

NWDOM 10-1-1  
31 January 2003

DEPARTMENT OF THE ARMY  
Corps of Engineers, Northwestern Division  
P.O. Box 2870  
Portland, OR 97208-2870

CENWD-RM  
Memorandum  
No. 10-1-1

31 January 2003

Organization and Functions  
MAINTENANCE OF THE HEADQUARTERS ORGANIZATION

**History.** This is a new office memorandum.

**Summary.** This memorandum establishes policy and procedures within HQs, Northwestern Division (HQNWD) for the maintenance and continuous organizational development of the Division headquarters.

1. PURPOSE. To provide policy and establish procedures for structuring HQNWD in the most effective and efficient organization for executive direction and management in the functions prescribed by USACE and other authorized functions.
2. APPLICABILITY. This memorandum applies to all HQNWD elements funded by General Expense and Operations and Maintenance, Army appropriations.
3. RELATED PUBLICATIONS.
  - a. ER 10-1-2 (U.S. Army Corps of Engineers Division and District Offices)
  - b. CERM-M memo, dated 24 Nov 2000, subject: Division Office Analysis Study <http://www.usace.army.mil/inet/functions/rm/regs/DO-analysis.pdf>
  - c. USACE Consolidated Command Guidance (CCG). <http://www.usace.army.mil/inet/functions/rm/rmpg/rmpg3.htm>
  - d. NWDOM 15-1-1 (Committee Management)
4. EXPLANATION OF TERMS
  - a. Table of Distribution and Allowances (TDA): A table of positions authorized for the organization to include information elements of organizational UIC, effective date, paragraph, line number, office, position title, series, grade.
  - b. Baseline: Positions included in the organization in accordance with the Division Office Analysis Study (paragraph 3.b) to provide the HQNWD minimum staffing to operate and

accomplish executive direction and management responsibilities of ER 10-1-2 for both civil and military missions.

c. Dynamic: Positions beyond the baseline allocated to NWD by USACE to resource NWD specific challenges in accomplishing assigned executive direction and management responsibilities for both civil and military missions in our specific area of responsibility.

d. Overhire: Positions approved for staffing and recorded in the TDA above the USACE recognized baseline and dynamic authorizations. Overhire positions encumbered as of the effective date of this memorandum will be deemed baseline positions until they become vacant, at which time the Program Budget Advisory Committee (PBAC) will then review these positions for continuing need and recommend disposition (abolish, fill with temporary or term employee, permanent hire, contractor support, etc.) to the Commander.

e. Reimbursable: Positions included in the HQNWD organization for the purpose of providing command and control, program management, quality assurance, and/or regional interface of a specific program and for which funding is provided from within program resources.

f. Integrated Manning Document (IMD): A database reflecting the authorized TDA with current staffing of personnel by position assignment against the authorized positions and resourced vacancies.

## 5. RESPONSIBILITIES.

a. The Division Commander is the approving authority for HQNWD organization and is responsible for maintaining the organization within available resources to best accomplish the missions of the HQNWD. The Division Commander will routinely consult with the Deputy Commander, Director of Civil Works and Management, and Director of Military and Technical prior to finalizing resource decisions.

b. All directorate, division, and office chiefs are responsible for developing individual positions and organization structures to best accomplish their assigned organizational responsibilities within the overall organization of the HQNWD and to the extent of resources allocated.

c. The Director of Resource Management (DRM) is responsible as staff proponent for documenting the HQNWD organization.

d. The PBAC has responsibility beyond those reflected in NWDOM 15-1-1 to make recommendations to the Commander for HQNWD organizational structure on a semi-annual basis.

6. OBJECTIVE. The broad objective of this policy and procedures established is to provide a corporate approach to organizational development and thereby provide the commander with sound alternatives and clear rationale for making decisions with regard to organization composition.

7. PROCEDURES.

a. The organizational structure of the HQNWD will be reviewed on a semi-annual cycle: (1) during development of the initial operating budget and (2) during the mid-year review of budget execution. The DRM will solicit change proposals and sustainment requests for consideration in the semi-annual review process. This semi-annual review process will be referred to as the management of change (MOC) cycle for the HQNWD organization.

b. The review process for both the MOC cycle and out-of-cycle requests is depicted at Appendix A. The format for managerial input to the process is at Appendix B.

c. Organizational structure will be designated in the TDA by position as baseline, dynamic, overhire and reimbursable positions.

d. Staffing, i.e., recruit and fill action will only be taken against valid authorized vacancies reflected on the TDA and IMD.

e. Managers should consider use of position vacancies for developmental assignments prior to recruiting to permanently fill a position. Developmental assignments are the detail of an employee to a position for developmental purposes. Developmental assignments should be utilized where the employee can make a constructive contribution to mission assignment and the service in the position will give the employee on-the-job learning to increase his/her knowledge, skills, and abilities. Because developmental assignments are mutually beneficial to the employee, the employee's organization, and the organization of temporary assignment, these assignments will be funded on a cost shared basis with the providing organization. Developmental assignments should be filled competitively, with consideration of both potential to contribute as well as potential for development as the basis for selection.

f. Vacancies may also be filled on a temporary basis through standard procedures for detail to a position. For this type of action, where the intent is to ensure continuity of work and

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without a specific intent for development, the staffing element has responsibility for all labor related costs. For details that include temporary promotion, all NWD policies regarding competitive recruitment and selection apply.

