

DEPARTMENT OF THE ARMY HECSA OM 10-1-1
U.S. Army Corps of Engineers
Humphreys Engineer Center Support Activity
CEHEC-RM-M Alexandria, VA 22315-3860

Memorandum
No. 10-1-1

1 Apr 02

Organization and Functions
U.S. ARMY HUMPHREYS ENGINEER CENTER SUPPORT ACTIVITY
MISSIONS AND FUNCTIONS

1. Purpose. This memorandum designates the major organizational elements, responsibilities, and functions of the U.S. Army Humphreys Engineer Center Support Activity (HECSA). It also establishes procedures for making changes to prescribed organization, responsibilities, and functions.
2. Applicability. This memorandum applies to all HECSA elements.
3. References.
 - a. ER 10-1-1, Mission and Command Organization of the Chief of Engineers.
 - b. ER 10-1-47, Organization and Functions, U.S. Army Humphreys Engineer Center Support Activity.
 - c. ER 690-1-500, Position Management and Classification.
4. Organization. The official organization of HECSA is represented in Appendix B. As changes occur, the official structure is approved in accordance with this OM. The Manpower Management Document (MMD) and other publications, correspondence, and charts issued by the offices of HECSA will be in agreement with the official organization published. HECSA background information is specified in Appendix A.
5. Mission and Functions. The mission and functions are specified in Appendix C thru K.
6. Distribution. This memorandum is approved for public release, and distribution is unlimited.

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7. Policies.

a. There is no intent to standardize the size of internal elements. Instead, the establishment of internal elements will depend on logical grouping of functions, avoidance of unnecessary layering or supervision, workload analysis, and allocation of available resources.

b. Supervisory ratio. The current criteria of 1:10 in ER 690-1-500 will be used as a guide. Organization changes and personnel actions will be judged on existing regulatory guidance.

c. Basis for changes. Only changes in organization and functions that offer clear, demonstrable advantages over the status quo will be proposed. When benefits are marginal, HECSA will rely on the status quo because of the stability that it provides. Proposed changes in organization or functions will be submitted to the Manpower and Management Analysis Branch for an independent evaluation and review. Changes include any additions, deletions, or retitling of organizational elements, or revisions to statements of functions. No announcements or implementation of changes will be made until the full process of review and approval is completed.

8. Authorities. Director may approve changes.

9. The word "he" when used in this OM represents both the masculine and the feminine genders.

11 Appendixes

- APP A - HECSA Background
- APP B - HECSA Organization Chart
- APP C - Executive Office
- APP D - Office of Counsel
- APP E - Safety, Security and Occupational Health Office
- APP F - Logistics Management Office
- APP G - Information Management Office
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CHARLES B. RAU
Director

- APP I - Resource Management Office
- APP J - Equal Employment Opportunity Office
- APP K - Civilian Personnel Advisory Center (CPAC)

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APPENDIX A**HUMPHREYS ENGINEER CENTER SUPPORT ACTIVITY****BACKGROUND**

The Humphreys Engineer Center (HEC) is a U. S. Army Corps of Engineers (USACE) installation consisting of 583 acres. It is located approximately 19 miles south of USACE Headquarters in Washington, DC, at 7701 Telegraph Road in Alexandria, Virginia. The property is immediately adjacent to, but not part of, the Fort Belvoir military reservation. The Installation Commander of HEC is the Deputy Commanding General of USACE. The Deputy Installation Commander is the USACE Chief of Staff. The Director of the Humphreys Engineer Center Support Activity (HECSA) is responsible for providing day-to-day installation management and support services.

In 1971, the Coastal Engineering Research Center (CERC) received a permit from Fort Belvoir to use 187 acres as an experiment testing facility. After construction of the Kingman, Cude, and Hall Buildings was completed in 1972, the area was informally referred to as the Kingman Complex. In 1979, the permit was expanded for an additional 389 acres. On 3 September 1980, the property was formally transferred from Fort Belvoir to the Civil Works accounts of USACE. In July 1982, the Casey Building was dedicated. Then, on 2 November 1982, the installation was formally designated as the Humphreys Engineer Center in commemoration of Major General Andrew Atkinson Humphreys (2 Nov 1810 - 27 Dec 1883). At that time, the Deputy Commanding General of USACE was designated as the Installation Commander.

The Humphreys Engineer Center Support Activity (HECSA) was established by HQUSACE Permanent Orders 31-1, dated 15 September 1983, and was effective 15 August 1983. HECSA provides support services to all Corps of Engineers activities located at the Humphreys Engineer Center. Those orders also established HECSA as a separate field operating activity (FOA) of USACE, reporting directly to the Deputy Commander of USACE, and appointed the Commander of HECSA as the Deputy Installation Commander. In 1989, the HECSA Commander position was converted to a civilian

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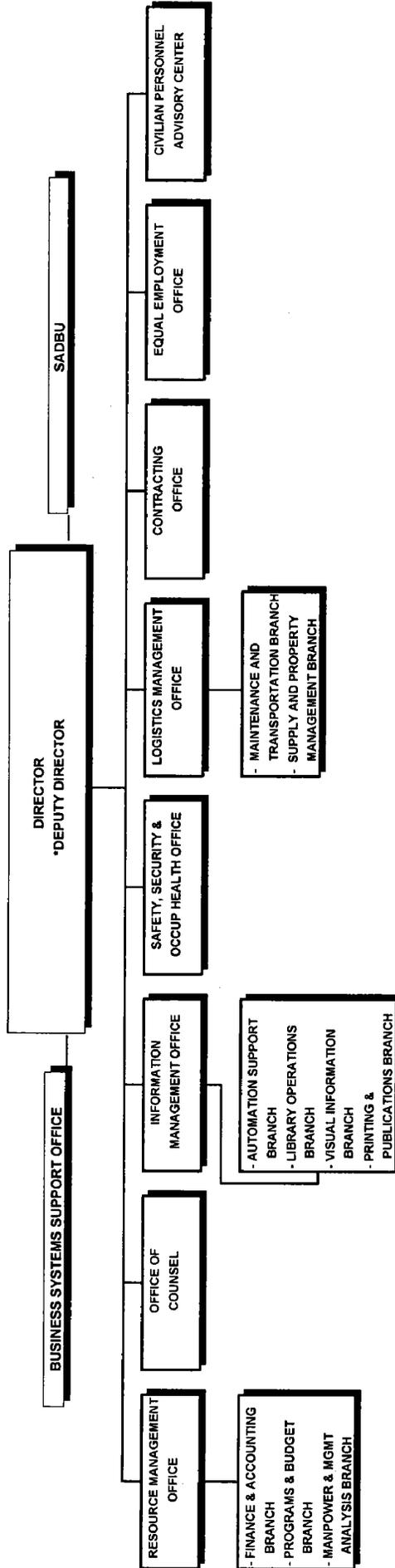
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Director. The Headquarters Chief of Staff was made Deputy Installation Commander.

The installation houses approximately 1200 employees who work for several tenant organizations, both Corps and non-Corps. Corps organizations include HECSA, the Engineering Research and Development Center (ERDC) - Headquarters, Engineering Research and Development Center - Alexandria (Topographic Engineering Center (TEC)), Office of History (CEHO), the Engineer Inspector General (CEIG), Internal Review Office (CEIR), the Institute for Water Resources (IWR), USACE Finance Center (UFC), and the Medical Mandatory Center of Expertise (CEHNC). Non-Corps tenants include Army Materiel Command Special Performance Office (SPO), Army Audit Agency (AAA), Assistant Chief of Staff for Installation Management (ACSIM), the U.S. Army Criminal Investigation Division (CID), and the Army Engineer Association.

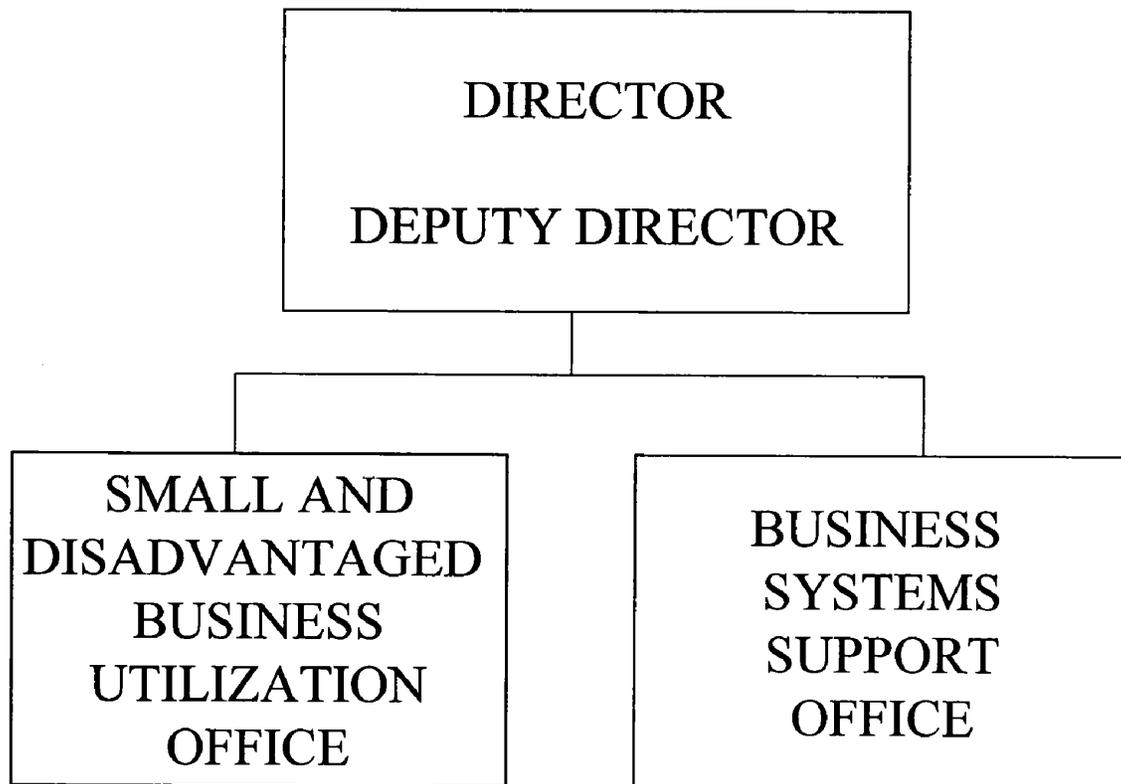
Numerous services are made available to HEC tenants. They include conference and training facilities, a federal credit union, food and commuter services, an occupational health center, and a physical fitness center.

