position management recommendations will be made by the activity position management officer. This decision must be made based on valid mission requirements and include consideration of structures which would improve the efficiency of program operations.

d. Periodic reviews. Review of all positions in an organization must be conducted periodically, with once every three years the recommended frequency. These reviews will include a review of all positions for accuracy of position description, proper classification, and position management reviews and recommendations.

e. Position management guidelines which must be used in designing or reviewing organizations are at Appendix A. The list

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is certainly not all inclusive, nor are all of the individual items always appropriate; however, they should be considered in all position management and individual action reviews.

8. Classification Appeals. There are two avenues for formal position classification appeals by General Schedule employees. They may appeal either to the Department of Defense (DOD) or directly to the Office of Personnel Management (OPM). Employees in positions exempt from the Classification Act must appeal to DOD first unless the purpose of the appeal is to request classification of the position in the General Schedule.

a. Classification appeals to DOD or OPM. Classification appeals submitted to DOD will be addressed to the Defense Civilian Personnel Management Service, Field Advisory Services Division, 1400 Key Boulevard, Arlington, VA 22209-5144. Appeals to OPM will be forwarded to the OPM Service Center (or Central Office) serving the location of the servicing HRO (CPAC). They must be submitted within 30 days of the certification by the appellant and supervisor or the Commander that the job description is accurate or the date the appeal is filed with the servicing HRO (CPAC). HQUSACE (CEHR-E) will be informed by FAX, with a copy of the appeal memorandum as soon as it is known that an employee has filed an appeal and will be provided a copy of any appeal decision.

b. Appeal packages will include an appeal memorandum signed by the appellant; a copy of the current, official, signed job description; certification by the appellant and the supervisor, or the commander's certification that the job description is accurate; an evaluation statement with a thorough analysis of the appellant's duties and responsibilities; the approved mission and function statement and organization chart for the organization in which the position is located; a copy of the supervisor's job description with evaluation statement; a copy of the appellant's latest SF-50 showing the job number to which assigned; and any information submitted by the appellant in support of the appeal. Appeals by individuals in supervisory or leader positions will also include copies of job descriptions and evaluation statements for subordinate supervisors and for all jobs used for base level determination.

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8. Appendix B provides a list of current classification guides which have been issued by HQUSACE. These classification guides must be used as supplements to OPM Position Classification Standards to evaluate positions to which they apply.

FOR THE COMMANDER:

A handwritten signature in black ink, appearing to read "R. Griffin". The signature is written in a cursive, somewhat stylized font.

ROBERT H. GRIFFIN
COL, Corps of Engineers
Chief of Staff

U.S. ARMY CORPS OF ENGINEERS
POSITION MANAGEMENT GUIDELINES

This list of position management guidelines was compiled to assist in planning to meet high grade, supervisory ratio, and streamlining goals. It is not all inclusive, nor are all of the individual items applicable to every situation. They should, however, be considered in all position management and individual action reviews.

1. Combine organizations when functions are related; and combine small, single function elements.
2. Share administrative support between organizations.
3. Assure an efficient, streamlined organizational structure.
4. Assure that first level supervisors at the district level have an average of 12 subordinates with no fewer than eight subordinates per supervisor in FY 96 and no fewer than ten thereafter.
5. Assure that second level supervisors have at least four subordinate organizational units.
6. Avoid reorganizations/realignments designed to support higher grades.
7. Review and reduce the number of deputy and assistant positions. Encourage empowerment of individual team members. Full time deputy positions should not exist in organizations of less than 40 employees unless the organization has a broad span of control.

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8. Use team leaders instead of supervisors for smaller functions which cannot be consolidated. Utilize project leaders so that team leadership can be adjusted to changing needs.

9. Concentrate high grade duties in as few positions as is prudent, but assign some higher grade duties (25% or less) to lower graded positions for broadening and developmental experience.

10. Ensure that all positions perform at the grade level at which they are classified at least 50% of the time.

11. Use technicians to support professional/administrative positions, assuring a reasonable balance of the two.

12. Assure that the balance of GS-11 and GS-12 positions reflects the actual workload of the organization at district level.

