

Appendix P

DIRECTORATE OF RESOURCE MANAGEMENT

1. Office of the Director. Assists the Commanding General and Division Engineer in maintaining balance, economy, and efficiency in the accomplishment of programmed objectives. Exercises staff supervision over all resource management activities in District and field offices. Provides advice and assistance to field offices as requested or deemed necessary. Serves as the Chief Financial Officer for the Division. Provides staff oversight of Division-wide resource management programs for dollars, manpower, and high grades. Serves as the Comptroller (CP-11) and Manpower (CP-26) Career Program Manager for the Division. Serves as a member of the Regional Management Board (RMB).

2. Budget.

a. Coordinates the development, execution, and close-out of the Division Operating Budgets and Programs. Advises the Commanding General and Division Engineer, staff and Districts on budget management and administration. Establishes budget estimates for financial management reports and monitors program execution of the Division Office budgets.

b. Issues budget guidance; formulates and publishes the Pacific Ocean Division (POD) Operating Budget and issues budget guidance and advice to the Districts.

(1) Manages the Division Office budgets for Operation and Maintenance, Army (OMA) and General Expense (GE).

(2) Reviews and analyzes budget input for conformity to cost targets/limitations, manpower constraints, and reasonableness of requirements for the region's operating budgets. Issues funding targets and limitations to the HQ POD staff.

(3) Monitors budget execution and account balances; makes recommendations on deviations that impact the overall financial status. Analyzes and summarizes status of funds report of the HQ POD executive direction and management (ED&M) budget.

c. Establishes uniform procedures and guidance on funding and managing reimbursable work and services from all government and non-government agencies for work under the responsibility of POD. The Budget Officer acts as accepting officer for the Division on all funds received for reimbursable work. Ensures appropriateness of funds provided and participates in review of unliquidated and unobligated balances.

d. Funds Management.

(1) Manages Division funds by ensuring appropriateness of funds usage. Develops and maintains effective financial management controls and procedures to safeguard, and maintain accountability of funds. Coordinates with Finance and Accounting and technical elements on applicability of funds cited.

(2) Serves as the activity director for the Division General Expense Program. Interprets civil budget directives requiring fiscal actions with participation of the Directorates of Military and Management, Civil Works and Technical, and Emergency Management Office; prepares and processes fiscal data for Division Office; and reviews and revises, as necessary, fiscal supporting data for civil works budgets. Submits the Civil Automated Budget for the Division.

(3) Serves as the activity director for the Division OMA Program. Performs fiscal review of, and processes, military funding actions in coordination with Directorates of Military and Management, and Civil Works and Technical, and maintains fiscal control over military program budget guidance and prepares all required report submissions.

e. Develops, coordinates and executes the Plant Replacement and Improvement Program (PRIP) and other Productivity Capital Investment Programs for the region.

f. Performs staff visits to Districts to review budget process and provides advice and assistance, as required.

3. Manpower.

a. Supervises the development, coordination and execution of the POD manpower management programs in accordance with Department of the Army (DA) and U.S. Army Corps of Engineers (USACE) policies. Advises the Commanding General and Division Engineer, staff, operating officials, and District Resource Management officials on manpower management and administration.

b. Continuously reviews manpower resources and utilization, developing and recommending improvements to the Commanding General and Division Engineer, staff and operating elements. Proposes, coordinates, and effects manpower adjustments resulting from changes in personnel authorizations, workload, and funds. Analyzes operating officials' manpower requests by considering the approved financial program, workload trends, efficient utilization, and manpower surveys. Recommends appropriate adjustments. Assists organizational elements in preparing manpower justifications.

c. Reviews Resource Guidance, e.g., USACE Consolidated Command Guidance (CCG), received from higher authority. Recommends and coordinates necessary internal adjustments in authorizations and issues manpower vouchers. Evaluates interim requests for adjustments in internal manpower authorizations; effects appropriate adjustments within available resources; prepares and submits requests with justification to higher authority for increases in vouchered authorization.

d. Reviews, develops, coordinates, and monitors POD's high-grade program.

e. Coordinates documentation of both the proposed Table of Distribution and Allowances (TDA) and the Mobilization TDA, and submits required data to higher authority for approval.

f. Evaluates the application of standards and staffing guides against manpower requirements and actual manpower utilization.

g. Maintains appropriate military and civilian manpower controls by Army Management Structure and Civil Works appropriations for requirements, authorizations, and strengths. Prepares manpower data and projections for submission to higher authority.

h. Assists the Directorate of Human Resources in the development and administration of the Officer Distribution Plan, providing justification to higher headquarters for all military officer positions.

i. Develops manpower data and prepares military and civilian strength reports. Submits CEFMS-based manpower utilization reports to HQ USACE.

j. Develops, coordinates, and analyzes the Corps of Engineers Resource and Military Manpower Requirements System and Force Configuration (FORCON) annual data call submission to HQ USACE.

k. Develops, maintains, and distributes official organization charts which consist of the directory and position charts, as required by ER 10-1-40 or other authority.

l. Develops and maintains the Integrated Manning Document and Federal Activities Inventory Reform (FAIRS) Act.

m. Publishes and distributes permanent orders on Division and District reorganization actions.

n. Performs staff visits to Districts to monitor manpower activities and advises and assists, as required.

o. Serves as the Division POC for the Army Stationing and Installation Plan (ASIP), Total Army Analysis (TAA), and Officer Professional Development (OPD).