HUMPHREYS ENGINEER CENTER SUPPORT ACTIVITY



APPENDIX C

EXECUTIVE OFFICE



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EXECUTIVE OFFICE**MISSION**

Provides executive and administrative oversight of all operational functions provided by the Humphreys Engineer Center Support Activity (HECSA) to its supported organizations. Directs and administers support services to all tenants of the Humphreys Engineer Center (HEC). Manages the HEC installation on behalf of the Installation Commander. Administers the small business program of HECSA in support of all Corps activities receiving acquisition services from HECSA. Coordinates the training for HECSA.

FUNCTIONS**Director**

1. Serves as the executive head and senior leader of HECSA in the accomplishment of its assigned mission.
2. Directs, supervises, and manages the overall operations of HECSA in providing administrative and operational support to Headquarters, U.S. Army Corps of Engineers (HQUSACE) and other Corps activities in the National Capital Region.
3. Manages the HEC installation.
4. Serves as the primary point of contact for the Commanders and Directors of tenant organizations.
5. Serves as the primary HEC representative for all future planning and development of HEC.
6. Serves as a USACE representative with local, state, and Federal agencies on matters affecting HEC.
7. Represents the interests of HECSA and HEC in obtaining any resources necessary to effectively and efficiently accomplish the assigned mission.

Deputy Director

1. Serves as a full deputy to the Director.

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2. Actively participates in the overall management of HECSA by providing planning, coordination, direction, and supervision to all HECSA Offices.
3. Represents Director at meetings with supported customers, other Federal, state or local governmental agencies and private organizations.
4. Acts as Appointing Officer on Reports of Survey.
5. Provides general oversight of HECSA web site to ensure accuracy, consistency and completeness.

Small and Disadvantaged Business Utilization Office

1. Reviews and makes recommendations for all acquisitions over \$10,000, except small purchase set-asides.
2. Makes the review before issue of the solicitation or contract modifications and documenting it on DD Form 2579, Small Business Coordination Record.
3. Refers recommendations that have been rejected by the contracting officer to the Small Business Administration (SBA) procurement center representative. However, in the case of a rejected small disadvantaged business set-aside recommendation or if an SBA representative is not assigned or available, the specialist refers the matter to the Director.
4. Reports directly and is responsible only to the Director.
5. Ensures that the contracting activity takes the necessary actions to implement small business, historically black college and university/minority institution and HUBZone programs.
6. Advises and assists contracting, program manager, and requirements personnel on all matters which affect small businesses, historically black colleges and universities or minority institutions, and labor surplus area concerns.
7. Aids, counsels, and assists small business, small disadvantaged business, historically black colleges and universities, and minority institutions by providing:

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- a. Advice concerning acquisition procedures.
 - b. Information regarding proposed acquisitions.
 - c. Instructions on preparation of proposals in the interpretation of standard clauses, representatives, and certifications.
8. Maintains an outreach program (including participation in government-industry conferences and regional interagency small business councils) designed to locate and develop information on the technical competence of small businesses, small disadvantaged business concerns, historically black colleges and universities, and minority institutions.
9. Ensures that financial assistance, available under existing regulations, is offered and also assists small business concerns in obtaining payments under their contracts, late payment, interest penalties, or information on contractual payment provisions.
10. Provides assistance to contracting officers in determining the need for and acceptability of subcontracting plans and assists administrative contracting officers in evaluating, monitoring, reviewing, and documenting contract performance to determine compliance with subcontracting plans.
11. Recommends to the appointing authority the activity's small and disadvantaged business program goals including goal assignments to subordinate contracting offices; monitors the activity's performance against these goals; and recommends action to correct reporting errors/deficiencies.

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Business Systems Support Office

MISSION

Coordinates the utilization of automated business systems used by HECSA in support of its customers. Primary responsibility is to respond to the needs of CEFMS users. Also manages a variety of administrative performance aspects of HECSA's operating programs for the Director.

FUNCTIONS

1. Serves as a source for technical expertise and advice regarding utilization of automated business systems used by HECSA.
2. Serves as a central point of contact for HECSA supported organizations to resolve system problems experienced by end users.
3. Acts as a liaison with supported organizations to discuss and improve business processes.
4. Ensures financial data base integrity through control of system access, investigation of transaction failures and execution of scripts to correct data base errors.
5. Reports problems and recommends improvements to system developers.
6. Ensures reliable operation of business system interfaces.
7. Receives and disseminates system development change information.
8. Publishes documentation that defines business processes and assists users with document preparation and system navigation.
9. Provides training to system users when necessary to explain and demonstrate system changes.
10. Develops local programs and ad hoc queries to extract data base information for system users.

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11. Coordinates and executes month-end and year-end automated processes to close financial databases.
12. Administratively coordinates, tracks, and expedites all HECSA taskers, projects and assignments.
13. Troubleshoots and resolves critical or unusual situations encountered in the administrative operations of the organization.
14. Tracks completion of various personnel-related actions for HECSA such as performance ratings, awards, promotions, within grade increases, training, etc.
15. Monitors HECSA compliance with applicable regulations, policies and procedures.
16. Prepares reports, briefings, special papers, and summaries relating to the administration of the organization.
17. Oversees the HECSA publication control function to ensure each publication's current applicability, to identify the need to establish, revise or delete them, and to ensure proper posting to HECSA's publication website.
18. Serves as the HECSA's sponsor for new employees. Welcomes new employees using established in-processing procedures and checklists.
19. Provides administrative support to Director and Deputy Director including records management of office files and control of personal property.

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APPENDIX D**OFFICE OF COUNSEL****MISSION**

Provides U.S. Army Corps of Engineers (USACE) elements and FOAs at HEC with legal services (excluding military justice) including, but not limited to, advice, assistance, and litigation support associated with their missions; provides HQUSACE with legal services in the following areas: labor counselor, claims officer, Freedom of Information Act; provides legal aspects of the Patent, Copyright and Data Rights Program for USACE; has operational responsibility for Corps of Engineers Computer Aided Legal Research Services.

FUNCTIONS

1. Renders staff advice and assistance in the negotiation and preparation of contracts and drafts and all nonstandard form contracts including nonstandard clauses to standard form contracts, modifications and other contractual instruments or preliminary contract papers, and reviews such actions for legal sufficiency.
2. Provides back-up legal support and resources to the Chief Counsel.
3. Reviews, investigates, recommends, and acts as appropriate on all contractual and noncontractual claims and appeals, including participation in intermediate hearings afforded by the appropriate Commander and including the presentation of cases before the Armed Services Board of Contract Appeals, U.S. District Courts and the Claims Court to include acting as the government trial attorney or government co-trial attorney as appropriate.
4. Reviews, investigates, recommends, and acts as appropriate on all litigation before the Federal Courts concerning HEC tenant organizations activities, and arising out of legal services provided to HQUSACE.
5. Serves as the HEC Labor Advisor and represents the Contracting Officer in all contract labor matters. In

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coordination with other HEC elements, secures compliance with contract labor law and regulations. Carries out labor policy directives and programs issued by higher authority and implements or recommends policies and procedures thereto.

6. Processes mistake-in-bid cases and other matters involving the application of extraordinary legal remedies, termination cases, protests, and other matters requiring final action by higher authority.

7. Provides legal advice to Contracting Officers, Competition Advocates and Directors on requirements of the Competition in Contracting Act. Reviews justifications and approvals for other than full and open competition for legal sufficiency.

8. Provides legal advice and assistance concerning environmental aspects of HEC organizations activities and policy determinations.

9. Provides legal advice and assistance on all standards of conduct matters relating to conflicts of interest and interpretation of laws, rules and regulations governing standards of conduct and financial disclosure statements/reports.

10. Provides advice and assistance to further Equal Employment Opportunity (EEO) and affirmative action programs, including acting as Special Counsel for EEO complaints.

11. Provides advice and assistance in implementing the Civil Service Reform Act of 1978 and personnel matters including but not limited to acting as the agency representative at Merit Systems Protection Board Hearings.

12. Provides assistance in reviewing and drafting Memoranda of Agreement and Interagency Agreements.

13. Investigates and processes the settlement of claims against and in favor of the United States pursuant to the authority granted under the Federal Tort Claims Act and AR 27-20.

14. Provides legal advice, when requested, to the Engineer Inspector General's Office regarding Inspector General (IG) Action Requests and other investigations or projects of the IG Office.

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15. Provides legal advice to Commanders and designated investigators regarding Reports of Survey. Reviews final determinations of liability for legal sufficiency.
16. Provides legal advice to certifying and disbursing officers regarding the expenditure of appropriated funds and other related matters of fiscal law.
17. Provides legal assistance, review, and interpretation of the Freedom of Information Act (FOIA) and the Privacy Act for all HEC FOIA Officers and for HQUSACE; serves as Initial Denial Authority (IDA) for the Humphreys Engineer Center and for HQUSACE; serves as the Army's Initial Denial Authority for documents described in 32 C.F.R. 518.58(d)(10); reviews FOIA Officer determinations of withholdability under the FOIA.
18. Serves as Procurement Fraud Advisor for HEC. Manages the procurement fraud program to assure the integrity of all procurement fraud officials and in cooperation with the CID, to uncover, report, deter, and resolve all procurement irregularities or fraud.
19. Manages the USACE Intellectual Property Program. This includes providing legal support, guidance, and advice on patent, copyright, trade secret, and data rights issues to the Divisions, Districts, Laboratories, and other FOAs. Handles patent and copyright litigation involving the Corps of Engineers; and processes patent and trademark applications on behalf of the government.

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APPENDIX E**SAFETY, SECURITY AND OCCUPATIONAL HEALTH OFFICE****MISSION**

Provides safety, occupational health support, technical program management, administrative services and security/law enforcement management to the Headquarters, U. S. Army Corps of Engineers (HQUSACE), U.S. Army Corps of Engineers (USACE) elements and FOAs located at Humphreys Engineer Center (HEC) as well as the 249th Engineer Battalion worldwide activities.

FUNCTIONS**SAFETY**

1. Acts as technical advisor to command staff and management on all matters of safety, occupational health.
2. Conducts annual Safety, Occupational Health Program Management evaluations.
3. Interprets safety occupational health statutes, codes, and policies.
4. Inspects facilities and provides guidance regarding Occupational Safety and Health Administration (OSHA) requirements on an annual basis.
5. Establishes and maintains an occupational health program.
6. Develops activities and literature to promote on-and-off-the-job safety and health.
7. Provides safety and occupational health design review on proposed and renovated buildings at HEC.
8. Supervises mishap reporting procedures, analyzes and compiles data to determine countermeasures.
9. Performs Radiation Protection Officer (RPO) duties for three U. S. Army de-commissioned nuclear power plants.

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10. Oversees the operation of the HQUSACE and HEC Health Units and the HEC Fitness Center.