13. In accordance with DA goals, reengineer GS-13 and higher positions to lower grade by narrowing the scope of assignments.

14. Avoid ill-defined or personalized job structures or positions designed to support unnecessary higher grades.

15. Plan duty assignments to avoid unplanned job growth or diminution.

16. Take advantage of every attrition to review positions to assure conformity with organizational plans.

U.S. ARMY CORPS OF ENGINEERS
POSITION CLASSIFICATION GUIDES

1. Ladder Diagram of Floating Plant Jobs Evaluated Under the Department of the Army Wage Board Supervisory Standard, July, 1953.
2. DAEN-PEZ/AO Letter, Assistant Secretary of the Army (Financial Management) Directed Civil Audit/Internal Review Realignment, 24 Apr 1985.
3. DAEN-PEC-P/DAEN-PAZ Letter, Supplemental Guidance to Factor 1 Evaluations of District Public Affairs Office Chief Positions, 10 Apr 1985.
4. DAEN-PEC-P Letter, Supplemental Classification Guidance for Positions Engaged in Research or Experimental Development, 4 Dec 1985.
5. DAEN-PEC-P Memorandum, Classification Guidance for the Park Manager/Park Ranger GS-025 Series, 14 May 1986.
6. DAEN-PEC-P Memorandum, Classification Guidance for Park Ranger Positions in the U.S. Army Corps of Engineers, 4 May 1987.
7. CEPE-CP Memorandum, First Installment of the Revised Floating Plant Ladder Diagram, 30 Jul 1987.
8. CECG Letter, Clarification of Dual Track Classification Concepts, 11 Dec 1987.
9. CEPE-CP Memorandum, HQDA Prior Approval Requirements for Changes to Established SES Positions, 18 Feb 1988.

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U.S. ARMY CORPS OF ENGINEERS - POSITION CLASSIFICATION GUIDES

10. CECC-T/CEPE-CP Memorandum, Supplemental Classification Guidance for Counsel Attorneys in the Corps of Engineers, 9 May 1989.

11. CEPE-CP Memorandum, Classification Guidance - Personnel Systems Manager, 19 Jun 1989.

12. CEHR-E/CESO-I Memorandum, Supplemental Guidance on Hazard Pay Environmental Differentials Regarding Hazard Toxic Waste (HTW) Sites, 19 Oct 1990.

13. CECC-T/CEHR-E Memorandum, Supplemental Classification Guidance for Counsel Attorneys in the U.S. Army Corps of Engineers, 13 Oct 1992.

14. CEHR-E Memorandum, Classification of Interdisciplinary Positions, 2 Feb 1993.

15. CEHR-ZA/CEPR/ZA Memorandum, DAWIA Transition Memorandum No. 7, 10 Mar 1993.

16. CEHR-E Memorandum, Advisory Decision Pertaining to the Application of the Job Grading Standard for FWS Supervisors, 6 Apr 1993.

17. CEHR-E Memorandum, Position Classification Guidance for Project Management Positions, 30 Jun 1993.

18. CEHR-E Memorandum, Model Job Descriptions for Deputy District Engineer for Programs and Project Management, 30 Dec 1993.

19. CEHR-E/CELD-MS Memorandum, Implementing Instructions for Logistics Management Officers, 10 May 1994.

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20. CECW-OR/CEHR-E Memorandum, Regulatory Resources Management Initiative, 10 May 1994.

21. CEHR-E/CECW-O Memorandum, Operations and Maintenance Management Positions, 16 Jun 1994.

22. CEHR-E/CECW-O Memorandum, Chief of Construction-Operations and Chief of Operations Positions, 1 Sep 1994.

23. CEHR-E Memorandum, Position Classification Guidance for Project Management Positions, 20 Apr 1995.

24. CEHR-E Memorandum, Revised Implementing Instructions for the General Schedule Supervisory Guide (GSSG), 10 Aug 1995.

25. CEHR-E Memorandum, Supervisory and Leader Positions, 25 Jan 1996.

26. CEHR-E Memorandum, Classification Consistency Review - MSC Chief, Real Estate Positions, 21 Mar 1996.