

DEPARTMENT OF THE ARMY  
Office of the Chief of Engineers  
Washington, D.C. 20314

DAEN-PEC-R

Regulation  
No. 690-1-250

7 March 1978

Civilian Personnel  
STAFF REVIEWS AND EVALUATION  
(RCS DAEN-PEC-17)

1. Purpose. The purpose of this regulation is to provide for continuing review of civilian personnel office operations (1) to effect systematic program analysis and evaluation: (2) to serve as a basis for development of policies, programs and standards to meet local needs: and (3) to identify and resolve problem areas.
2. Applicability. This regulation is applicable to all field operating agencies (FOA).
3. References.
  - a. FPM 250
  - b. FPM 273
  - c. AR 10-20
  - d. CPR 250
  - e. CPR 299
4. Responsibilities. The civilian personnel management program is based on the principle of delegation of authority without losing control over policy and results. Personnel management is recognized as the responsibility of all who supervise others. With this in mind, our method for evaluating the personnel management program is divided into three categories: (1) staff supervision; (2) internal reviews and/or on-site reviews; and (3) analysis and evaluation of the results of the reviews. Under this concept, the Chief of Engineers is relying heavily on Division Engineers to provide appropriate leadership, training, staff advice and assistance to District Engineers in discharging their personnel management responsibilities. With increased emphasis placed on Division Engineers for the review and evaluation of Districts' civilian personnel program, the report of findings and the evaluation must be comprehensive and factual to enable OCE to intelligently draw conclusions and evaluate the personnel program. Under this approach, staff visits by representatives of the Civilian Personnel Division, OCE, will be minimized unless the report of findings and evaluation indicate problem areas or the need for OCE assistance.

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This regulation supersedes ER 690-1-250, 28 Apr 77.

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a. Division Engineers with operating personnel responsibilities; District Engineers and Commanders of Separate FOA are expected to:

(1) Have a responsive civilian personnel management program that carries out the policies of the Civil Service Commission, Department of the Army and the Chief of Engineers.

(2) Assure that employees rights and privileges are observed in management decisions.

(3) Advise and assist employees and managers in areas of civilian personnel administration.

(4) Take corrective action on all civilian personnel problem areas and deficiencies as reported by the Civil Service Commission, Department of Army, Chief of Engineers and Division Engineers inspections.

(5) Conduct a formal self-audit, at least semi-annually, in accordance with CPR 299, Subchapter 13, paragraphs 13-5 through 13-15, for legal and regulatory compliance, and document results.

b. Division Engineers with staff personnel responsibilities are expected to:

(1) Monitor and exercise control over the civilian personnel management program at subordinate Districts.

(2) Evaluate how well subordinate Districts are discharging the authority for managing the civilian workforce.

(3) Provide timely and quality staff advice and assistance to subordinate Districts.

(4) Keep the Chief of Engineers informed of the effectiveness with which civilian personnel management is being administered.

(5) Plan and conduct on-site visits to subordinate Districts.

(6) Pass along effective program ideas and techniques from one District to another.

(7) Assist subordinate Districts in complying with required actions of CSC, DA and OCE.

5. Standards of Performance. Appendix A will be used by Division Engineers in evaluating the civilian personnel management program of subordinate Districts. Division Engineers with operating personnel responsibilities; District Engineers; and Commanders of Separate FOA will use Appendix A, the references in Paragraph 3 above, and the procedures outlined in CPR 299, for self-evaluation of their civilian personnel management programs. Appendix A is based on evaluation guidance and inspection procedures listed in the references in Paragraph 3 above.

6. Action required.

a. Division Engineers with operating personnel responsibilities; District Engineers and Commanders of Separate FOA will:

(1) Take corrective action on all civilian personnel problem areas or deficiencies as reported in the latest inspection or review conducted by higher authority.

(2) Conduct a self-evaluation to assess the effectiveness of the personnel program. This review must cover all functional areas, using Appendixes B and C, CPR 250 as guidance, and include an in-depth analysis of each of the 15 major program areas listed in Appendix A, ER 690-1-250; document results; and furnish copies of the results to the next higher echelon.

(3) Assess employee attitude through questionnaires listed at Appendix B and C; or develop questionnaires locally. Appendix D provides guidance regarding the number of questionnaires to be completed.

(4) Conduct the self-evaluation (paragraph (2) above) and assessment of employees attitude (paragraph (3) above), within 15-18 months after the last Civil Service or Department of the Army review, or review conducted under the provisions of this ER.

b. Division Engineers with staff personnel responsibilities will:

(1) Review and evaluate the personnel management program, either by on-site visits; through review of self-evaluation documents submitted in accordance with paragraph 6a(2) above; or by a combination of both, at each subordinate District within 15-18 months after the last Civil Service or Department of the Army review, or review conducted under the provisions of this ER. As a part of this process, a Division staff representative will conduct desk audits and job description reviews, as provided in Appendix D.

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(2) Provide District Engineers with a written summary of findings or analysis of their self-evaluation document, with recommendations for improvements and establish due dates for accomplishing any corrective measures.

(3) Maintain appropriate follow-up, review response of District Engineers, if appropriate, to ensure timely corrective actions, and use results of the review to identify problem areas or as objectives for the Division personnel planning document.

(4) Based on this review of subordinate Districts, furnish HQDA (DAEN-PEC-R) WASH DC 20314 a written report covering each of the 15 major areas listed in Appendix A, with specific comments on actions taken or recommended on any deficiencies (RCS DAEN-PEC-17).

7. Evaluation and Follow-up by Office, Chief of Engineers.

Through analysis of reports received from command inspections and the requirements contained in 6a and b above, the Civilian Personnel Division, OCE, will evaluate both staff and operating program effectiveness, assess compliance with personnel laws and regulations, and determine necessity for OCE follow-up or additional corrective action not cited in the report. Follow-up procedures include:

a. On-site visit to the FOA by representatives of OCE (and Divisions, where applicable), to provide substantial program assistance or guidance as required.

b. Written functional guidance to resolve less complex problems or to provide clarification of specific program requirements;

c. Assisting, or arranging for functional specialist(s) from other FOAs to assist, the CPO in accomplishing necessary corrective action, clearing backlog caused by an unusual or unpredictable workload requirements, or to provide short-term training, where deemed necessary.

8. The responsibilities of Division Engineers, Europe and Pacific Ocean will be carried out in accordance with CPR 254, ER 690-1-272 and servicing agreements with the overseas Command.

9. The effectiveness of civilian personnel servicing furnished by personnel offices of other Commands to Corps of Engineers FOA

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located in the Metropolitan Washington DC area will be covered as a part of the OCE Command Inspection of that FOA.

FOR THE CHIEF OF ENGINEERS:



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- 4 Appendixes
- APP A - Review and Eval
- APP B - Empl Oues
- APP C - Supv Oues
- APP D - Survey Guidance