11. Maintains and controls the U. S. Government Licensing program IAW AR 600-55.

12. Serves as Drug Program Coordinator for Headquarters, U. S. Army Corps of Engineers and all U.S. Army Corps of Engineers (USACE) elements (Huntsville, Winchester and FOA's) located at Humphreys Engineer Center.

13. Serves as Workmans Compensation Claims Coordinator. Assists supervisors and employees with reporting injuries to the Department of Labor. Maintain case files.

SECURITY

1. Advises the Commander/Director and staff concerning the Information Security Program, which includes security education and training, assignment of security classifications, downgrading, declassification, safeguarding, and monitorship.

2. Provides security advice and guidance to all tenant activities in the development, coordination and execution of policies with respect to personnel security, classification management, foreign relations, liaison, industrial security, and transportation/storage of classified material.

3. Establishes and maintains a motor vehicle registration program that includes adequate parking procedures and enforcement of traffic regulations at HEC.

4. Performs/monitors the processing of personnel security clearances to include review of military and civilian personnel files for verification of clearances as they relate to current position.

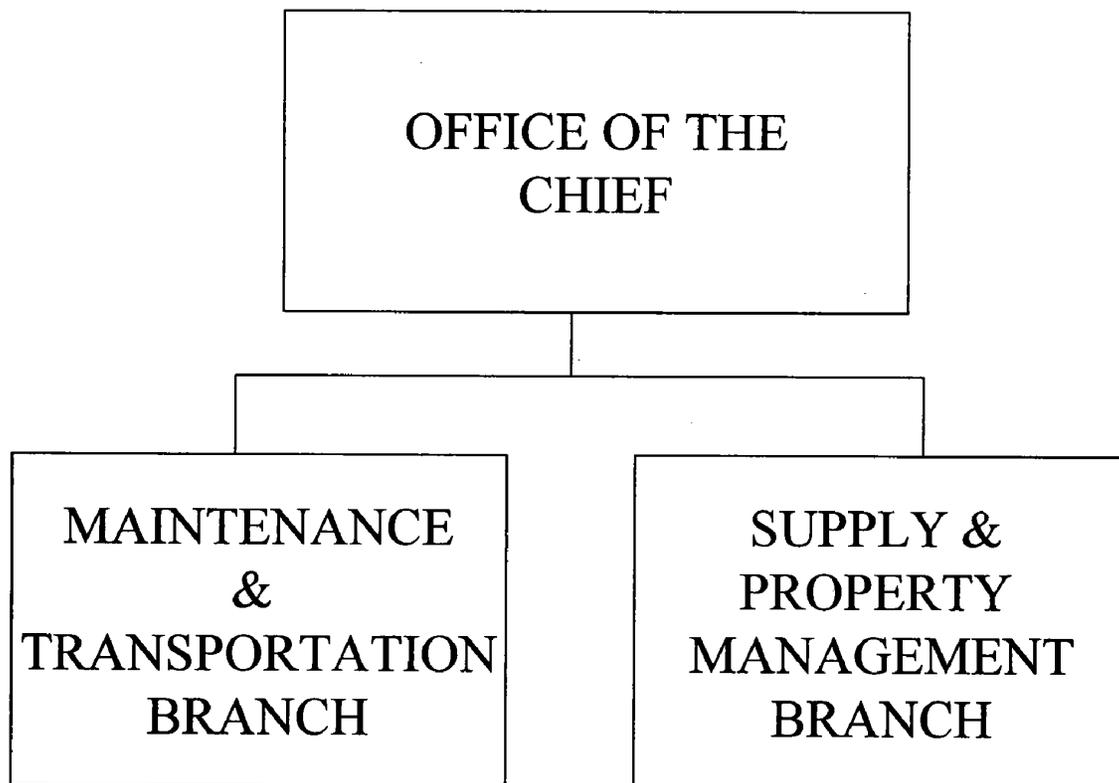
5. Provides guidance, assistance, and recommendations to the Commander/Director and all tenant activities for the granting, suspension or revocation of security clearances.

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6. Investigates and evaluates reports of serious incidents to determine preventative action, and if it warrants, further investigation by higher headquarters.
7. Develops, supervises, and administers the Physical Security Program to include conducting physical security inspections and surveys.
8. Develops appropriate recommendations based upon analysis of inspections, surveys, and command investigations to prevent, uncover, and eliminate acts of fraud, waste, and misuse of government money and equipment.
9. Monitors the performances of contract security guard force and prepares monthly evaluation of guard performance and services provided.
10. Exercises staff supervision and coordination of the Crime Prevention Program.

APPENDIX F

LOGISTICS MANAGEMENT OFFICE



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LOGISTICS MANAGEMENT OFFICE**MISSION**

Provides logistical support to the Headquarters, U.S. Army Corps of Engineers (HQUSACE), Field Operating Activities (FOAs), and Department of the Army tenants located at the Humphreys Engineer Center (HEC). Logistical support encompasses travel, transportation, supply and property, maintenance and facility management. Develops policy, procedures, and programs to ensure internal controls are implemented to prevent or detect fraud, waste, and abuse of logistical resources.

FUNCTIONS

Office of the Chief

1. Serves as the Logistics Management Staff Officer, advises and makes recommendations to the Director for logistics goals, objectives, and priorities.
2. Interprets, develops, and implements policies and procedures, furnishes technical advice and assistance on all matters relating to Logistics Management for support to HQUSACE and HEC.
3. Directs, coordinates, and supervises the activities of the Maintenance and Transportation and Supply and Property Management Branches.
4. Provides advice on all matters pertaining to installation master planning, mobilization, and the programs designed to provide operational support for all facilities and related services for HQUSACE and HEC.

Travel Section

1. Develops and implements travel policy for HEC and HQUSACE. Provides technical advice on regulatory requirements, travel restrictions, entitlements, responds to inquiries for travel information, and promulgates internet travel sites. Prepares monthly travel reports for senior managers.

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2. Develops policy and procedures for preparation and issuance of travel orders for HEC and HQUSACE. Ensures travel orders are in compliance with applicable travel regulations.
3. Authenticates all CONUS and OCONUS military and/or civil funded travel requests for HQUSACE and Corps activities serviced by HECSA.
4. Processes passports and visas for HQUSACE personnel. Coordinates with the Pentagon Passport Office and the State Department regarding normal and last minute requirements.
5. Processes and validates all military airlift requests for HQUSACE. Reviews and ensures requests are accurate, complete with a proper priority assigned and justification. Coordinates with Operational Support Airlift Agency (OSAA) and the Joint Operational Support Airlift Center (JOSAC) on all military air passenger/cargo requests.
6. Serves as the Contracting Officer's Representative (COR) on the Commercial Travel Services Contract for the National Capital Region. Promptly notifies Military Traffic Management Command on complaints/potential problems concerning the Commercial Transportation Office (CTO).
7. Reviews, reconciles, and processes airline charges and credits. Processes Bank of America, Centrally Billed Accounts (CBAs) for military and civil accounts.
8. Obligates, creates receiving reports, and invoices all commercial transportation charges. De-commits and de-obligates any funds that need returned to funding accounts.
9. Updates and assists in providing Travel Approving Official Training to HEC and HQUSACE on changes, guidance, regulations, websites, etc.
10. Advises and provides assistance to prospective employees and budget POCs on Permanent Change of Station (PCS) and relocation allowances, entitlements, and PCS travel order packages.
11. Ensures PCS Worksheet/Recap Sheet (estimated total costs), PCS Travel Order (DD1614) and PCS Worksheet for CEFMS PR&C Line

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Items (detailed line item breakdown of costs/taxes) are completed.

12. Authenticates PCS orders and ensures PCS orders are in accordance with proper regulations. Prepares worksheets and CEFMS PR&Cs for PCS line item estimates.

13. Reviews and ensures proper documentation for Real Estate transactions before sending out for approvals. Certifies DD1075 and sends documents to the UFC.

Maintenance and Transportation Branch

1. Provides transportation management support.
2. Supervises, manages, advises, and performs work that involves specialized transportation functions (traffic and motor vehicle management).
3. Develops/implements policies and programs. Analyzes and resolves complex operational problems.
4. Develops forecast for future traffic management and vehicle organizational services.
5. Interprets and analyzes basic transportation laws, litigation, commercial transportation carriers, tenders statements, and positions. Evaluates impact on transportation organizational services.
6. Plans, directs, executes, and controls the maintenance program for all civil personal property both owned and leased by the FOA. Responsibilities include program management and material maintenance policy implementation.
7. Manages maintenance and the development of plans, directives, policies and procedures in compliance with regulatory guidance.
8. Provides upward reporting for selected equipment and provides technical support for the maintenance management program.
9. Develops and implements policies. Analyzes and resolves potential operational problems.

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10. Reviews local maintenance policies, analyzes, and makes recommendations as necessary.
11. Provides technical assistance and guidance concerning maintenance procedures, record keeping, repair parts, training, and management practice.
12. Collects and analyzes cost, performance, and utilization data to higher headquarters on required equipment.
13. Administers special maintenance programs such as Army Warranty Test Measurement and Diagnostic Equipment (TMDE). Conducts scheduled reviews of activities to evaluate program compliance and provide policy guidance.
14. Advises maintenance managers on the management requirement for the maintenance of equipment assigned.

Traffic Section

1. Manages and supervises the movement of outbound and inbound freight for HEC.
2. Coordinates with Fort Belvoir for the issuance of Government Bill of Lading, tracer action of other actions to expedite shipment.
3. Inspects and documents all shipments for damage, shortage or overage.
4. Records and controls demurrage charge.
5. Procures packing, crating, and shipping materials. Inspects all outbound freight for proper packing and marking.

Motor Vehicle Section

1. Manages the HEC motor vehicle fleet program in accordance with applicable AR and ER.
2. Operates the Vehicle Management Program to provide vehicle dispatch and/or driver support, vehicle maintenance and repair service.

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3. Forecasts for vehicle replacement in accordance with mileage and age requirements.
4. Develops local transportation and traffic management policies and procedures.
5. Develops local motor vehicle policies and procedures; operates the HECSA motor pool to include GSA or commercial leased, Civil Works and military vehicles.
6. Develops charge rates to assure that approved annual budget is fully reimbursed through user charges.
7. Monitors vehicle utilization.
8. Develops scope of work for the HEC to GAO shuttle service and serves as Contracting Officer's Representative on contract.

