

\* NWD Comments Included - recommend deleting this process.  
Response: rejected

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# Regional Business Center Workload Analysis and Resource Leveling - PROC6003

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## Scope

(1) The Process should not usurp a MSC Commander's ability to assign responsibilities internally within his/her organization. Response: result of this process is a recommendation, not a directive. Best business practice to assist with resource planning for the new virtual USACE.

(2) District DPMs are members of the Regional Management Board (RMB) and should bring workload-related problems crossing or within mission areas, e.g., Civil and Military program, to the RMB. Response: agreed – this process facilitates this concept.

(3) District DEs as members of the MSC Program Review Board should bring the above to the MSC PRB. Response: result of this process is a recommendation, not a directive. Best business practice to assist with resource planning for the new virtual USACE. RMB is future focused and PRB is current-year focused.

(4) Division PgMs should bring issues for their areas of responsibility to the SES and/or Commander of the MSC as they arise. This is not a BMO issue. Response: The BMO is the operational staff of the RMB and will become involved if/when the RMB is involved.

(5) Workload forecasting is generally integrated with development of the 10-year program within Civil Works. This cannot be moved to the BMO without revamping the position descriptions of the BMO team to provide the required skills - possibly resulting in RIFs. Also, workload forecasting is part of the FORCON (to become CEMRS) manpower requirements development process, which functional proponents work with the Resource Management Office/Directorate of Resource Management. Bringing BMO into the equations yields too many cooks in the kitchen. Response: The BMO is the operational staff of the RMB and will become involved if/when the RMB is involved.

One major challenge in organizing diverse teams to perform multiple projects is forecasting workload and requirements to ensure that staff has the numbers and the capabilities to get the work done while not having too much on hand so as to be unaffordable. Right now the focus of the problem and attempts at its solution are at the district level, among project and program managers and so-called resource providers, the managers of the line and support elements that staff the project and program teams.

The biggest problem is that actions to recruit and develop staff take months or years, while the information about programs and projects is too often not accurately available until too late. For example, we formulate annual district budgets (including staffing targets and resources for training) in the 3d Quarter of the prior Fiscal Year, yet even in the middle of the year of execution we face uncertainty over whether Congressional adds will suddenly trigger military design work or whether re-allocation of civil works General Investigation money will allow a Feasibility Study to continue.

It's hard to tell, but apparently the PMBP Manual solution to this challenge is to pull district staffing decisions to the Regional Management Board based on information fished out of P2 for

them by the Division Business Management Office. Anyone who thinks that an RMB can “develop strategic plans regarding staffing, contract type and quantity and regional centers of expertise” has never participated in an RMB meeting. The RMB has not the support staff, nor the time, nor the expertise to take on such functions. Small-scale workload sharing decisions will be made on a bilateral basis between districts, with the RMB providing a forum for communications. Large-scale decisions that involve shifting whole programs or chunks of geography between districts will be made at command levels by Divisions or HQUSACE, with the support of respective staffs.

The PMBP Manual intent to elevate personnel management is apparently true not only of out-year planning and budgeting but also of execution-year conflicts. The Manual portrays the unlikely and unwieldy scenario in which the problem of an overloaded individual ascends through five levels of management to reach the RMB, which recommends a solution to the Division Commander who then directs the District Commander to fix the problem. Maybe that’s not what we mean, but that’s what the latest draft says.

Surely we can get better at cooperating among districts and across regions. The RMBs have provided opportunity for district senior managers to get acquainted with each other and with their neighbor districts’ workloads and challenges. But projects should continue to be managed principally at the district level. Therefore it makes sense for districts to be charged with identifying staffing needs and hiring and training their people.

Response: the intent of this process is to look at the big picture of manpower and workload analysis, not at project level. Project level workload analysis and resource leveling process covers the project level specific steps.

