

CERM-M  
Regulation  
No. 5-1-9

DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
Washington, D.C. 203 14-1000

ER 5-1-9

15 March 1996

Management  
ASSIGNMENT AND TRANSFER  
OF PROJECT RESPONSIBILITIES

1. Purpose. This Engineer Regulation (ER) establishes project brokering policy, guidance, and procedures for all projects assigned to the US Army Corps of Engineers (USACE) consistent with USACE management philosophy.
2. Applicability. This regulation applies to all HQUSACE elements, major subordinate commands (MS C), districts, laboratories, technical centers, and field operating activities (FOA).
3. References. CEMP-MF memorandum dated 5 December 1994, SUBJECT: Division/District Geographic Boundaries, signed by the Chief of Engineers.
4. Objective. The objective of this regulation is to define and establish efficient and effective practices for the brokering of work.
5. Project Management Definitions. Three interrelated issues, regardless of program, are work allocation, brokering of work, and poaching. Those terms are defined as follows:
  - a. Work Allocation. Work allocation is the assignment of projects or programs by HQUSACE for study or execution through their respective MSC to districts by the appropriate program director at HQUSACE. It should be noted that not all work is strictly assigned or processed through HQUSACE. An example is installation support work funded by the customer.
  - b. Brokering. Brokering is the reassignment of projects and/or studies or portions thereof at the field level, to districts within or between MSC, based upon agreements between the losing and gaining commands and coordination with the customer.
  - c. Poaching. Poaching is the unauthorized solicitation of work by an MSC or district in another MSC's or district's area of operational responsibility.

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6. Project Assignment Policies.

a. Work Allocation. Work allocation is a HQUSACE responsibility. Allocation will normally be made to the district which has geographical responsibility for the program or project involved. Deviation from this practice may occur based upon customer desires (if practical and supportable), district technical capabilities, or other unusual circumstances. In such cases, HQUSACE will take the necessary action to insure that all impacted MSC and districts are informed of the details.

b. Brokering.

(1) In the brokering of any work, the following principles will be strictly adhered to and shall not be violated under any circumstance:

(a) Work will only be brokered under the following conditions:

- To level short duration peak workload conditions in a district, and/or,
- To meet special situations where special expertise is required, and/or,
- To satisfy the customer, if practical and supportable.

Work shall not be brokered to assure a minimum workload for the purpose of maintaining district viability.

(b) Work shall not be brokered to a district until it is determined that the receiving district has the technical capability to perform the work. Under no circumstances, however, will work be brokered if the transfer would degrade the technical capability of the losing district.

(c) The MSC commander that approves the brokering will assure that sufficient manpower authority is available to support the economic execution of the assigned Military, Military Work for Others, Civil Reimbursable Support for Others, or HTRW work by the gaining organization. FTE for brokered elements of authorized Civil Works and Civil Reimbursable Support for Others projects are allocated at the beginning of the year in accordance with FORCON data submitted by the giving and receiving districts.

(d) All brokered work will contain "sunset" provisions that cause the temporary assignment to expire.

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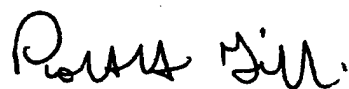
(2) The responsible HQUSACE Program Director will supplement this policy as needed to provide for program management and oversight, resource allocation and the establishment of clear lines of accountability for project/study execution.

(3) The military district exercising jurisdictional responsibility over the geographical work area will normally report the workload and be allocated the manpower (FTE end strength) for project execution. The losing district will assure that the gaining organization has sufficient FTE for project execution. The gaining organization will be responsible for ensuring that the monthly FTE execution data is transmitted to the district for upward reporting in the 1702 report. As a general rule, the headquarters policy is not to allocate military FTE to civil districts and not to have military districts broker military work except for short term projects.

c. Poaching. The unauthorized solicitation of work (poaching) is expressly forbidden by the Chief of Engineers (see referenced memorandum). No MSC, district, technical center, laboratory or other field operating activity personnel may transact any business with a customer within the operational boundaries of another MSC or district without having first obtained the formal permission of the geographic district commander. No MSC or district commander should learn of USACE activities within his/her area of operational responsibility from anyone other than the USACE organization performing the activity.

d. Annual Report. All MSC/district commanders and laboratory directors shall send an annual notification by 31 March each year to program directors of activities they are conducting inside the area of operational responsibility of another command. This policy applies to all laboratories and independent FOAs. A copy of all notifications will be provided to CERM-M.

FOR THE COMMANDER:



ROBERT H. GRIFFIN  
Colonel, Corps of Engineers  
Chief of Staff

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