

DEPARTMENT OF THE ARMY  
U.S. ARMY CORPS OF ENGINEERS  
CESAS-RM-RS P.O. BOX 889  
SAVANNAH, GEORGIA 31402-0889

DISTRICT REGULATION NO. 10-1-2 2 October 2000

Organization and Functions  
REORGANIZATION/REALIGNMENT PROPOSALS

1. Purpose. This regulation describes the procedures for submitting and processing reorganization and/or realignment actions.
2. Applicability. This regulation is applicable to all components of the Savannah District.
3. References.
  - a. SAD Regulation DR 10-1-1, 1 Sep 98, Organization and Functions, South Atlantic Division Office and Subordinate Commands.
  - b. ER 10-1-2, 31 Oct 99, Organization and Functions - U.S. Army Corps of Engineers Division and District Offices.
  - c. DR 10-1-1, 15 Feb 00, Organization and Functions, U.S. Army Corps of Engineers Division and District Offices.
4. Definitions.
  - a. Reorganization is defined as the planned elimination, addition, or redistribution of functions or duties in an organization.
  - b. Realignment is defined as the movement of an employee and employee's position when an organization change occurs, the employee stays in the same agency, and there is no change in employee's position, grade, or pay.
5. Policy. The organizational and functional structure of the Savannah District will conform as nearly as possible with provisions and guidelines set forth in the references listed

above. However, when justifiable from the viewpoint of efficiency and/or economy of operations, requests for approval of deviations will be submitted through command channels.

6. Responsibilities.

a. Proponent:

(1) Discusses proposal with Division Chief and Executive Office.

(2) Obtains conceptual approval by appropriate Deputy.

(3) Prepares proposal package with completed staff action cover sheet (see sample at Appendix A). Proposal should address impact on average grade and supervisor ratio.

(4) Staff or coordinate proposal package with Civilian Personnel Advisory Center (CPAC), and Resource Management (RM), Business Practices and Strategic Management Team (RM-RS).

b. Resource Management, Business Practices and Strategic Management Team: Reviews complete package. If changes are needed returns package to proponent for revisions. Coordinates any changes in office symbols with Information Requirements, Planning and Management Branch, Records Management (IM-PR). When completed, Management Analyst prepares memorandum through Chief, Resource Analysis Branch (RM-RA) to Chief, RM recommending concurrence or non-concurrence (stating reason why). After Chief, RM initials, package is forwarded for staffing.

7. Procedures for Effecting Organizational Changes. (See flow chart at Appendix B)

a. Proponent Branch/Section/Unit Chief will:

(1) Discuss proposal with division or office chief and the Executive Office for conceptual approval before proceeding with the actions described in subsequent paragraphs. The proposal must be in the format at Appendix A with current and proposed organization charts and functional statements.

Coordination must include Civilian Personnel Advisory Center (CPAC).

(2) Relate changes to the Chief of Engineer's Basic Principles:

(a) Improving service and responsiveness to the customer.

(b) Providing more effective and efficient accomplishment of the mission.

(c) Improving maintenance of critical expertise.

(d) Providing improved quality of products and services.

(e) Improving strategic alignment.

(f) Improving/empowering teams.

(3) Discuss the proposal with the following organizations:

(a) Resource Analysis Branch, Resource Management Office. The discussion should include organizational structure and relationships, functions statements, proposal format, staffing requirements, and manpower utilization.

(b) Civilian Personnel Advisory Center (CPAC). Discussion should include tentative grades, position management, placement considerations, or any other personnel actions that could result from approval of the proposed action.

b. Resource Analysis Branch, Business Practices and Strategic Management Team will:

(1) Review the complete package and consider if:

(a) It complies with guidance outlined in ER 10-1-2, SAD DR 10-1-1, SAS DR 10-1-1, or other applicable directives.

DR 10-1-2  
2 Oct 00

(b) Functions overlap or duplicate those being performed by another organization.

(c) It clearly demonstrates a more efficient operation and/or a savings in resources.

(d) Manpower spaces which exceed the organization's approved TDA are being requested in this reorganization.

(2) If higher authority approval is needed, prepare a memorandum to the Division Commander for signature by the District Commander requesting approval of the action. This memorandum should be enclosed with the decision memorandum.

(3) Prepare the Permanent Order to implement approved changes.

c. If coordinating offices do not concur with the proposal, written comment should be attached to decision brief before forwarding to next addressee.

d. CPAC will determine:

(1) If improved skills utilization will result.

(2) If established position management guidelines have been afforded appropriate consideration.

(3) If the proposed professional, technical, and clerical support positions, grades, and titles are consistent with the type of work to be accomplished.