Facilities Section

1. Plans, coordinates, directs, and supervises the overall facility management for HEC and HQUSACE at the GAO Building.
2. Serves as Contracting Officer's Representative on service contracts. Maintains files and records pertinent to service contracts. Monitors to determine adequate documentation and compliance with regulatory procedures, plans, and specifications.
3. Serves as Installation Master Planner and provides input to higher command and/or National Capital Planning Commission (NCPC) on Facility Master Plan.
4. Coordinates FOAs Master Plan requirements. Ensures future requirements are included on approved Master Plan.
5. Coordinates with field operating activities (FOAs) to develop the Intraservice Support Agreement (ISA) for Facilities Management Services.
6. Prepares technical requirements for all major service contracts and modifications thereto.
7. Serves as Installation Fire Marshal, implementing safety, fire and health codes, standards, procedures, and requirements.

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8. Provides space utilization management for all tenants at HEC and HQUSACE to include annual space utilization surveys. Recommends space allocation changes consistent with guidance reflected in current regulations. Provides contractual labor for moving services.
9. Monitors the HEC energy consumption and implements energy conservation measures to reduce the consumption of electricity, fuel oil, and water in compliance with Army-wide conservation programs.
10. Coordinates all new construction and/or alterations to existing facilities between HEC tenants and the Baltimore District, architects and engineers, utility companies, and private contractors. Coordinates renovations/alterations at the GAO Building for HQUSACE.
11. Provides advisory service to FOAs on which facility services can assist them and their needs. Identifies, recommends service/equipment modifications as appropriate.
12. Develops and monitors the installation design guide. Determines compliance with regulatory requirements.
13. Provides contract services such as window washing, fence repair, sign painting, interior or exterior painting, and other services required but not covered by major service contracts.
14. Performs inspections of service contract work.
15. Procures, receives, maintains, stores, and issues spare parts and materials by service contractors.
16. Monitors all upkeep of mechanical equipment.
17. Serves as the HEC Environmental Compliance Coordinator. Provides environmental support to FOAs. Coordinates and approves all environmental actions.
18. Reviews and approves all construction projects on HEC to ensure compliance with applicable statutes and/or regulations.

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Supply and Property Management Branch

1. Develops uniform policy and procedures for HQUSACE and all supported activities.
2. Administers and supervises the Defense Materials System.
3. Develops the operating program for the branch based on the forecast of requirements furnished by the supported activities.
4. Develops programs for adequate cost controls and prepares budget estimates and fund allocations for supply operations.
5. Administers staff supervision for property accounting functions for HQUSACE and all FOAs supported by the Logistics Management Office.
6. Maintains automated personal property books for HQUSACE and HECSA hand receipt holders on an annual basis.
7. Administers staff supervision for physical inventories of property and assures corrective action is taken when discrepancies are noted.
8. Oversees the Report of Survey System for all lost and damaged government owned property and ensures action is taken to assign responsibility for lost, damaged, or destroyed property.
9. Controls the administration of property furnished to contractors.

Inventory Section

1. Inspects, accepts, and safeguards all materials, supplies and equipment purchased or transferred by the government for supported activities. Prepares receiving reports in the Corps of Engineers Automated Financial Management System (CEFMS) for the purpose of payment for goods received.
2. Oversees the operation of a central warehouse facility for storage, receipt, and issue of all government property.
3. Performs usage checks of supply operations to assure maximum and proper use of available supplies, materials, and equipment.

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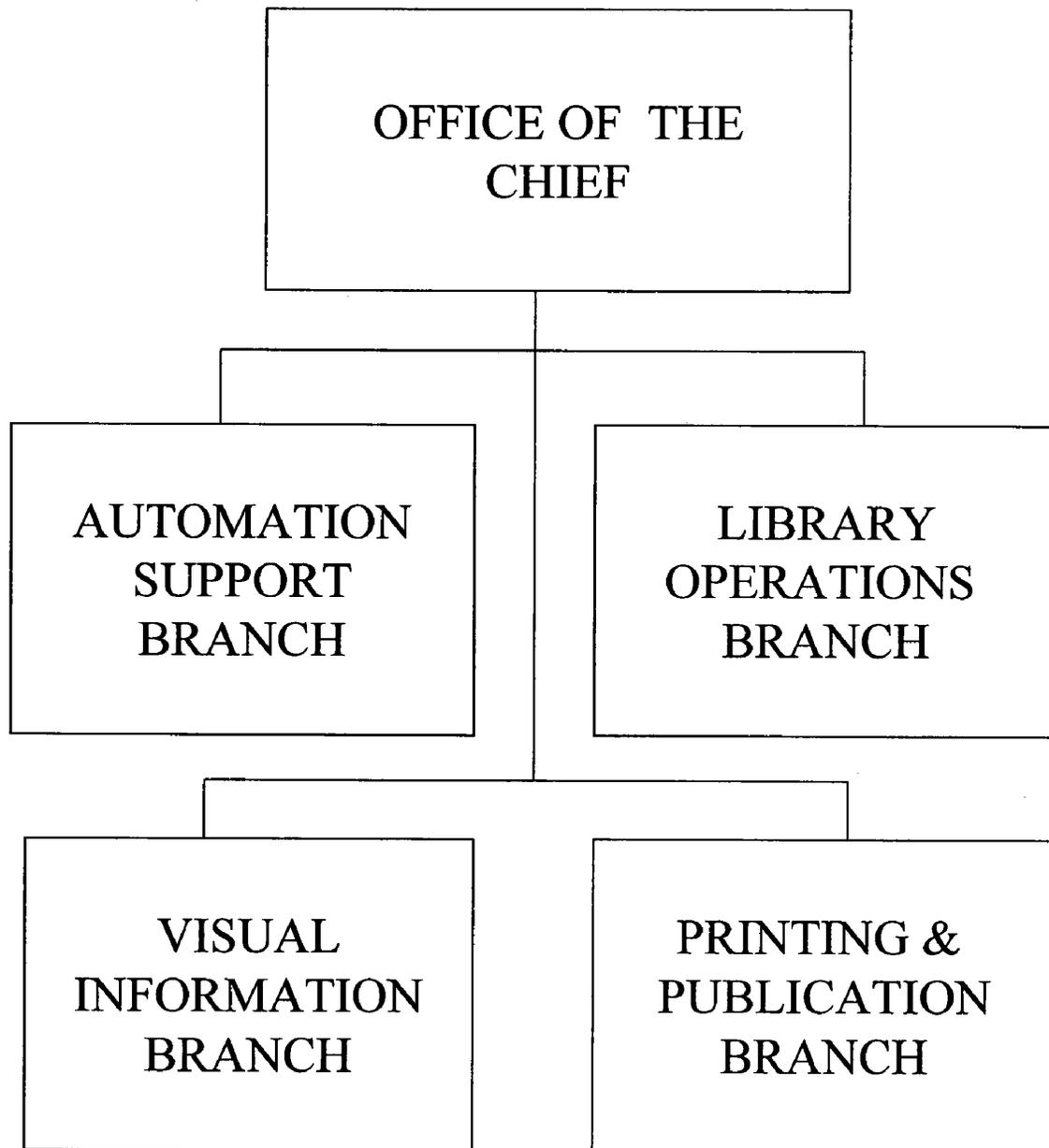
4. Disposes of all excess property via transfer, donation, and sale or turn in to Defense Reutilization Management Office (DRMO).
5. Performs packaging and shipping functions for all activities; provide labor support for office moves and setting up rooms for conferences and training.
6. Identifies for necessary reports and disposal of all hazardous materials for supported activities.

Property Management Section

1. Maintains individual automated personal property accounting records for each activity supported.
2. Schedules and maintains annual and other physical inventories of property and ensures corrective action is accomplished when discrepancies are noted.
3. Oversees the Report of Survey System for all lost, damaged or destroyed government owned property and ensures action is taken to fix responsibility and or liability.
4. Reconciles property and financial records under the Chief Financial Officers Act; prepares and submits reports for the Command Management Reviews for each activity supported.
5. Controls the administration of property furnished to contractors.
6. Circularization and reporting of all excess government owned property.

APPENDIX G

INFORMATION MANAGEMENT OFFICE



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INFORMATION MANAGEMENT OFFICE**MISSION**

Provides information management (IM) and information technology (IT) support to the Humphreys Engineer Center Support Activity (HECSA), the Headquarters, US Army Corps of Engineers (HQUSACE), the 249th Engineer Battalion, the Prime Power School (PPS) and other supported activities as outlined in applicable Public Laws and DoD/DA implementations of Public Laws, Executive Orders, regulations, policies, letters of instruction (LOI), etc. Areas covered include automation (internal office automation, local area networks and telecommunications), information technology reutilization, the World Wide Web (WWW), records management, printing and publishing, visual information services and library management. Responsibilities include strategic planning, business process analysis and functional process improvement, assessment of proposed systems, oversight of IT investments, IT capital investment planning, IT acquisition, performance measurement, development, management and maintenance of various IT architectures, establishment and implementation of information assurance policies and programs, automation and telecommunications support, visual information support, records management support, training and library services.

FUNCTIONS**Office of the Chief**

1. Serves as the Chief, Information Management Officer (CIM) for HECSA. Provides IM/IT support to HECSA, HQUSACE and other supported HEC activities. Directs and coordinates information resources and information technology related activities. Provides IM/IT advice to the HECSA Director and other senior management personnel to ensure that IT is acquired and information resources are managed in accordance with established priorities, laws and regulations. Serves as the central point-of-contact on all matters pertaining to IM/IT. Oversees the acquisition of all federal information processing (FIP) resources within the HECSA and HQUSACE operating environments. Focuses on policies, processes and organizational responsibilities necessary to accomplish the IM/IT mission as defined primarily in governing legislation and higher authority guidance.

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2. Provides personnel, equipment and services necessary to support IM/IT requirements and/or functions in HECSA, HQUSACE and other supported activities. Coordinates and consolidates HECSA/HQUSACE goals and objectives into a coherent executable plan. Evaluates higher authority policy and guidance and implements operational procedures, policies and guidance for all IM activities.

3. Develops and maintains long and short-range plans using guidance from Headquarters strategic plans and acquisition documents as a baseline. Solicits requirements to develop a capital investment strategy and establishes priorities for IT investment acquisition throughout the program and budget development lifecycle.

4. Prepares and submits the operating budget for IM/IT resources and manages the expenditure of funds within the approved budget. Responds to decrements in funding and distributes IAW organizational priorities and goals.

5. Prepares and defends a consolidated budget plan for all functions supervised by the CIM. Budgets and executes activities associated with the design, implementation and operational management of HQUSACE and HECSA LAN/MAN/WAN initiatives, including all hardware, network operating system (NOS), common operating environment (COE), World Wide Web and other associated IM functions. Monitors and records budget execution through interface with HECSA RM. Coordinates with appropriate offices on all non-labor related funds transfers.

6. Provides operational oversight for special reserve funds that pay for commercially procured visual information activities and printing services within HQUSACE.