~~This process covers the general method by which the Regional Management Board (RMB) and Business Management Office (BMO), in conjunction with the Resource Management Office, accomplish workload analysis and resource leveling.~~

~~This process does not cover workload analysis and resource leveling at the project level. For that information, refer to *District/Center Workload Analysis and Resource Leveling—PROCI020[PROCI020]*.~~

## **Policy**

***ER 5-1-11, U. S. Army Corps of Engineers Business Process***  
*<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>*

## **Responsibility**

~~The Business Management Office (BMO) is responsible for executing the P2 Resource Forecasting Analysis and advising consulting with the Regional Management Board (RMB) on apparent workload-related problems in a District, in conjunction with the Resource Management Office and other functional areas. (It seems more reasonable that the BMO and RMO would “consult” with the RMB on such issues, particularly since the RMB includes both the RM and DPM from the affected District(s).~~

~~The MSC Resource Management Office is responsible for executing the P2 Resource Forecasting Analysis and consulting with advising the Regional Management Board (RMB) on apparent workload-related problems in a District, in conjunction with the Business Management Office and other functional areas.~~

~~The Regional Management Board (RMB) is responsible for evaluating Division (MSC?) functional workload information from P2, and developing workload management and capable workforce requirements for the region, based on District resource data as required to support operational and strategic planning.~~

- ~~□ Default P2 report will be based on forecasted workload and resource conflicts outside of the Quarterly Trigger Values Chart limits contained in *Standard Computations for Workload Analysis and Resource Leveling*—REF8001[REF8001]. The primary focus of the RMB will be future year forecasts for executing the P2 Resource Forecasting Analysis Report and advising the Commander on workload-related problems.~~

## **Distribution**

~~Business Management Office (BMO)\*~~

~~Regional Management Board (RMB)\*~~

~~Resource Management Office~~

## **Ownership**

~~The BP/P2 Configuration Manager is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.~~

## **System References**

~~*Acronyms and Glossary*—REF8000[REF8000]~~

~~*District/Center Workload Analysis and Resource Leveling*—PROC1020[PROC1020]~~

~~*Resource Forecast Analysis Annual Schedule*—REF8002[REF8002]~~

~~*Standard Computations for Workload Analysis and Resource Leveling*—REF8001[REF8001]~~

## Activity Preface

This process is performed on a quarterly basis, at the regional level, to address management and information requirements, as described in the *Resource Forecast Analysis Annual Schedule—REF8002[REF8002]*.

Quarterly triggers for action on out-of-balance resourcing are shown in the Quarterly Trigger Values Chart contained in *Standard Computations for Workload Analysis and Resource Leveling—REF8001[REF1008]*. Information in the reports utilized by the Business Management Office (BMO) and Regional Management Board (RMB) will come from data contained in P2; therefore, a truly accurate portrayal of the workload will only be available when all work is in P2.

### **Business Management Office (BMO)**

- ~~1. Execute P2 Resource Forecasting Analysis Report.~~
- ~~2. Evaluate results in conjunction with Resource Management and other functional areas as needed.~~
- ~~3. Advise Regional Management Board (RMB).~~
- ~~4. Develop and maintain Regional Plan that addresses long-term command strategies.~~

~~Detailed analysis is only conducted for CFY, CFY+1, and CFY+2. Long-term estimates of future workload for CFY+3 through CFY+5 will be evaluated using P2 analysis tools. Other considerations include history of Congressional Adds, the overall USACE Strategic Vision, and policy initiatives.~~

### **Regional Management Board (RMB)**

- ~~5. Determine impacts on future year's work execution if districts consistently fail to achieve targets.~~

~~Refer to Quarterly Trigger Values Chart contained in *Standard Computations for Workload Analysis and Resource Leveling—REF8001[REF8001]*.~~

~~**If actions are necessary to resolve problems, goto task #6. Otherwise, end of activity.**~~

- ~~6. Evaluate & recommend options such as staff adjustments, changing responsibilities, creation of centers of expertise, workload sharing, etc.~~

~~Regional decisions may include RMB to RMB discussions.~~

~~**End of activity.**~~

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