



**US Army Corps
of Engineers®**

ENGINEERING AND CONSTRUCTION BULLETIN

No. 2008-13

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Subject: Recruitment Incentives

Applicability: Information

1. References:

- a. OPM HR Flexibilities and Authorities Handbook <http://www.opm.gov/omsoe/hr-flex/index.asp>.
- b. OPM Hiring Toolkit <http://www.opm.gov/hiringtoolkit/>.
- c. DA Strategic Recruitment website <https://ncweb.ria.army.mil/Recruitment/Start.asp>.
- d. FRAGO 09 (Design of Non-standard Facilities for the FY2010 Army MILCON Program and beyond) to OPOD 2007-20 (FY08 Military Programs Execution).

2. General: USACE is facing several staffing challenges within the engineering and construction community of practice. The E&C community is losing critical technical capability due to retirements and other reasons, such as a high demand for similar skills within the private-sector, while we are simultaneously facing very large engineering and construction workloads in virtually all of our program areas. To address this issue in E&C, as well as in other technical areas, we are pursuing a National Technical Competency Strategy (NTCS) to evaluate our future workforce needs and develop strategies to close the gaps. The NTCS document is located on the Actions for Change web site at <https://maps.crrel.usace.army.mil/AFC/> under Theme 4 Document Library. We expect the National Technical Competency Team (NTCT) to complete their work this year, but in the interim we must address the current technical capability and competency gaps of our engineering and construction community. These gaps are causing us to contract out more work, and the remaining in house work is inadequate for us to maintain a technically competent workforce. These gaps also increase the risk that we will not be able to execute our mission for our customers.

3. There is a general reluctance within USACE to hire additional technical staff in engineering and construction due to concerns about future workload and overhead budgets. We appreciate everyone's attention to the cost of doing business but our future workload will continue to demand a strong engineering and construction capability. We currently do not execute our allocated FTEs, plus we are projected to continue to lose key staff due to retirements and transfers. We must take actions now to turn around this trend and implement a recruiting strategy that addresses these issues. We ask military and civilian leaders at all levels to make more effective and full use of FTE in the engineering and construction community to position ourselves for success in accomplishing present and future core missions of USACE and our partners.

4. USACE has much to offer those entering the workforce for the first time and those who already have several years of experience. We have a diversity of work that is nearly unmatched in the private sector. In addition, we provide an opportunity for service to the Nation along with a variety of other excellent benefits. Despite these attractions we are often not as successful as we would like when competing for technical talent. Competition is stiff given the current demand for engineering talent and we must take full advantage of all resources available to us when competing for the top talent, whether it is those just now graduating from universities or those with experience. USACE currently has many authorities available to us. We must consider all of these authorities if we are going to make needed progress in meeting our customer's requirements. A summary of the most frequently used recruiting and retention authorities is listed at references 1.a., b, and c. In addition, a general recap of the available incentives is included (Attachment 1) and Delegations for Setting Pay (Attachment 2) to this ECB.

5. We encourage each MSC and District to become familiar with all of the recruiting and retention tools available. We also encourage each MSC to review their hiring strategy for E&C community positions to increase the hiring of technical staff at both the entry and experienced levels. This strategy should meet your future workload projections plus any regionalization efforts you currently envision. However, we are confident that, even considering these items, we have been too conservative in the past and we ask you to accept more risk in this area. Adjustments in departmental overhead rates may be necessary in order to take full advantage of the recruitment tools available to us, and if so, we will pursue that action. We ask each MSC to review their FY08 mid-year budgets to make adjustments as needed to accomplish this hiring effort needed to ensure we have a strong core technical competency needed in the vital E&C community.