7. Chairs the Headquarters User Board (HUB). Ensures that supporting work groups assist in the oversight of IM/IT activities and programs, including architectural compliance and the resolution of major architectural issues. Also ensures that the HUB reviews, evaluates and validates information requirements and prioritizes the allocation of information management resources for the HQUSACE and HECSA.

8. Represents HECSA on HQUSACE's Cross Functional Assessment Team (CFAT).

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Deputy HECSA CIM

1. Serves as the Deputy Chief, Information Management Officer (D/CIM) for HECSA. Provides IM/IT support to HECSA, HQUSACE and other supported HEC activities.
2. Serves as the Authorizing Official for all Federal Information Processing (FIP) resources for all delegated procurement authorities within the HECSA and HQUSACE operating environments.
3. Develops and maintains the Information Technology Investment Portfolio System (ITIPS) submissions for HECSA and supported activities. Ensures that the information requirements identified in ITIPS are reflective of the MACOM Commander's priorities and are coordinated, validated and integrated into the MACOM Information Architecture 2000 Plus (A2K+). Identifies, analyzes and performs impact analysis on new information technology, as required.
4. Identifies, analyzes and performs impact analysis on new information technology, as required.
5. Reviews IT procurement requests generated by supported offices. Identifies requirements to be satisfied by sharing installation resources. Ensures that HECSA, HQUSACE and other supported activity priorities reflect Department of the Defense (DoD), Department of the Army (DA) and other higher authority information resources management programs and mandates.
6. Exercises proponency for Office Automation (OA), Local Area Networks (LAN), World Wide Web and telecommunications initiatives in HECSA, HQUSACE and other supported activities.

Automation Support Branch

1. Provides information and automation technology support services to HECSA, HQUSACE, the 249th Engineer Battalion, the Prime Power School (PPS) and other supported activities.
2. Reviews and/or develops statements of work for all contracts supported by HECSA-IM. Serves as the Contracting Officer's

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Representative (COR) and exercises quality assurance reviews of contractor performance.

3. Reviews and establishes user training baselines and provides training support to HECSA, HQUSACE and supported activities. Develops and coordinates delivery of workshops, seminars, and technical training for supported activities.

4. Provides information and automation technology support services for HECSA, HQUSACE and supported activities. Provides operational and managerial life cycle project management and application software support for the LAN platform.

5. Provides authoritative opinions and recommendations concerning the applicability of Automated Information Systems (AIS) recommended/mandated by higher authority objectives, policies, plans and programs.

6. Ensures funds are identified to support AIS resource requirements under IMO purview. Manages the expenditure of funds within the approved budget plan.

7. Serves as reviewer and technical approver for IT purchases in HECSA, HQUSACE, the 249th Engineer Battalion and the Prime Power School.

8. Provides desktop operational support for production desktop and laptop computers within HECSA, HQUSACE and supported activity environments.

9. Develops and manages the Backbone Metropolitan Area Network (MAN) (connecting all of the existing LANs together with the WAN) for HECSA, HQUSACE and supported activities.

10. Manages and operates the Corps electronic mail system for HECSA and HQUSACE operating environments and coordinates this system within the Corps enterprise environment.

11. Manages telecommunications system(s) for HQUSACE, HECSA and supported activities to include voice and data services, telephone, teletype, private branch exchange (PBX) system, interfaces to DoD networks and facsimile systems.

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12. Reviews telephone service and equipment requests to assure compliance with DoD Directive 4640.7 and DOD Instruction 5335.1.
13. Coordinates as the sole point of contact with DTS-W and service vendors for requisition of equipment and services.
14. Projects future technology trends. Evaluates new technology that has been introduced into the marketplace and implements where feasible and cost effective.
15. Establishes and maintains ADP Local Area Network and desktop/laptop Computer Operational Security Accreditation and Continuity of Operations Plans(s) (COOPs). Coordinates with HECSA and HQUSACE Security Office IAW DoD Instruction 5200.40.
16. Manages the CEFMS Signature Card Program.
17. Performs oversight and management of all local (HECSA, HQUSACE and supported activity) World Wide Web (www) initiatives and on-going services. Interprets higher authority guidance and implements within the www environment. Chairs the HECSA/HQUSACE www groups/boards and ensures compliance with all regulatory guidance and security responsibilities.
18. Establishes and maintains the Information Assurance Program (IAP) IAW AR 380-19 for HQUSACE and HECSA to include Army Computer Emergency Response Team (ACERT) alerts, ADP security audits and user training. Coordinates the IAP with the USACE Information Assurance Program Manager (IAPM).

Library Operations Branch

1. Directs, plans, manages and coordinates HEC Library activities to include the operation of the Chief of Engineers Library.
2. Interprets, develops and implements policies and procedures, furnishes technical advice and provides assistance on all matters relating to Library operation functions associated with HECSA and HQUSACE.
3. Serves as the HECSA Information Management senior advisory official for Library operations.

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4. Develops and submits library budget for library resources, supplies and equipment.

5. Maintains general and specialized collections of materials in support of the missions and history of the USACE for the HQUSACE, HECSA, and tenants of the Humphreys Engineer Center. Materials include but are not limited to books, technical reports, periodicals, maps, slides, official publications, standards, specifications and recordings. In addition to hardcopy, formats include but are not limited to microfilm, microfiche, computer software, audio and video recordings, CD-ROM, Internet and Intranet sources and on-line commercial databases.

6. Conducts and performs acquisitions, cataloging and classification, reference, research, interlibrary loans, and computerized database searching.

7. Conducts group and individual training on database searching, search strategies and use of information products utilized by the library for desktop delivery. Provides current awareness (CA) and selective dissemination of information (SDI) profiling for individuals on electronic databases where licenses are available.

8. Maintains Library Liaison at HQUSACE to facilitate and coordinate activities with the physical library.

9. Publicizes and provides library visibility through media events such as open house forums, displays, demonstrations of new services and equipment and employee orientations.

Visual Information Branch

1. Serves as the proponent for visual information (VI) products at both HEC and HQUSACE (GAO) in support of HECSA, HQUSACE and other supported activities. Provides expert advice and guidance on VI products and services to customers.

2. Visual Information services available include:

a. Photography (conventional film & digital) including still, on-site event, and off-site, portrait and studio photography.

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b. Graphics (conventional & digital) including design, layout, and production.

c. Audiovisual (AV) including AV loan, scheduling, maintaining and operating video teleconferencing systems (portable and fixed), and in-house video production services.

3. Manages and provides daily support for both the HEC Conference and Training Center and the GAO USACE Conference Center.

4. Maintains liaison between contractors, government and private industry. Monitors, evaluates and ensures contractor compliance with performance criteria.

Printing & Publications Branch

1. Plans and manages HECSA and HQUSACE printing/reproduction programs. Duties include printing and duplicating/copying, design, production and procurement of printed materials.

2. Oversees HECSA and HQUSACE Printing and Distribution Program to ensure the essentiality and economy of procurement, standardization, distribution, and storage of printing and duplicating material.

3. Procures or provides printing and duplicating services for HECSA and HQUSACE. Responsible for maintenance contracts for all copiers. Provides repairs for all FAX machines and copiers. Provides chemicals for all copiers. Provides all paper for copiers, printers and FAX machines.

4. Maintains liaison with the Defense Printing Service, Government Printing Office and contract printers for the production of HQUSACE/HECSA printing.

5. Provides technical guidance regarding methods of producing end products and devises printing and binding specifications.

6. Maintains and prepares Army Printing, Publication Agency, and Joint Committee printing data.

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7. Compiles budget estimates for HQUS ACE/HECSA publications, forms, etc., and maintains budget of printing funds for certain Corps-wide publications and for the walk-up floor copiers.
8. Prepares the CEHEC-IM budget. Provides quarterly reports to Office and Branch Chiefs. Ensures that all budget data is accurate and submitted on-time by working with each of the individual IM Branch Chiefs.
9. Operates the HQUSACE/HECSA unclassified mailroom which includes metering, opening, sorting, routing and delivering mail.
10. Develops procedures and operates the DoD mailroom which involves receipt and dispatch of all incoming and outgoing mail, processing controlled mail including registered, certified, express and confidential mail requirements for HQUSACE and HEC tenants, and sorting, routing and delivering mail for DoD tenants.
11. Corps-wide responsibility for USACE NATO Control Register.
12. Develops procedures and operates the HQUSACE/HEC special messenger service between the GAO Building, HEC buildings and other selected Government buildings in the metropolitan area.
13. Performs annual inspections of all HECSA and HQUSACE directorate and separate office records management practices to determine effectiveness and make recommendations for corrections and/or improvements.
14. Conducts training classes to provide personnel with understanding and techniques needed to properly create, maintain, and dispose of Army records.
15. Provides one-on-one training to records management coordinators and end users on the proper use of the Electronic Data Management System (EDMS).
16. Serves as the EDMS Records Manager for HQUSACE and HECSA records. Responsible for records from creation to final disposition. This function includes providing EDMS files maintenance and disposition guidance.

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17. Oversees duties performed by directorate and separate office records management coordinators to ensure compliance with policies and procedures.
18. Conducts periodic audit trails on EDMS records filing operations and system maintenance activities to ensure proper use and compliance within the system.
19. Manages the temporary Records Holding facility at the HEC complex. Duties include storage and disposal of official temporary records with dispositions of five years or less.
20. Operates the EDMS Scanning facility for HQUSACE and HECSA at the G. Street location. Duties include scanning documents into the EDMS and maintaining the records after inclusion into EDMS. Provides technical assistance regarding use of the EDMS system.
21. Provides technical guidance in using the MARKS system for Records Management. Ensures that all HECSA and HQUSACE directorates and separate offices are in compliance with the MARKS System.
22. Operates and maintains the OCE Publications Depot that receives and distributes publications and forms to HQUSACE, HECSA and all Divisions and Districts within USACE.
23. Provides storage of publications and forms.
24. Provides courier service for pick-up and delivery within the Washington Metropolitan Area.
25. Receives and ship all Corps Water Safety Products.
26. Maintains the Department of the Army's DA 12 Series.
27. Orders publications and forms from the St. Louis Distribution Center.
28. Maintains HQUSACE account for Army Publications and Forms.

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APPENDIX H**CONTRACTING OFFICE****MISSION**

Provides acquisition policy, planning, and program execution for HECSA, HQUSACE, SERDP, 249th Engineer Battalion, Prime Power School and tenants at Humphreys Engineer Center (HEC). Provides similar but limited support to non-USACE HEC tenants.

FUNCTIONS

Office of the Chief

1. Provides staff supervision of the Contracting Office activities, guided by DOD, Army, and HQUSACE and pertinent regulations governing acquisition.
2. Develops procurement policy for HQUSACE and HEC. Provides interpretation of procurement policies to HQUSACE and supported organizations for advanced procurement planning.