(4) Impact on employees in the organization.

e. The Deputy Commander or Deputy Commander for Support will resolve differences between staff components involved in analysis of the request action and assure that transition plans are developed for approved organizational and/or functional changes.

f. The Commander or his designated representative will approve or disapprove all proposed changes in mission or

organization structure. The District Commander has authority to approve reorganizations for Branch level and below.

g. Division or Office Chief will distribute copies of pertinent documents to those sub-elements affected and initiate personnel actions as required by the change.

|            |                   |
|------------|-------------------|
| Appendices | /s/               |
| Appendix A | JOSEPH K. SCHMITT |
| Appendix B | COL, EN           |
|            | Commanding        |

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APPENDIX A

SAMPLE OF REORGANIZATION PROPOSAL

CESAS-OP

7 Sep 00

SUBJECT: Reorganization of Operations Division, Regulatory  
Branch

Staffing/Concurrences/Nonconcurrences:

|    |             |                |           |
|----|-------------|----------------|-----------|
| RM | CONCUR_____ | NONCONCUR_____ | DATE_____ |
| CP | CONCUR_____ | NONCONCUR_____ | DATE_____ |
| DP | CONCUR_____ | NONCONCUR_____ | DATE_____ |
| DS | CONCUR_____ | NONCONCUR_____ | DATE_____ |
| DC | CONCUR_____ | NONCONCUR_____ | DATE_____ |

1. Objective. The objectives of this reorganization are as follows:

a. Realign staff in OP-F. To support workload changes and increase technical complexity of work brought on by regulation changes.

b. Realign resources in OP-F. To reduce OP-F from three to two sections by combining the Central section (OP-FA) and the Coastal section (OP-FC) into a single Southern section (OP-FS).

c. Establish five GS-12 (Senior Regulator) positions to meet standards set by other Corps Districts and increase OP-F's overall flexibility. This will permit assigning the increase number of complex projects and reduce the backlog.

d. Establish a GS-13 (Team leader) position to provide leadership to Regulators assigned to highly controversial, political, and complicated projects.

e. Improve the supervisory ratio in OP-F.

2. Discussion.

a. Problem Statement: The organizational structure of the Regulatory Branch does not support the needs of the changing

workload, new regulations, and technical complexity of the regulatory environment in the District. Significant changes in all these areas over the past few years have affected OP-F's ability to perform its mission and meet the needs of our customer.

(1) OP-F has the responsibility to implement changes in regulations that require individual permits on all actions in waters of the United States from 1 acre and larger.

(2) OP-F has responsibility to implement a Nation Wide Permit Program that require mitigation on impacts as small as 1/3 acre.

(3) OP-F has the responsibility to permit a large number of highly complicated and controversial projects such as:

(a) Water supplies reservoirs in the Piedmont section of the state around the rapidly growing metropolitan Atlanta area.

(b) State Department of Transportation road projects including Federally funded highway projects throughout the state.

(c) Georgia Department of Natural Resources regional fishing lakes.

(4) OP-F has the good fortune to be responsible for all jurisdictional impacts in one of the fastest growing regions of the Nation with the fourth largest Wetland Acreage of any District in the Nation. The cumulative results of these changes/impacts have resulted in a significant increase in workload as well as an increase in the number of highly complicated and controversial projects.

b. Assumptions.

(1) The overall workload balance between routine and complicated/controversial projects will remain relatively the same for the foreseeable future.

(2) The use and retention of a well-qualified and competent staff in OP-F will provide opportunities to better serve our customers while protecting the human environment.

3. Resource Impact.

a. Personnel: There will be no net increase in the number of personnel in OP-F. Five existing GS-11 Regulator positions will be upgraded to the GS-12 level to accommodate the increased GS-12 level work. One GS-13 Section Chief position will be changed to a GS-13 Team leader position.

b. Costs: The increased cost associated with this reorganization will be an incremental increase in labor for the GS-12 positions, which are necessary to accommodate the more complex work.

\*Increases

5 new GS-12 @ 56,823 x 5 = \$284,115

\*Decreases

5 GS-11 @ 47,412 x 5 = \$237,060

Incremental Increase \$ 47,055

\*The salaries shown are from the General Schedule (GS) rates for GS employees at step 5 level for each grade and do not include Overhead.

(2) The incremental increase will be offset by having a stable and competent workforce at all work sites to handle complicated and controversial projects and reducing the need to mobilize staff in the District every time these projects come on line.

c. Disadvantages/Advantages of the Proposed Action.

(1) Disadvantages: The principal disadvantage of the proposed action is the incremental cost increase in salaries discussed above. However, the positions in question are graded at the GS-12 level and should be staffed accordingly.

(2) Advantages:

(a) Improve stability in the Branch by filling positions at the correct grade level.

(b) Greater flexibility in assigning complicated/controversial projects to a competent staff.

(c) Increase ability to develop and maintain technical and professional skills of individuals in smaller groups to meet increased technical challenges.

(d) Enhanced ability to provide direct customer support in key mission areas with dedicated teams.

(e) Improve supervisory/employee ratio in OP-F.

4. Relate Changes to the Chief of Engineers' Basic Principles.

a. Improving service and responsiveness to customer. Properly staff and personnel resources will be located where missions essential projects are performed and where OP-F has absorbed increased duties. This will provide for dedicated teams to properly execute mission essential requirements.

b. Providing more effective and efficient accomplishment of the mission. Personnel resources will be located where the work is and allow assignment of all work for a mission to a single section/team. The reorganization will create properly staffed and dedicated teams to more effectively execute the Regulatory mission. This will help to improve communications, reduce processing times, and support the team concept.