6. Points of Contact: The Headquarters points of contact for this guidance are listed below. Each District and MSC should establish points of contact for sharing lessons learned and success stories in the area of recruiting.
 - a. Engineering and Construction Community of Practice: M.K. Miles, CECW-CE, 202-761-4492
 - b. Human Resources Community of Practice: Shelia Dent, CEHR-E, 202-761-0334

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RECRUITMENT INCENTIVES

(From Army CPOL Strategic Recruitment website with USACE addition on DNRP, March 2008)

Recruitment incentives may be used for hard-to-fill positions when warranted and supporting documentation is substantiated. They generally require approval by the installation commander. Some of the more typical recruitment incentives include:

Permanent Change of Station (PCS) Entitlements and Benefits: New appointees, moving from their place of actual residence at the time of appointment, may be reimbursed for a portion of their moving expenses. The entitlements provided include:

- a) Travel, transportation, and mileage for the appointees and their families.
- b) Transportation and temporary storage of household goods, normally up to 18,000 pounds.
- c) Per Diem for the newly appointed employee. Family members of new appointees are not entitled to an additional per diem allowance.

Recruitment Bonus: A recruitment bonus of up to 25% of the annual rate of basic pay may be offered to certain current newly appointed employees, provided there is a determination that, in the absence of such a bonus, difficulty would be encountered in filling the position.

Relocation Bonus: A relocation bonus of up to 25% of the annual rate of basic pay may be offered to employees who must relocate to accept positions in a different commuting area provided, it has been determined in the absence of such a bonus, the position would be difficult to fill.

Retention Allowance: A retention allowance of up to 25% of basic pay may be offered to certain current employees to retain their services. A current employee is eligible for a retention allowance based on the unusually high or unique qualifications of the employee or a special need of the agency for the employee's services.

Student Loan Repayment: The Federal student loan repayment program authorizes agencies to repay certain types of federally insured student loans as a recruitment or retention incentive for highly qualified candidates or current employees.

Superior Qualifications Appointment: An appointment made at a rate above the minimum rate of the appropriate General Schedule grade because of the superior qualifications of the candidate or a special need of the agency for the candidate's services. These are commonly referred to as advanced in-hiring rates.

Department of Defense National Relocation Program

The Real Estate Division, Baltimore District, contracts for and administers the Department of Defense National Relocation Program (DNRP). Through this program, we provide several different services for civilian employees transferring within the United States and its possessions for the benefit of the government. Employees returning from OCONUS to a duty location different from the departure location are also eligible to participate. Since its inception in 1987, the relocation program has helped thousands of employees sell their homes through the Guaranteed Homesale Program, rent their homes through the Property Management Program, and purchase or rent in a new town through Destination Services. The [DoD National Relocation Program Handbook](#) explains in detail the services available and the process required to obtain these services.

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Recruitment Incentives

The local commander has the authority to approve relocation services subject to availability of funds. If offered, DNRP must be authorized on the initial PCS order. DNRP cannot be authorized by amendment to the basic PCS order.

There are several other incentives offered for specific positions, i.e., availability pay, physician's comparability allowance, etc.

NSPS Flexibility: NSPS provides flexibility to managers in setting pay, etc. Refer to the NSPS manuals for more detailed information.

Attachment 1

USACE DELEGATIONS FOR SETTING PAY					
Type of Action	Specifics	Authority	Further Delegated	Level of Delegation	Recommendations
Promotion	6 - 10%	MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	HQUSACE no further re-delegation authorized	
Promotion	Over 10 - 20%	MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	HQUSACE no further re-delegation authorized	
Promotion	Over 20%	General Officer Level. For MSCs, it would be Division Commander; for HQ and Activities/Centers, DCG Military & International Opns approves HQ's MP, HNC and TAC; DCG Civil & Emergency Opns approves HQ's CW and IWR; and the Deputy Commanding General for all other HQUSACE elements	No	HQUSACE no further re-delegation authorized	