Contracts Over the Simplified Acquisition Threshold

1. Performs the full range of contracting functions involving highly specialized procurement for Research and Development, Information Technology, services and supplies for HECSA, HQUSACE, SERDP, 249th Engineer Battalion, Prime Power School, and HEC tenants estimated to exceed \$100,000. Coordinates with responsible staff elements relative to legal, technical, and operational sufficiency.
2. Based upon knowledge of user missions and operations, recommends overall acquisition program planning to include Socioeconomic requirements and develops the contractual strategy to be used.
3. Reviews Statements of Work, publicizes proposed acquisition, prepares and issues Requests for Proposals and Invitations for Bids.
4. Receives, opens, and reviews bids and proposals for conformance with the solicitation, prepares and issues abstracts.

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5. Obtains Subcontracting Plans and evaluates as required.
6. Obtains required pre-award survey to establish contractor responsibility, develops cost and profit or fee objectives, and obtains audits to develop negotiation strategy. Makes competitive range determinations and develops a pre-negotiation position.
7. Performs all phases of negotiations, prepares contracts and modifications in final form, executes and makes formal distribution of the completed documents, to include notices of awards.
8. Staffs mistakes-in-bid and protest of award cases.
9. Furnishes reports to higher authority on volume and type of procurement actions as required by regulations.
10. Maintains a follow-up system on contracts to ensure timely delivery.
11. Appoints Contracting Officer Representative (COR) and/or Ordering Officer as required, and maintains pertinent files and records.
12. Performs contract administration functions, handling a variety of actions and problems relating to assigned contracts. Maintains funds status to ensure that over-obligation does not occur. Reviews reports made by technical specialists, determines if the contractor's progress and expenditures compare with deviations from contract terms. Resolves delivery schedule problems with contractor and the COR, and negotiates delivery schedule changes.

Simplified Acquisition

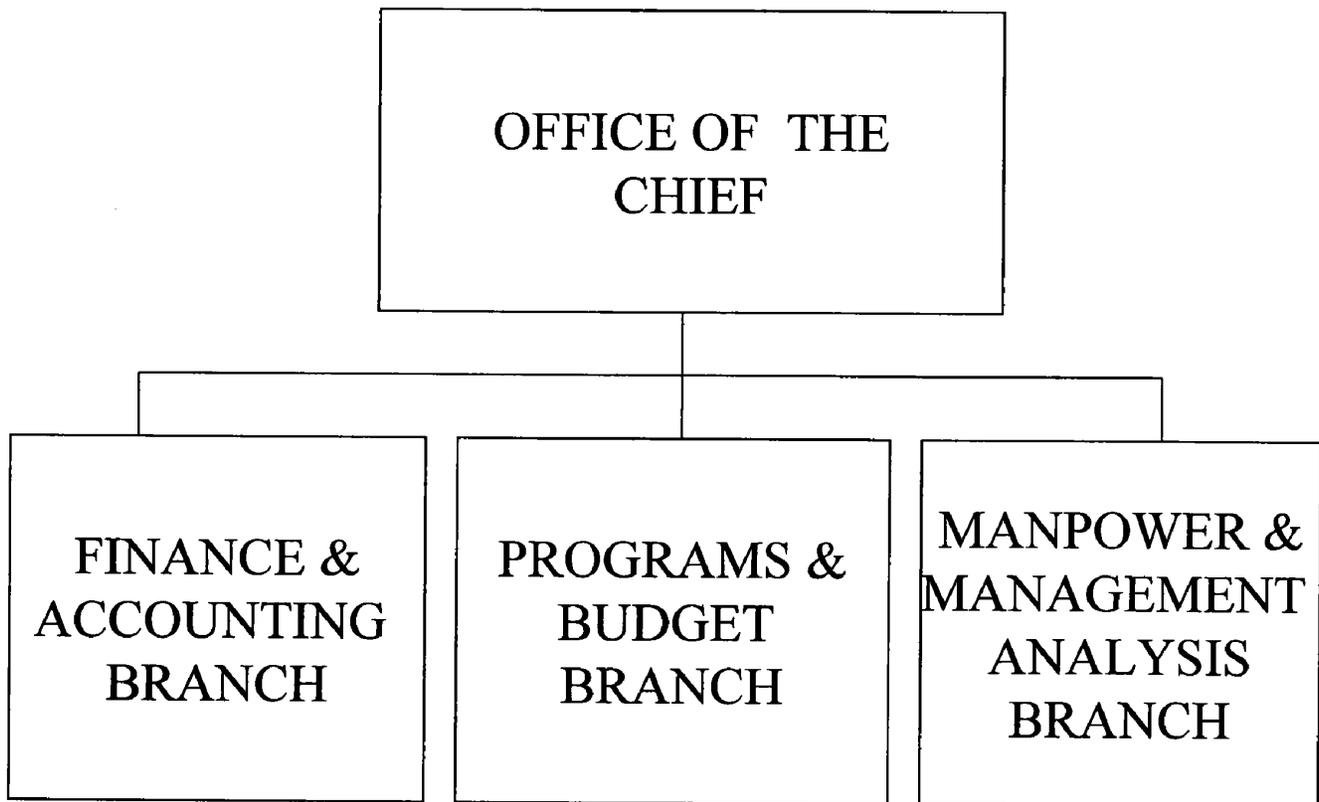
1. Procures or ensures acquisition (except for real property) of mission essential Information Technology, services and supplies for HECSA, HQUSACE, SERDP, 249th Engineer Battalion, Prime Power School, and Corps HEC tenants estimated not to exceed \$100,000 (open market) or unlimited (inter-governmental) in cost. Coordinates procurement actions with responsible staff elements relative to legal, technical, and operational sufficiency.

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2. Maintains bidders' lists, issues plans, specifications, and Request for Quotes.
3. Receives and opens quotes and prepares purchase/delivery orders and modifications in final form, executes, and makes formal distribution of the completed documents.
4. Issues notices to proceed.
5. Conducts pre-award surveys and evaluations thereof.
6. Staffs mistakes-in-quotes and protest of award cases.
7. Furnishes reports to higher authority on volume and type of procurement actions as required by regulations. Furnishes higher authority.
8. Maintains a follow-up system on purchase orders to ensure timely delivery.
9. Monitors and maintains the official files (except those pertaining to real property) for the purpose of determining that documentation is adequate and complete, and that actions are timely.
10. Furnish status information on all actions assigned to the Contracting Office for incorporation into weekly report to HQUSACE and supported FOAs.
11. Has overall responsibility for Government-Wide Commercial Purchase Card Program.

APPENDIX I

RESOURCE MANAGEMENT OFFICE



HECSA OM 10-1-1

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RESOURCE MANAGEMENT OFFICE**MISSION**

Develops and executes plans, programs, and budgets to obtain manpower and financial resources to accomplish the Humphreys Engineer Center Support Activity (HECSA) mission. Develops installation policy and procedures for proper administrative control and accounting of allotted resources. Provides budget, manpower, and finance and accounting support for HECSA, 249th Engineer Battalion Augmentation and the Engineer Prime Power School (249th/PPS), and Headquarters, U.S. Army Corps of Engineers (HQUSACE). Performs Commercial Activities (CA) cost studies for HECSA and HQUSACE and provides advice and assistance, as requested, to USACE tenants at HEC on their CA cost studies. Provides finance and accounting support to the Institute for Water Resources (IWR).

FUNCTIONS**Finance and Accounting Branch (FAB)**

1. Plans, organizes, directs, coordinates, and controls the activities of the Finance and Accounting Branch (FAB).
2. The Finance and Accounting Officer is the only employee in the organization allowed Disbursing Access permissions in the Corps of Engineers Financial Management System (CEFMS) for four customer databases.
3. Interprets, develops, and implements policies and procedures; furnishes technical advice and assistance on all matters relating to collection and disbursement of all funds available to the supported agencies.
4. Implements and monitors a Quality Assurance Program within FAB.
5. Interprets, develops, and implements all accounting procedures and policies as they relate to the internal operations of FAB, and its supported customers.
6. Provides overall administrative support for the branch including preparation of annual budget estimates, control of

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utilization of resources, and coordination of training requirements.

7. Analyzes, records, reconciles, and reports accounting transactions and maintains fund controls to preclude over obligation of appropriated funds.
8. Maintains records necessary to reflect accurately and adequately the transactions referred to in 7., above.
9. Prepares, reviews, and verifies required reports for serviced activities and for upward reporting purposes.
10. For the HQUSACE, verifies the propriety of fund citations and certifies that funds are available for obligation.
11. Coordinates all activity between the Business Systems Support Office and FAB, or in some instances, the USACE Finance Center (UFC).
12. Furnishes, to reimbursable customers, accounting records on reimbursable funded programs with most government agencies.
13. Establishes funding in CEFMS for the Institute for Water Resources.
14. Provides collection information to the UFC on delinquent travel advances and outstanding amounts owed to the government.
15. Schedules transmittals and tracks negotiable instruments transmitted to the USACE Finance Center (UFC).
16. Monitors reports as necessary that pertain to FAO accountability, until that accountability is assumed by the UFC.
17. Performs functional reviews of branch operations for the FAO.
18. Ensures that SOPs are established and maintained for each function within the branch.
19. Identifies areas of Internal Management Control weaknesses; recommends remedial actions.

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20. Ensures that appropriate actions have been taken to correct financial management deficiencies.
21. Consolidates, reviews, and substantiates feeder information for the preparation of upward reports.
22. Makes recommendations and assists supported customers to correct deficiencies identified by internal and external audits.
23. Follows up with supported activities, as requested by the UFC, with regard to delinquent receiving reports.
24. Provides assistance to the UFC with regard to problem Transactions for Others, Transactions by Others (TFO, TBO), Cross-Disbursements, and Interfund transactions, as well as regular disbursements.
25. Provides Defense Financial Accounting Service (DFAS) affiliated activities with prevalidation of obligation balances prior to DFAS disbursements being made.
26. Provides training to serviced activities Travel Approving Officials and others, regarding financial management activities.
27. Performs post audit of travel vouchers from randomly sampled vouchers supplied by the UFC.
28. Performs the accounting portion of Army's Joint Reconciliation Program Review of Unliquidated Obligations.
29. Takes over collection action on delinquent accounts receivable on which the UFC has sent three follow-up notices.
30. Performs surveillance over Chief Financial Officer's (CFO) Act issues, and reports status through supervision to HQUSACE.
31. Establishes newly acquired assets within CEFMS to properly reflect, or reconcile to, the Automated Personal Property Management System (APPMS) and the Real Estate Management Information System (REMIS).