5. Supervisory Ratio.

a. Before Proposed Reorganization: 1:6, assuming all positions are filled.

b. After Proposed Reorganization: 1:8.66

6. Recommendations.

a. Combine two sections into one.

b. Abolish a Section Chief GS-13 position and create a Team Leader GS-13.

c. Abolish/Convert five GS-11 Regulator positions and establish/upgrade five GS-12 Regulator positions in accordance with the 24 April 2000, Workload Analysis of the Regulatory Branch performed by the Resource Management office.

7. Enclosures.

- a. Actual and proposed organization charts.
- b. DR 10-1-1 actual and revision.
- c. Position Descriptions for one GS-13 Team Leader position and a GS-028-12 position.

NECHOLUS OGDEN  
Chief, Regulatory Branch

APPROVE \_\_\_\_\_

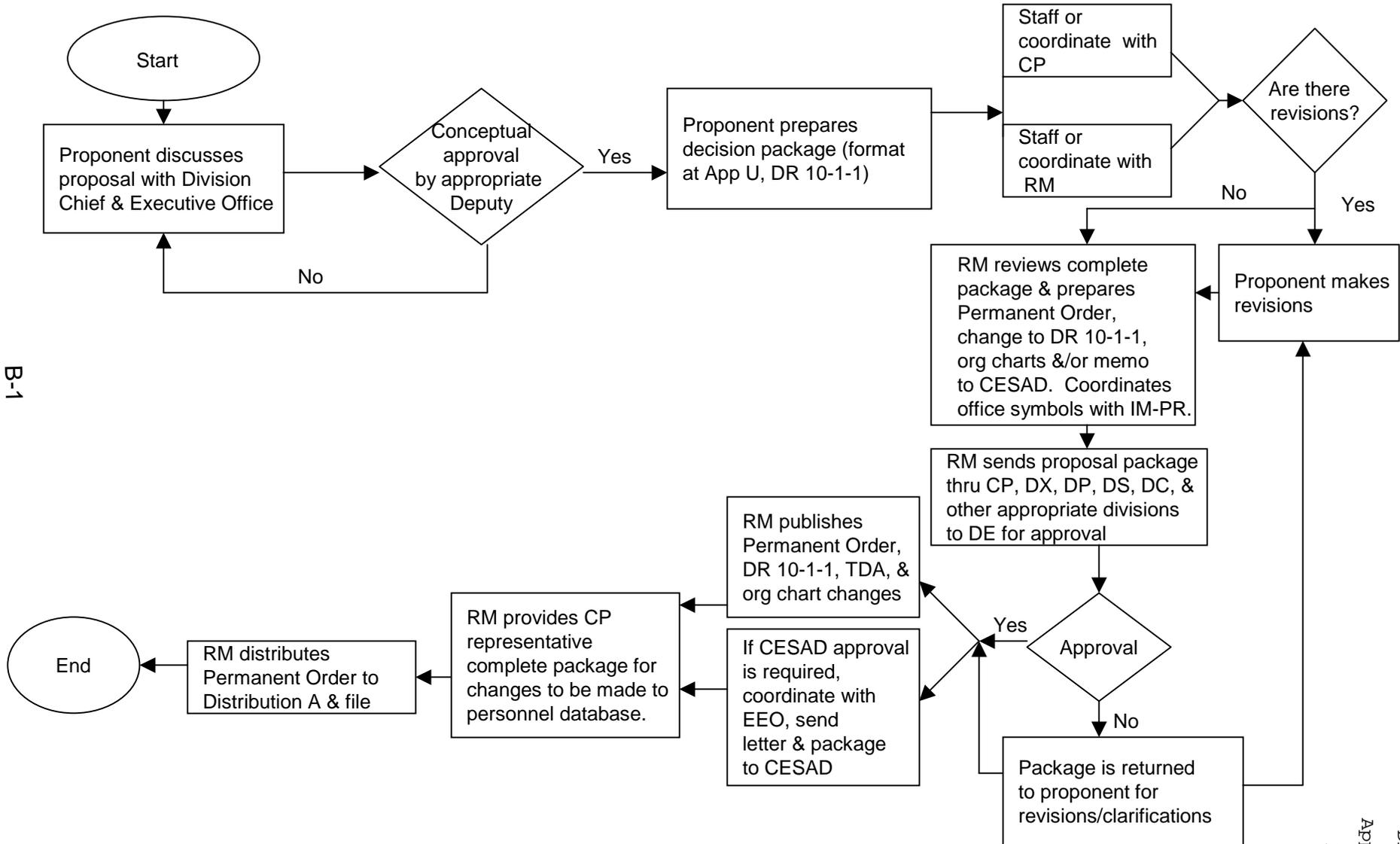
DISAPPROVE \_\_\_\_\_

SEE ME \_\_\_\_\_

JOSEPH K. SCHMITT  
COL, EN  
Commanding

# APPENDIX B

## PROCEDURES FOR EFFECTING ORGANIZATIONAL CHANGES



B-1