PANAMA CANAL COMMISSION

Functional Charts

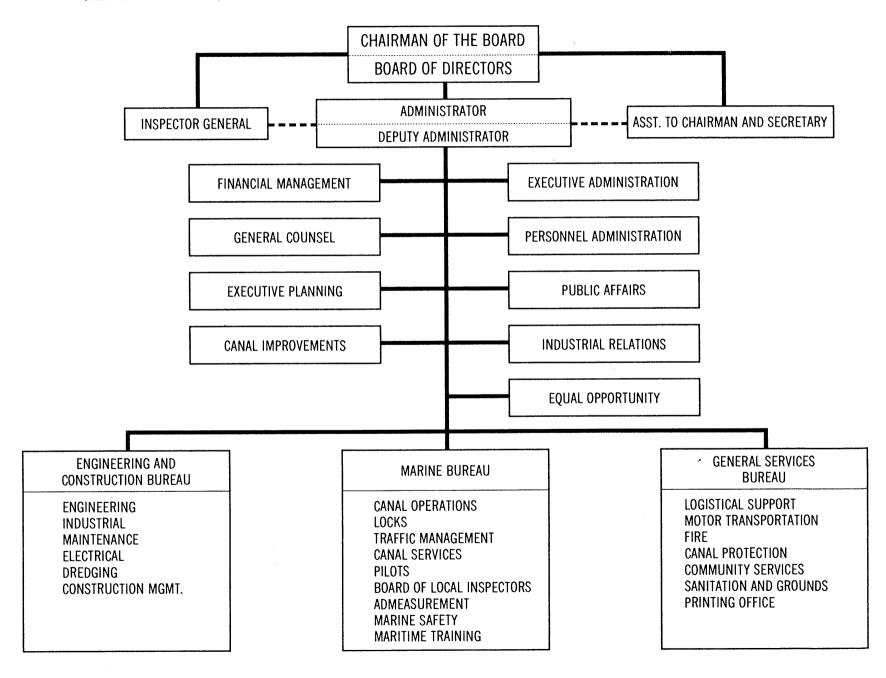


MARCH 1992

PANAMA CANAL COMMISSION

INIMINA VIIIME COMMISSION

The mission of the Panama Canal Commission is to insure the safe and efficient operation of the Canal; take all appropriate steps to have a smooth transition to Panamanian control of the Canal on December 31, 1999; continue to maintain and improve the waterway to assure its value to Panama as well as to maritime and trade interests of the world shipping community well into the next century; and encourage personnel practices which will foster a high level of morale within the Canal organization.



OFFICE OF THE ADMINISTRATOR

OFFICE OF THE ASSISTANT TO THE CHAIRMAN AND SECRETARY

OFFICE OF INSPECTOR GENERAL

OFFICE OF EXECUTIVE PLANNING

OFFICE OF CANAL IMPROVEMENTS

OFFICE OF EXECUTIVE ADMINISTRATION

ADMINISTRATIVE SERVICES DIVISION

The Administrator, subject to the direction and under the supervision of the Board of Directors, is the Chief Executive Officer of the Panama Canal Commission. He exercises general and active control over the Commission's offices, business and operations, and general supervision over its officials, agents, attorneys, and employees.

The Deputy Administrator is principal assistant to the Administrator. During the absence of the Administrator, he performs the duties of the Administrator. The Deputy Administrator is responsible for securing efficiency and economy in the management of Panama Canal Commission activities. In the discharge of these responsibilities he may make decisions, subject to compliance with the policies and guidelines of the Administrator, and issue orders to the heads of bureaus and other officials and their subordinates.

The Deputy Administrator of the Panama Canal Commission shall have such other powers and perform such other duties as may be assigned to him by the Board of Directors or the Administrator of the Commission.

ADMINISTRATOR, G. GUARDIA F.