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Programs and Budget Branch

1. Prepares civil works and military cost-type budget statements and other fiscal schedules and forms in formulating civil and military budget requirements for HQUSACE and HECSA. Provides budgetary assistance through all aspects of the Planning, Programming, Budget and Execution System (PPBES) cycle for the 249th/PPS. Facilitates Junior Program Budget Advisory Committee meetings in support of HQ, HECSA, and 249th/PPS resource requirements, and implementation of Junior and Senior Program Budget Advisory Committee (PBAC) decisions.
2. Coordinates preparation of budgetary documents; reviews and analyzes the budgetary aspects of cost reports and makes appropriate adjustment recommendations for HQUSACE, HECSA, and the 249th/PPS.
3. Performs fiscal review of and processes civil works and military funding adjustments and/or revocations, and maintains fiscal control over civil works and military allocation allowances for HQUSACE, HECSA, and the 249th/PPS. Receives and allocates civil works and military funding authorization documents (FADs).
4. Monitors reimbursable work requests from other government agencies; exercises fiscal control over military authorizations and fund restrictions, funds utilization and expenditures for HQUSACE, HECSA, and the 249th/PPS.
5. Coordinates and participates in the preparation of workload and government cost projections and budgets. Develops forecasts of monthly obligations for HQUSACE and HECSA and coordinates development for the 249th/PPS to determine allocation requirements and monitors execution. Analyzes projections and budgets in relation to obligations and expenditures, makes special analyses of fiscal objectives, and furnishes execution data on status of funds for HQUSACE, HECSA, and the 249th/PPS.
6. Monitors overhead, plant and facility rates, and periodically reviews status of balances and need for revisions for HQUSACE, HECSA, and the 249th/PPS to ensure solvency of HECSA's revolving fund.

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7. Provides HEC tenant agencies budget projections which will be assessed as user charges included on Intraservice Support Agreements (ISA) so that they may incorporate this data into their command budget cycles.
8. Develops the annual Plant Replacement and Improvement Program requirements for HQUSACE and HECSA in coordination with the staff elements.
9. Acts as the point of contact with the Finance and Accounting Branch for all HECSA financial transactions. Maintains administrative accounts necessary for orderly financial management of HQUSACE, HECSA, and the 249th /PPS's operating budgets.
10. Monitors labor transactions to ensure accurate recording for HQUSACE, HECSA, and the 249th/PPS. Prepares and verifies labor corrections. Monitors and reports labor and overtime usage to management.
11. Provides financial management and execution reports to management for costs that are centrally managed by HECSA in support of HQUSACE (CEEIS, DTSW, rents and other non-discretionary operating costs, performance awards, etc.).
12. Accepts all customer orders in support of the Military Construction Programming and Execution (PAX) System.

Manpower and Management Analysis Branch

Office of the Chief

1. Directs, coordinates, and supervises the activities of the Manpower and Management Analysis Branch.
2. Interprets, develops and implements policies and procedures, furnishes technical advice and assistance on all matters relating to manpower management and management analysis functions within HECSA.
3. Serves as Program Director/Coordinator for the Bank of America Travel Card Program for HECSA, HQUSACE, 249th Engineer Battalion Augmentation, and the Engineer Prime Power School.

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4. Serves as Program Manager for Commercial Activities.
5. Appointed as the Management Control Administrator by the Commander/Director, and as such, conducts the Management Controls Program to ensure that adequate internal controls are maintained IAW AR 11-2, OMB Circular A-123, and the Federal Manager's Financial Integrity Act.

Management

1. Provides HECSA with a comprehensive management analysis capability as described in AR 5-2, AR 5-5, and ER 1-1-90.

Principal functions are:

- a. Analyzes activities to identify areas for improvement; develops and maintains an approved management study program for accomplishment of studies by management analysis staff or other elements.
- b. Conducts studies to design and improve management systems and develops solutions to problems involving missions, functions, policies, organization, workload, resources, procedures, and methods.
- c. Develops, implements, administers and monitors HECSA Total Army Quality based on review of policies, procedures guidelines received from higher echelons. Researches and evaluates current total quality management technology both within and outside the government sector. Serves as an advocate for and participates in Army Performance Improvement Criteria (APIC) assessments for HECSA.
- d. Reviews, evaluates, and recommends actions on existing missions, organization structure, and assignment of functions on proposed changes thereto. Reviews requests for deviation from prescribed organizational and functional alignments. Recommends organizational actions based on analysis of workload, functional alignment, staffing and related factors. Develops organization plans for long and short range periods, as required.

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- e. Conducts Commercial Activities Program functions IAW AR 5-20 and OMB Circular A-76. Coordinates these actions with the appropriate Command activities. Develops and maintains requirements for the Federal Activities Inventory Act (FAIR) for HQUSACE, HECSA, 249TH Eng Bn and Prime Power School.
2. Performs program review and analysis functions described in AR 5-2.
 3. Develops the annual Installation Support Agreements (ISAs) for support required by all HEC tenants and maintains the ISA with Fort Belvoir for additional support.
 4. Serves as the Army Ideas for Excellence Program (AIEP) Coordinator for HECSA, and as such, routes the idea to a functional proponent or tenant organization, monitors the status of the idea, ensures that evaluations are IAW applicable policy letters and regulations, and informs the submitter of idea status and decision.
 5. Serves as the Customer Service Representative (CSR) to the regional Defense Finance and Accounting Service (DFAS) Office and, as such, resolves payroll problems for all HECSA, HQUSACE, 249th Engineer Battalion Aug, Engineer Prime Power School employees, has primary responsibilities for timekeeping practices and procedures, and is responsible for forwarding HECSA, HQUSACE, 249th Engineer Battalion Aug, Engineer Prime Power School time and attendance reports to the payroll office.
 6. Serves as the Corps of Engineers coordinator for the DoD NCR Transit Subsidy Program.
 7. Develops and manages the HQUSACE and HECSA Mission and Functions Statements.

Manpower

1. Provides full manpower management support to HECSA, 249th Engineer Battalion Aug, and Engineer Prime Power School and operational manpower and management support (for CECS) to HQUSACE with comprehensive Manpower Management capability as prescribed in AR-570 series. Principal functions are:

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a. Establishes policies and procedures for the development of manpower authorization levels required to support HECSA and HQUSACE programs.

b. Performs reviews and analyses of manpower allocations, workload factors and utilization by staff element and recommends changes to current manpower allocations within HECSA, HQUSACE, 249th Engineer Battalion Aug, Engineer Prime Power School.

c. Reviews and analyzes HECSA, HQUSACE, 249th Engineer Battalion Aug, and the Engineer Prime Power School manpower utilization and strengths reports. Recommends policy and prepares guidance and directives to HECSA and HQUSACE staff elements.

d. Participates in manpower utilization and functional surveys. Reviews past survey reports, Table of Distribution and Allowances (TDA), Inspector General and Army Audit Agency reports, personnel trends, changes in mission and workload and survey documents.

2. Performs the HECSA, HQUSACE, 249th Engineer Battalion Aug and the Engineer Prime Power School manpower control and reporting functions to include Civil Full-Time Equivalent (FTE) and Military End Strength, Civilian Force Configuration (FORCON), internal and external (USACE) manpower control reports, development of the annual organization chart, and maintenance of the Command Table of Distribution and Allowances (TDA) and Manpower Management Document (MMD).

3. Manages HECSA, HQUSACE, 249th Engineer Battalion Aug, Engineer Prime Power School Manpower allocations and maintains their MMDs.

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APPENDIX J**EQUAL EMPLOYMENT OPPORTUNITY OFFICE****MISSION**

Provides the vision, guidance, and leadership for managing the Equal Employment Opportunity (EEO) and Affirmative Action Programs (AEP) and to perform a variety of policy, readiness and operational functions for Headquarters, U.S. Army Corps of Engineers (HQUSACE), Humphreys Engineer Center Support Activity (HECSA), Institute for Water Resources (IWR), and 249th Engineer Battalion (Prime Power Augmentation Unit {PPAUG}).

FUNCTIONS

1. Serves as principal advisor to serviced activities and to assist in the accomplishment of their EEO and AEP responsibilities.
2. Plans and manages the complaint processing and Alternative Dispute Resolution Program (ADR) as follows:
 - a. Processes complaints of discrimination in accordance with all applicable regulatory guidance for employees and applicants for employment.
 - b. Processes complaints dealing with conflict of interest issues originating in other USACE Divisions and Districts.
3. Manages mandated Special Emphasis Programs (SEP), i.e., Black Employment Program, Hispanic Program, Federal Women's Program, Asian-Pacific Islander Program, and Native American and Native Alaskan Program for the purpose of enhancing cultural awareness by sponsoring special observance events and training.
4. Assists managers and supervisors in providing a proactive affirmative employment program for minorities, women, and persons with disabilities to include:

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a. Reviews and provides statistical data for all selections and referrals actions.

b. Participates as a non-voting member on selection panels.

5. Performs staff assistance visits to serviced activities to provide information that will assist managers and supervisors in developing a workforce that is reflective of the Civilian Labor Force (CLF), to identify concerns, and to recommend corrective solutions.

6. Provides and coordinates EEO programmatic training for managers, supervisors, and employees.

7. Coordinates all requests for reasonable accommodations to persons with disabilities.

8. Represents serviced activities for community outreach efforts i.e., adopt-a-school, job fairs, and partnership with Historically Black Colleges and Universities (HBCU), Hispanic Association for Colleges and Universities (HACU), and Hispanic Servicing Institution.

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APPENDIX K**HECSA CIVILIAN PERSONNEL ADVISORY CENTER****MISSION**

Provides Civilian Personnel Advisory support for HQUSACE, HECSA, the 249th Engineer Battalion, the Prime Power School, the Institute for Water Resources and the Transatlantic Programs Center.

FUNCTIONS

Office of the Chief

1. Administers legal, regulatory, and procedural controls established within the Federal personnel system.
2. Exercises leadership in the development and administration of local civilian personnel policies and programs; maintains contacts with outside agencies and community organizations; and provides effective direction to employee-management relations.
3. Furnishes staff guidance and assistance directly to line officials in the development and administration of civilian personnel programs designed to obtain, compensate, train and develop, utilize, and retain a qualified, effective, and efficient workforce.
4. Provides staff assistance to managers and supervisors in support of planned position management and classification and personnel actions. On-site advice and assistance are also provided to managers and supervisors in such matters as program planning and evaluation, supervisor-employee relations and communications, motivation and recognition, training and development, and employee services.
5. Meets with top management officials on a planned basis to discuss their personnel program objectives, jointly analyzes and evaluates accomplishments and identifies weaknesses in their respective organizations, assists in building plans for improvement, and seeks information as to the effectiveness of the civilian personnel organization in discharging its responsibilities to the managers.