FOR THE COMMANDER



CLIFTON P. JACKSON, Jr.  
Executive Assistant

2 Appendices

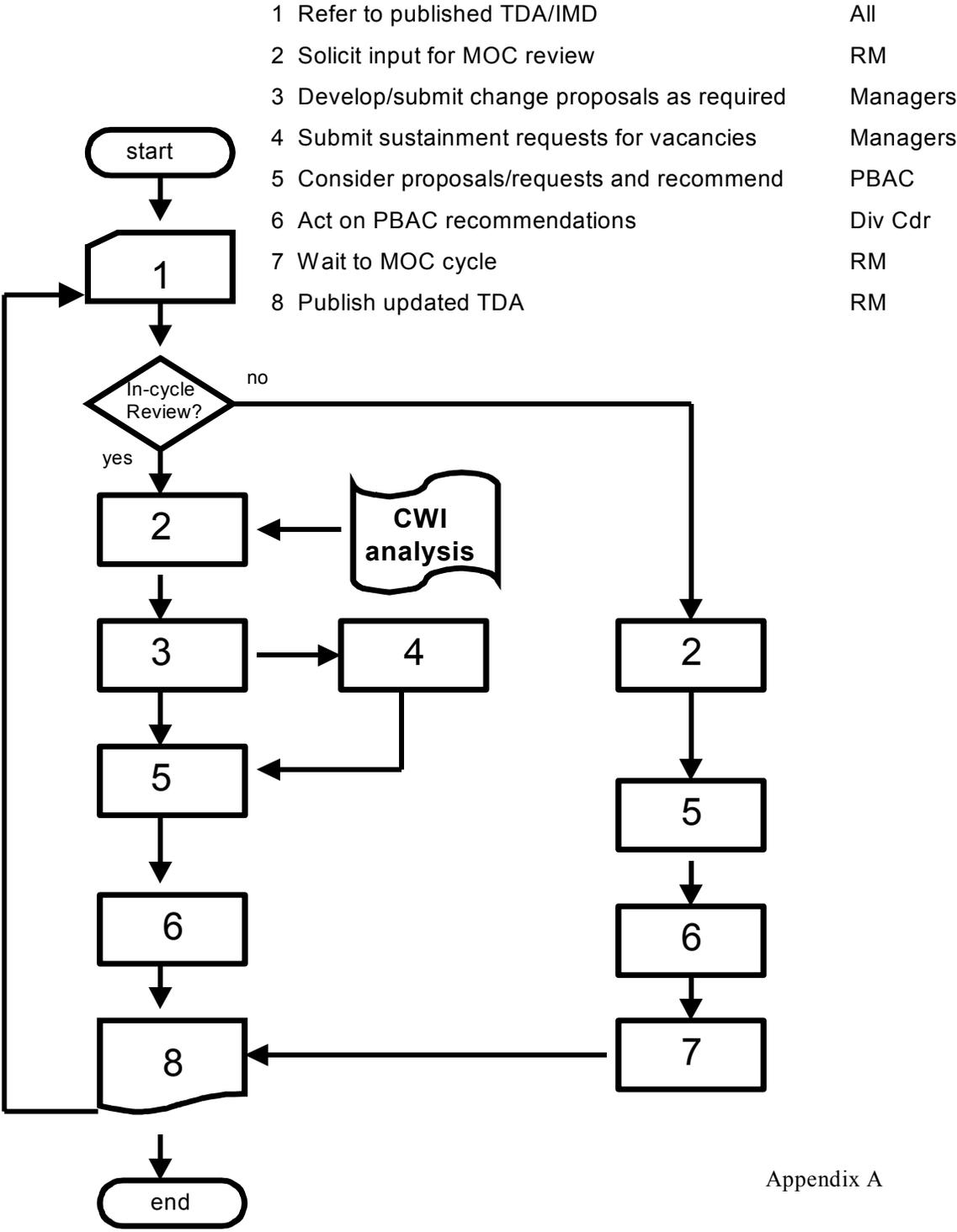
App A – Management of Change  
(MOC) Cycle

App B – Format for Managerial Input for  
Organizational Change Proposal

DISTRIBUTION:

Directors and Staff Office Chiefs

APPENDIX A  
 Management of Change (MOC) Cycle



Appendix A

APPENDIX B  
HQs, Northwestern Division  
Organizational Change Proposal:

E-date

FY \_\_\_\_

Initial \_\_\_\_\_

Mid-Year \_\_\_\_\_

Out of cycle \_\_\_\_\_

**Position for addition or sustainment**

Title:

Series-grade:

Paragraph:

(attach full position description and evaluation)

Justification:

**Proposed deletion:**

Paragraph

Position Title

Justification