DEPUTY ADMINISTRATOR, R. P. LAVERTY

EXECUTIVE ADMINISTRATION DIRECTOR, J. J. WOOD

Serves as the central point of coordination on policy and administrative matters, and provides executive secretarial services for the Administrator, Deputy Administrator, and the Board, Advises and represents the Office of the Administrator on policy matters and serves as principal relief for the Deputy Administrator, Develops and coordinates policies and agency positions, including those related to the Panama Canal Treaty and the use of areas made available to the Commission. Serves as the principal channel of communication with the American Embassy. the U.S. Forces, other U.S. Government agencies, and the Government of Panama. Provides oversight, on behalf of the Office of the Administrator, in matters involving the Office of Ombudsman. Renders final agency decisions on equal opportunity, position classification, adverse actions and employee grievance appeals. Provides a variety of administrative services for the Office of the Administrator and other Commission units. Serves as the Senior Official for Information Resources Management, and administers the information security program under Executive Order 12356, the Ethics in Government, Freedom of Information, Privacy and Paperwork Reduction Acts.

EXECUTIVE PLANNING DIRECTOR. R. A. WAINIO

Advises and represents the Office of the Administrator on policy matters related to agency management and operations and is responsible for: developing and coordinating overall Agency strategic planning developing and implementing the Commission's marketing program; liaison with Canal customers and other maritime interests; conducting industrial engineering/manage ment studies and surveys for operations efficiency/effectiveness evaluating and developing maintenance management systems evaluating Commission organization and staffing providing economic advice to all Agency units and conducting economic studies and forecasts; providing the planning premises used in preparing Commission budgets; advising and representing the Office of the Administrator on matters related to the bi-national Ports and Railroad Committee; and preparing the Commission Annual Report, V.I.P. briefings and other required Agency reports and presentations

Performs special assignments for the Office of the Administrator which cross organizational lines and responds to special requirements of the Board of Directors.

CANAL IMPROVEMENTS DIRECTOR. G. VAN HOORDE

The Office of Canal Improvements is a management unit responsible for: performing studies and preparing reports concerning Canal capacity and physical improvements to the Canal and its transit related facilities; developing and coordinating the Agency capital program; developing and coordinating environmental/energy programs; and conducting budget, personnel, procurement, and general administrative matters for the Office of the Administrator. This Office provides support to the Canal Improvement Steering Committee (CISC); to the Panama Canal Commission Environmental Quality Committee; and provides liaison to the Joint Commission of the Environment, and to the Canal Alternatives Study Commission.

GENERAL COUNSEL J. L. HAINES. Jr.

The General Counsel is legal advisor to the Panama Canal Commission in matters arising out of its operations and its dealings with other U.S. Government agencies and the Republic of Panama. He is responsible for the preparation of draft legislation and for providing reports on bills pending in the Congress in which the agency has an interest. Attorneys from the office represent the agency in labor negotiations, administrative hearings and other proceedings. The General Counsel is tasked by law with representation of the agency in civil actions arising out of vessel accidents occurring at the waterway. He is also responsible for handling, in conjunction with the Department of Justice, other litigation against the Commission. The General Counsel serves as the U.S. representative to the Coordinating Committee.

INDUSTRIAL RELATIONS DIRECTOR, M. N. STEPHENSON

Plans, coordinates and directs the labor-management relations program of the Panama Canal Commission. Serves as principal advisor to the Administrator, Deputy Administrator, bureau directors and heads of independent units on the substantive aspects of the Commission's statutory based labor-management relations program. Program elements include representational proceedings, negotiating and administering collective bargaining agreements, unfair labor practice proceedings, arbitration proceedings, and liaison between management and exclusive representatives.

EQUAL OPPORTUNITY DIRECTOR, T. R. McTAGGART

Pursuant to public law and administrative directives. Administers an equal opportunity program for Commission employees and applicants for employement. Serves as principal advisor to the Administrator, Deputy Administrator, bureau directors and heads of independent units on all matters pertaining to equal employment opportunity. Develops the Commission's EEO Affirmative Action Plans; manages the Commission's EEO complaint procedures and an appeals procedure processing complaints on the basis of citizenship; manages the Special Emphasis Program (i.e., Federal Women's Hispanic Employment, Handicapped Program); monitors the effectiveness of the Panamanian Preference Program; and monitors the effectiveness of the agency's upward mobility program.