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6. Provides positive and expert personnel management assistance to managers and supervisors within each area of specialization on both specific and general problems or subject matter areas to support mission execution.

7. Directs the planning, execution, and evaluation of the position management and classification, recruitment and placement, management, employee and labor relations, and employee development functions. Serves as the local functional chief for the civilian personnel administration career program and as such, ensures quality intake and planned development of the professional and technical staff of the office.

8. As a representative of the commander, provides leadership and direction in the development of local civilian personnel management policy to meet local and higher level program objectives. Creates an awareness of, identifies, and coordinates with other elements of the Commander's staff, the personnel management implications associated with mission change, technology or methodology changes, mobilization plans, manpower and budget decisions, and other managerial decisions, policies and practices. Seeks to ensure that management actions affecting civilian employees are taken in such a manner as to enhance the installation's reputation as a good and fair employer.

9. Keeps the Commander, top managers and line officials informed on the status of civilian personnel management throughout the organization and for contributing to planning and problem solving.

10. Analyzes directives and other issuances by higher commands and outside control agencies for applicability to activities serviced. Takes appropriate action to comply with such directives and guidance. Monitors timeliness and subject matter coordination of action taken by substantive functional organizations. Among the publications reviewed are the Office of Personnel Management issuances, Joint Travel Regulations, DOD and DA policies and regulations, Allowance and Differential Regulations for Overseas Areas, and various command publications.

11. Provides overall expert knowledge of regulatory requirements which affect civilian personnel administration.

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12. Develops local policies, regulations, procedures and implementing instructions as required.
13. Manages the installation and utilization of automated personnel systems. Serves as the liaison between HQDA, Civilian Personnel Operations Center, local information management organizations, and system users in the deployment and utilization of automated systems.
14. Maintains report schedules for the local civilian personnel program, and prepares, coordinates, or monitors accurate and timely preparation of such reports.

Employee Benefits

Prepares and provides general informational materials and notices with respect to employee benefit programs on Health Benefits, Life Insurance, Retirement, Compensation for Disability and Death. Provides advisory services and assistance on Leave, Unemployment Compensation, Travel and Transportation in connection with travel to first duty station or permanent change of stations, and Overseas Allowances and Benefits.

Incentive Awards Administration

1. Administers the installation Incentive Awards Program with responsibility for program planning and evaluation. Promotes support and participation in the program. Coordinates with the Incentive Awards Committee.
2. Provides staff assistance to managers and supervisors on the use of incentive awards.
3. Provides Executive Secretary and clerical support for the Incentive Awards Committee. Processes award nominations and suggestions.

Recruitment and Placement

1. Personnel requirements and resources.
 - a. Develops and administers programs and provides input to command/DA systems for short and long-range analysis of civilian personnel staffing requirements and resources. Evaluates trends in missions, technology, manpower and fiscal resources and other factors influencing future needs.

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b. Develops reliable predictions of the future status of the current workforce based on evaluation of the potential of individual employees and statistical analyses of employee movement (such as promotions, reassignments, and losses) resulting in employment trends. Relates study findings to future staffing needs.

c. Analyzes outside sources of potential employees to meet staffing needs. Evaluates short and long-term availability of applicants, competition for employees, qualification requirements, Army's anticipated competitive position and other factors influencing potential intake. In conjunction with managers, develops projection of junior level intake requirements for career programs. Develops program for labor source utilization; recommends action projects by appropriate higher authority to meet anticipated labor market situations.

2. Develops and maintains a continuing positive labor resource program for recruitment to promote a favorable response to the Department as an employer. Using information on labor sources, plans a continuing program for development of these sources as resources for employee intake. Is responsible for college level recruitment directly related to long-range intake needs. Plans recruitment media use and develops media projects. With managers, selects and trains recruiters, establishes recruitment schedules and coordinates visits to meet local needs and support higher level programs. Makes full use of all potential employment sources. Recruits and provides support to other Army and Federal recruiters. Establishes continuous pre-employment service to recruited personnel. Evaluates recruitment effectiveness.

3. Provides advisory services to managers on all in-service placement actions, including mandatory actions under OPM, DoD, DA and command programs, promotions, reassignments, details, nonpersonal adverse actions (such as reduction-in-force, reorganizations, realignments), and out-placement. Coordinates participation in candidate evaluation and its relation to consideration for selection.

4. Provides assistance to managers in meeting needs for employees. Ensures consideration of labor supply factors in organization and position design. Provides liaison for

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management with prospective employees. Participates with managers to ensure adequate and effective attention to continued quality in selection and adherence to all employment goals.

5. Provides applicant assistance. Advises employees regarding opportunities for advancement, development, relocation or more suitable occupation. Provides guidance for applicants regarding Federal employment and job opportunities within Army or other Federal activities at desired locations. Assists employees, separating military and other applicants wishing employment in other geographic areas.

Management-Employee and Labor Relations

1. Labor-management relations.

a. Develops and recommends plans, policies, and procedures for local administration of the DA labor relations program, and ensures communication of DA and local policies and procedures to management and staff officials. Provides the principal point of contact on labor-management relations matters of overall concern to established bargaining units. Provides technical advice and assistance to management regarding its rights and obligations. Coordinates management activities in connection with unit questions, recognition requests, conduct of elections and resolution of complaints under the Code of Fair Labor Practices and Standards of Conduct for Employee Organizations. Ensures that necessary labor relations training is made available for staff and management officials. Continuously evaluates effectiveness of local labor relations activities.

b. Ensures that management's responsibility to consult with formally and exclusively recognized unions is carried out in a meaningful manner. Coordinates management consultation efforts on new and revised personnel policies and practices to ensure involvement of appropriate management officials and staff subject matter specialists.

c. Serves as adviser to or as a member of the installation negotiation committee. Ensures the collection and analysis of experience under negotiated agreements and conducts special studies to develop management demands and/or respond to union demands at the bargaining table. Advises management on the interpretation and application of negotiated agreements to facilitate contract administration. Participates in the

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resolution of grievances and unfair labor practice complaints arising out of the application and/or interpretation of negotiated agreements.

2. Develops local policies and plans on constructive discipline and personal adverse actions. Evaluates application of policy using attitude surveys, supervisor surveys, and program statistics; identifies areas of possible supervisor weakness or other supervisor-employee practices which tend to cause dissatisfaction or make for improper conduct. Provides initial assistance on individual disciplinary cases; assists in preparing notices of proposed adverse actions, advising on DA penalty guides and assists managers in conducting pertinent inquiry; acts as central point of contact for disciplinary cases submitted of the civilian personnel office for final action.

3. Grievances and Appeals.

a. Develops local policies on this subject. Evaluates application of policy, and identifies area of possible supervisor weakness. Provides assistance to managers on grievance and appeal cases.

b. Serves as an impartial investigator of employee complaints on management policies or working conditions. Investigates employee complaints, grievances or appeals from actions taken by the Civilian Personnel Office.

4. Evaluates availability and use of employee services and facilities in assigned segments in terms of employee needs; utilizes attitude survey data, supervisor surveys, manager comments, and other advice. Consults with managers and/or concerned staff officers as to possible changes, and advises as to possible additional services or improvements in services and facilities. Coordinates with managers, Safety Officer and Employee Development Officer on safety training and adequate supervisor performance in accident prevention, and assists in safety publicity.

5. Communications.

a. Develops policies and plans on employee-management communication. Evaluates effectiveness of communication in serviced organizations, using statistics on employee reactions, surveys and supervisor interviews. Provides staff assistance and advice relating to two-way flow of information, use of

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informational media and staff meetings; and provides staff assistance on supervisor-employee consultation on work-type problems and on broader questions of personnel policy and employee services.

b. Issues personnel publications.

6. Employee counseling.

a. Advises managers and supervisors on their basic responsibility for counseling employees through appropriate use of performance evaluation and recognition programs.

b. Provides a counseling service to employees on complaints or inquiries not referred by employees to supervisors; provides advice on personnel policy, administrative regulations, employee rights and services, and any other subjects not initially referred by employees through the supervisory line.

7. Provides advice and assistance to management on the implementation and execution of the Department of Army performance management system. Advises on the establishment of performance objectives, evaluation of performance and performance improvement.

8. Develops policies, guidance and instructions in the development, implementation, execution and evaluation of worklife and family friendly programs, i.e., telecommuting, alternative work schedules, childcare, employee assistance, and similar programs/services.

Position Management and Classification

1. Serves as a principal adviser for position management in coordination with concerned staff elements in the establishment and maintenance of a sound and efficient position structure. Participates in the development of TDA/MTDA and budgets with regard to establishment of organizational and staffing structure, and conducts a technical review of these documents to ensure application of sound classification and position management principles. Analyzes position structure trends, causes and costs, and provides position design and classification advice and assistance to managers and supervisors.

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2. Provides job evaluations. Provides advice and assistance to management on the classification of civilian positions in accordance with established regulations, standards, principles, and practices. Provides advice and assistance to employees, managers, and supervisors on classification complaints and appeals.
3. Provides wage administration. Participates in approval requests for advances in hiring rates where necessary for recruitment or retention purposes. Develops policy guidance and instructions on the utilization of special pay incentives such as recruitment, retention and relocation bonuses and advance in-hire rates.
4. Evaluates the program for the purpose of determining its effectiveness in response to management needs, existence of problems, affect upon moral, budget, mission accomplishment, and possible courses of remedial actions. Evaluates supervisor understanding and skill in position and pay management, and designs, plans, and conducts training to improve supervisors' competence as well as employee understanding and acceptance of the program.

Training and Development

1. Provides technical advice and assistance to all levels of management concerning determination of training needs, sources of needed training, planning to meet needs, design and presentation of training, and evaluation of results. Provides guidance and help to supervisors in planning job-related career development activities for employees. Encourages and aids employees in undertaking self-development activities.
2. Develops, coordinates, and administers a training and development program which is responsive to immediate and long-range needs and goals of the installation, the command, and the Department of the Army. Interprets higher echelon policies, goals, regulations and statutes. Serves as the center of activity for development and enunciation of installation training policy. Provides technical advice and support to installation training committees. Assists management in planning and preparing long-range and fiscal year installation training plans and program. Ensures proper programming and budgeting of manpower, funds, and facilities to support the training plans. Coordinates with higher echelons, Army educational activities, other governmental agencies, civilian educational institutions,

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and industrial firms to locate and utilize resources to meet identified training needs. Coordinates the pooling of internal and external resources and talents to meet common needs. Assists in the selection and training of personnel to serve as instructors. Provides leadership, assistance and technical guidance to all levels of management in evaluating the training process and training results. Ensures accomplishment of the annual evaluation of installation training and development.