USACE DELEGATIONS FOR SETTING PAY					
Type of Action	Specifics	Authority	Further Delegated	Level of Delegation	Recommendations
Reassignment - Voluntary	Increase up to 5%	MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	HQUSACE no further re-delegation authorized	
Reassignment - Management Directed	Increase up to 5%	MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	HQUSACE no further re-delegation authorized	
Reassignment - result of adverse action	Decrease up to 10%	Deciding Official - a management official that will make decisions concerning grievances. Must be assigned to an organizational level higher than any employee involved in the grievance or having a direct interest in the matter being grieved unless the deciding official is the head of a DoD Component, installation, or activity.	No		

USACE DELEGATIONS FOR SETTING PAY					
Type of Action	Specifics	Authority	Further Delegated	Level of Delegation	Recommendations
Reduction in Band - Voluntary	Increase up to 5%	General Officer Level. For MSCs, it would be Division Commander; for HQ and Activities/Centers, DCG Military & International Opns approves HQ's MP, HNC and TAC; DCG Civil & Emergency Opns approves HQ's CW and IWR; and the Deputy Commanding General for all other HQUSACE elements	Yes	HQUSACE no further re-delegation authorized	
Reduction in Band - Management Directed	Increase up to 5%	General Officer Level. For MSCs, it would be Division Commander; for HQ and Activities/Centers, DCG Military & International Opns approves HQ's MP, HNC and TAC; DCG Civil & Emergency Opns approves HQ's CW and IWR; and the Deputy Commanding General for all other HQUSACE elements	Yes	HQUSACE no further re-delegation authorized	
Reduction in Band - result of adverse action	Decrease up to 10%	Deciding Official - a management official that will make decisions concerning grievances. Must be assigned to an organizational level higher than any employee involved in the grievance or having a direct interest in the matter being grieved.	No		
Accelerated Compensation For Developmental Positions	Increase in base salary from 6-20%	MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	HQUSACE no further re-delegation authorized	Coordinated with District Career Program Manager/Community of Practice Leader; Recommended by Division Chief

USACE DELEGATIONS FOR SETTING PAY					
Type of Action	Specifics	Authority	Further Delegated	Level of Delegation	Recommendations
Accelerated Compensation For Developmental Positions	Increase in base salary of more than 20%	MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	District Commander or Equivalent	Coordinated with Career Program Manager/Community of Practice Leader
Intern Promotions From PB1 to PB2	Increase in base salary from 6-20%	MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	HQUSACE no further re-delegation authorized	Coordinated with District Career Program Manager/Community of Practice Leader; Recommended by Division Chief
Intern Promotions From PB1 to PB2	Increase in base salary of more than 20%	MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	District Commander or Equivalent	Coordinated with Career Program Manager/Community of Practice Leader
Pay Pool Share Value (Performance Shares)		Pay Pool Manager - The individual designated to manage the pay pool, resolve discrepancies, and ensure consistency.	No		

USACE DELEGATIONS FOR SETTING PAY					
Type of Action	Specifics	Authority	Further Delegated	Level of Delegation	Recommendations
Discretionary Performance Pay Outs		Performance Review Authority - A senior management official or an organizational unit or group that manages and oversees the payout process, payout funds, and pay pool decisions.	No		
Pay Retention		MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	HQUSACE no further re-delegation authorized	
New Hires	Up to 30%	MSC Commander and/or Directors of activities reporting directly to HQUSACE; and within HQUSACE to the DCG Military&International Operations for Directorate of Military Programs, to the DCG Civil&Emergency Operations for Directorate of Civil Works, and the Deputy Commanding General for all other HQUSACE elements.	Yes	HQUSACE no further re-delegation authorized	
New Hires	Above 30%	General Officer Level. For MSCs, it would be Division Commander; for HQ and Activities/Centers, DCG Military&International Opns approves HQ's MP, HNC and TAC; DCG Civil&Emergency Opns approves HQ's CW and IWR; and the Deputy Commanding General for all other HQUSACE elements.	No	HQUSACE no further re-delegation authorized	