

CHAPTER B-1

MANAGEMENT OF WORK WITHIN ENGINEERING DIVISION

1. Purpose. Engineering Division receives assignments from a variety of customers. Among these are Program and Project Management Division (PPMD), Operations Division, Planning Division, Construction Division, Directorates of Public Works and Engineering, Base Civil Engineers, headquarters, other districts, and various federal and state agencies. Many tasks require multi-discipline design teams while some involve only one section. If each customer individually tasked the organization(s) needed for their individual project, there would be no way to identify, schedule, and manage the division's workload. Consequently to be able to manage our resources, capture our overall workload and income, and help defend our technical capability and manpower, it is necessary that one organization serve as a clearing house for all work within the division. Project Engineering Section (EN-EP) is to perform this function. The division can only accept responsibility for execution of tasks which flow through EN-EP.
2. Applicability. This SOP, which rescinds EN POLICY 6-3, Design Management Procedures, Organization and Management Procedure in Engineering Division, dated 25 Jul 88, is applicable to all elements within Engineering Division for the military construction; civil works; hazardous, toxic, and radiological waste; operating and maintaining; and support for others programs.
3. Project Engineers. Project Engineers within EN-EP will be assigned areas of responsibilities, generally broken down by program type and location, for which tasks from customers will be tracked through completion. To keep continuity throughout the life of the project, the Project Engineers will be responsible for completion of project-related tasks from the planning stage through design to construction completion. They will not provide day-to-day engineering management on in-house designs. However, they will be responsible for providing overall oversight to tasks assigned within the division, and will work to assure timely interfacing between branches at critical milestones. They will be responsible to insure that coordination between technical sections on multi-discipline tasks, including in-house designs, is accomplished throughout the design process. Weekly design progress meetings will be used on those tasks in which the duration of the effort warrants.
4. Automation. EN-EP will establish and maintain automated programs which allow for funds allocation and utilization down to the section level, programs for scheduling all assigned tasks, and programs for suspense systems. EN-EP will be responsible for the development, printing and distribution of funding and scheduling reports to all managers (Division, Branch and Section Chiefs) within the division.
5. Design Cost Estimates and Funding. All design and technical support funds utilized within Engineering Division will be entered into and tracked through the funds allocation system. Allocations will be to the branch level, unless otherwise requested by the branch chief.

a. Multi-Branch Tasks. Project Engineers will coordinate the preparation of man-day estimates and schedules for design and technical support. They will also assist in the negotiation of final costs, helping to reconcile the differences between the customer and the branches' estimates. Upon agreement on the design cost with the customer, the agreed upon budget figures will be entered into the funds allocation system. PPMD, Engineering Division or particular branch will allocate funds as needed for specific tasks. EN-EP will provide reports on budget and expenditures at least biweekly to each section and branch. The individual section will be responsible for operating within the agreed upon budget or alerting higher management of projected funding or schedule shortfall.

Individual branch chiefs have the discretion within their branch budget to move funds among their sections. As requested, EN-EP will assist in the process. Movement of funds between branches will be accomplished by EN-EP upon concurrence of the branch chief's involved or upon direction of the office of the Chief, Engineering Division.

b. Single Branch or Section Tasks. Each branch or section is responsible for providing EN-EP with data (MIPRS, FADS, etc) to allow all single branch/section tasks to be entered into the funds allocation system. EN-EP will assure distribution as directed by the organization responsible for the task. EN-EP will provide budget and expenditure reports on these tasks at least biweekly. Adherence to the available funds is the responsibility of the individual section or branch.

5. Task Tracking. Project Engineers will be responsible for working with the individual organizations and divisions in the development of milestone schedules for all tasks assigned to Engineering Division. Project Engineers will generate and maintain project schedules, based on intent from the technical branches, that will be used in developing a master schedule, distributed at least biweekly to each section and branch, of all assigned tasks. The intent is to track all actions that require a commitment of resources or development of a budget. The detail of the schedule will be consistent with the complexity of the project assigned. The intent is that any action requiring a commitment of EN's manpower to the extent that it may impact ongoing actions be coordinated through EN-EP. This action is not to prevent day-to-day technical contract between designers and the customers. Such exchanges are essential and are encouraged. However, the Project Engineers shall be made aware of any time such exchanges could result in a change of project scope, schedule or cost, or impact to other sections and branches.

a. Multi-Branch Tasks. EN-EP will obtain, maintain, and operate automated systems for defining schedules and monitoring milestones. Individual branches will work with EN-EP to assure that some acceptable level of schedule exists for each project and any other task that requires a significant manpower commitment or critical interface with another branch/division/district, etc. The Project Engineers will be responsible for maintaining schedule updates and with providing schedule data to EN elements (division/branch/section level) as well as the requestor of the assigned task.

b. Single Branch or Section Tasks. These tasks will be tracked in the same manner as the Multi-

Branch Tasks. However, for essentially single discipline tasks, the branch and section chiefs should coordinate with the Project Engineers to assure that internal support from others will be available when needed.

7. Project Scopes of Work. The Project Engineers will assure that each in-house design project has an agreed upon scope of work and will be responsible for insuring that the scopes of work are provided to the branches. The detail of the scope of work should be consistent with the complexity of the project/task, but should be sufficiently detailed that informs the designers of the job requirements. The scope of work should be provided by the PPMD Project Manager or customer, depending on how EN-EP receives the task. If requested, EN elements will assist in the preparation of the scope of work. In such cases, the Project Engineers will coordinate with the branches involved in the preparation of the scope of work and will be responsible for assuring a review and approval of the scope of work by the office of Chief, Engineering Division, and the customer. The Project Engineers will coordinate with the branches involved when scope changes occur and will assist in negotiation of changes to schedule and budget with the Project Manager. Unless directed by the office of Chief, Engineering Division, effort will not expended to incorporate changes prior to negotiating and proper funding.

8. Predesign and Review Conferences. Project Engineers will attend all conferences (criteria review, predesign and concept/preliminary/final reviews) associated with an in-house design. They will insure that appropriate designers and middle managers attend each conference. They will be responsible for taking minutes and insuring that minutes taken and distributed by the Project Manager are accurate. Following each meeting, any changes to scope, budget, or schedule will be addressed with the Chief, Engineering Division.

9. Manpower and Income Evaluations. EN-EP will maintain automated systems capable of projecting manpower demands based on known tasking. EN-EP will provide data, as requested, on overall capability and on current and projected income from design and other technical tasks.

10. In-house Design Review. The Project Engineers will assure that quality control reviews occur during design and that an independent design review for all in-house projects occur at the end of the design. This action will require assembling the design review team and involving PPMD and Construction, Operations, and Planning Divisions representatives, as appropriate. The Project Engineers will assure that all review comments are addressed at each design phase and prior to the release of the project for advertising, unless otherwise approved by the office of Chief, Engineering Division. Annotated comments will be furnished to the Project Manager after each review of an in-house design.

11. A-E Design Review. Engineering Division is committed to providing review comments to the Project Manager within two weeks of the scheduled submittal date as shown on the AMPRS printout. The completion of those projects that are received after the scheduled submittal date will be negotiated with the Project Manager on a project-by-project basis. EN-EP will be responsible for scheduling the review of the A-E designs, utilizing the three-day review process, where sections assign individuals to review only during

those three days of the week, and assistance from other districts in need of work, and for returning the consolidated set of review comments to the Project Manager.