4. Financial Policy and Accounting.

a. Serves as the authority in fiscal and accounting operations and provides regional financial management advice and information to the Commanding General and Division Engineer, Division staff, and District resource management offices.

b. Develops, coordinates, and issues regional finance and accounting policy, travel policy, and other fiscal policy and guidance based on higher headquarters regulations, policies, manuals, Comptroller Decisions, Public Laws, etc., to Division staff and districts.

c. Exercises oversight over Civil Works and Military accounting activities of the Division. Interprets and administers accounting requirements and implements regulations and procedures. Furnishes technical advice and assistance to Division financial management components on finance and general accounting and reporting functions, and advises components of the impact on programs and objectives.

d. Proponent for Chief Financial Officer's (CFO) Act policy, resolution, and reporting. Conducts self-assessments for POD related CFO issues. Coordinates, reviews, and analyzes district input and rolls it up with POD's CFO report for submission to higher headquarters.

e. Establishes procedures to administratively control funds to include funds availability, certification, and funds control in accordance with statutory/regulatory limitations. Implements accounting procedures to assure adequacy of funds control. Certifies both military and civil works funds for funds availability of commitment documents. Ensures that all funds certifiers are delegated in writing by the Commanding General and Division Engineer or designee. Obligates funds for government orders and training documents. Processes award accruals and other financial actions in the Corps of Engineers Financial Management System (CEFMS).

f. Coordinates, reviews, and submits various district requests and reports to higher headquarters in accordance with regulatory requirements, i.e., Certification statements of unliquidated obligation reviews, RF59 requests, accrued leave analysis and get-well plans, official representation funds requests, and other financial requests that require prior HQ USACE approval.

g. Responds to all data calls and taskers directed to Finance and Accounting (F&A) Officers from higher authority with district coordination and input.

h. Reviews, analyzes, and coordinates district F&A Command Management Review (CMR) input and prepares F&A CMR charts for POD and District roll-up.

i. Coordinates financial issues with Defense Finance & Accounting Service, Transportation and Per Diem Committee, and other external agencies.

j. Performs data manager functions in granting access control permissions and smart card requests, updating various data manager tables, resolving electronic signature problems, disseminating technical guidance to District data managers, and addressing/resolving Division type issues related to CEFMS.

k. Performs periodic staff/quality assurance inspections of the Districts to determine adequacy and effectiveness of finance and accounting procedures, policies, and operations, and assess the fiscal integrity program, plans, and initiatives of the Division and Districts.

l. Plan, coordinate, and interface with POD staff on actions required to support the USACE Vision and efforts taken in this region to attain the POD Strategic Goals to include USACE Business Processes, regional business center financial review & analysis, ISO9001, and PMBP.

m. Performs post-audit reviews of travel settlements and executes queries to conduct reviews of travel orders/vouchers.

n. Serves as the Alternate Agency Program Coordinator (APC) for HQ POD's Government Travel Card Program. Provides policy and guidance to HQ POD cardholders and district APCs. Manages the program by monitoring delinquency, processing cardholder applications, credit card actions, resolving card issues, providing training, and running various reports to detect misuse and usage.

5. Management Analysis.

a. Provides the Commanding General and Division Engineer and elements of the Division with a comprehensive management analysis capability, as well as providing guidance and advice to District Resource Management officials. Performs the following specific functions:

(1) Administers HQ DA directed management programs in the region. Programs include Management Controls, Commercial Activities (CA), Army Suggestion Program (ASP), and continuous improvement initiatives.

(2) Reviews, evaluates, and recommends actions on existing missions, organizational structures, assignments of functions, and proposed changes thereto, as requested by POD elements. Reviews requests for deviation from prescribed organizations and functions. Recommends organizational actions based on analysis of workload, functional alignment, staffing, and related factors. Develops organizational plans for long and short-range periods, as required.

(3) Identifies and disseminates new and improved techniques for analyses; provides guidance and assistance to all elements in the use of these techniques.

(4) Conducts studies to design and improve management systems and develops solutions to problems involving missions, functions, policies, organization, workload, resources, procedures, and methods.

b. Performs review and analysis (R&A) type functions. Administers the CMR and CCG by coordinating actions with staff elements, issuing guidance, and developing briefing materials in preparation for the POD Commanding General and Division Engineer's participation at the HQ USACE quarterly reviews. Assists the Commanding General and Division Engineer in the development and monitoring of regional performance indicators.

c. Coordinates actions and data input related to the HQ USACE and HQ POD Command Inspections. Issues HQ POD policy on the inspection process. Coordinates and maintains data on pre- and post-inspection requirements.

d. Maintains current functional statements for HQ POD and publishes the Organization and Functions (O&F) regulation for POD.

e. Teaming with the Business Management Office, coordinates all actions related to the POD Senior Leader Conference.

f. Performs periodic staff visits to field offices to provide management advice and assistance concerning policies, procedures, and systems.

g. Assists the DRM in managing the CP-11/26 Programs and coordination of Resource Management training requirements. Coordinates arrangements for on-site training, as appropriate.

h. Provides advice for, and oversees, the POD Committee Management Program.

6. Regional Business Center (RBC).

a. Assess resource implications of Division Regional Management Board (RMB) initiatives and provides professional advice, recommendations and suggestions.

b. Analyzes manpower and dollar resources to ensure synchronized regional planning and execution, and achievement of POD end-state objectives.