

CHAPTER 6
MANAGEMENT OF CIVIL WORKS' SUPPORT FOR OTHERS
CONSTRUCTION SUPERVISION AND ADMINISTRATION

6-1. **General.** This chapter provides guidance for the management of Supervision and Administration (S&A) for Civil Works (CW) and Support for Others (SFO) (see ER 1140-1-211).

6-2. **Sources of Income for S&A Services.** S&A for CW and SFO projects is performed on an actual cost basis, i.e., "at-cost" (see Table 3-3). Liquidated damages withheld for late completion by a contractor may be utilized to offset S&A costs incurred due to the prolonged performance period.

6-3. **Estimates of S&A Costs .** Budgeted S&A costs should be project-specific and based on estimates of actual S&A costs to be incurred during the life of the project. Estimate of S&A costs should be based on the best available data and the judgement of construction managers. These costs are established during the baseline budget process and are included in the Project Management Plan (PMP). They include all direct and indirect costs associated with the performance of S&A for construction.

6-4. **Management of CW and SFO S&A.**

a. S&A costs will be managed to budget. Costs for the accomplishment of S&A activities, including those associated with the provision and operation of a project office, will be charged directly to the project using the appropriate S&A cost account. Districts and MSCs shall review actual S&A costs on a monthly basis and compare them to budgeted amounts. Actions shall be taken to maintain costs within the budget or to revise the budget as appropriate.

b. HQUSACE will report by MSC, the CW S&A Costs at the quarterly Command Management Review Conference (CMR). Performance will be measured by comparing actual costs to budgeted costs on a quarterly basis. If an MSC's actual costs for a quarter are more than 115% of the budgeted amount, a written explanation shall be provided to CECW-OC not later than 15 days after the end of the quarter. S&A costs for selected SFO programs/projects will be reviewed on a periodic basis. The ability of an MSC to manage its workload and the size of its workforce within its budgeted S&A income is an important element of its overall performance rating.

c. Each MSC shall furnish its annual operating budget for CW S&A and placement to CECW-OC at the beginning of each FY in the format of Table 6-1. Quarterly amounts shall be cumulative. Only those S&A and placement amounts included in the operating budget

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for Construction General (CG) and Mississippi River and Tributaries (MR&T) construction should be reported. A mid-year adjustment to the budget is also required. Each year the initial submittal shall be provided to CECW-OC by 15 November, and not later than 15 May for the mid-year adjustment. Individual district performances will be used to evaluate overall division performance. District deviations will not generally require an explanation if the division total is within acceptable performance ranges.

TABLE 6-1
(NAME OF MSC)

CONSTRUCTION PLACEMENT AND S&A BUDGET FOR FY____

EFFECTIVE DATE: 1 October 19____

QUARTER*

DISTRICT		1	2	3	4
A	PLACEMENT				
	S&A				
B	PLACEMENT				
	S&A				
C	PLACEMENT				
	S&A				
D	PLACEMENT				
	S&A				
DIVISION TOTAL	PLACEMENT				
	S&A				

*Amounts are Cumulative