STAFF ASSISTANT A. L. PESCOD

Serves the Administrator and Deputy Administrator in projecting a favorable image of the Commission to the governments of the United States and the Republic of Panama, the maritime industry and others who rely on an efficient Canal operation, and where appropriate, the general public. Provides direct support to the Panama Canal Commission Board of Directors, including coordinating and planning of itineraries, and other related matters. Develops and directs plans and arrangements for official representational activities involving the Administrator and Deputy Administrator. Develops and directs plans and arrangements for visits to the Commission by senior U.S. and R.P. governmental officials, members of the U.S. Congress, leaders of the shipping industry and businesses involved in world-wide commerce, and other high-ranking officials. Exercises control of special accounts that relate directly to the Administrator.

PUBLIC AFFAIRS DIRECTOR, W. K. FRIAR

Conducts all public affairs and information activities of the Panama Canal Commission and promotes a general understanding of the objectives and operations of the Panama Canal, thereby developing a favorable image of the organization among employees, the people of Panama and the United States, and Canal customers throughout the world, while at the same time furthering the cooperative relationship embodied in the Panama Canal Treaty of 1977; produces the Commission newspaper, general information brochures, and all special publications and exhibits; provides photographic and audiovisual services to other units through the Graphic Branch, and has responsibility for all orientation service functions.

OFFICE OF THE ASSISTANT TO THE CHAIRMAN AND SECRETARY

The Assistant to the Chairman and Secretary provides staff assistance to the Chairman and individual members of the Board. In addition, the incumbent, in the absence of the Chairman, attends meetings as the representative of the Chairman after close coordination with the Chairman. The incumbent also serves as special advisor to the Chairman on congressional and policy matters. The Assistant to the Chairman, working closely with the Administrator and Deputy Administrator, will report directly to the Chairman and the Board.

The Assistant to the Chairman and Secretary participates in development and establishment of Commission policy and serves as the head of the Washington, D.C. Office. The Secretary organizes and distributes materials for use of the Board at all meetings, schedules and announces such meetings, and is responsible for maintaining the official record of all proceedings of the Board.

Official communication from the Commission to Board members is handled through the Office of the Assistant to the Chairman and Secretary. The office maintains the official files of the Board of Directors.

The Office of the Assistant to the Chairman and Secretary provides liaison with agencies of the U.S. Government on all matters of responsibility or interest to the Panama Canal Commission. Significant contacts include the Office of Management and Budget, the State Department, the Office of Personnel Management and the General Services Administration. The office is also the liaison point for all matters dealing with the U.S. Congress and responds on behalf of the Commission to all Congressional inquiries. The Secretary attends and participates in congressional hearings.

The office responds to requests from members of the public for general or specific information on the organization of the agency and operation and maintenance of the Panama Canal.

The Assistant to the Chairman and Secretary and his staff shall have such other duties and responsibilities as are assigned by the Chairman, and the Board.

ASSISTANT TO THE CHAIRMAN AND SECRETARY, MICHAEL RHODE, Jr.

ASST. FOR BOARD AFFAIRS, V. ALLEN
ASST. FOR COMMISSION AFFAIRS, B. FULLER
ASST. FOR CONGRESSIONAL AFFAIRS, R. SULLIVAN
ASST. FOR FINANCIAL AFFAIRS, B. SANDERS

OFFICE OF INSPECTOR GENERAL

The Inspector General provides comprehensive, independent, and objective audits and reviews of Commission programs to identify and report program deficiencies and improve the efficiency and effectiveness of operations. The Inspector General, appointed by the Chairman, Board of Directors, and under his supervision, serves as the chief audit and review officer within the Commission. The Inspector General shall keep the Administrator and Deputy Administrator apprised of important audit matters.

The Office of Inspector General provides leadership for, and recommends policies and corrective actions designed to promote economy, efficiency, and

effectiveness and prevent and detect waste, fraud, abuse, and mismanagement in programs and operations.

The Inspector General is independent of Commission management but not the Chairman, Board of Directors, or Federal laws and regulations. The Office of Inspector General keeps the Chairman, Board of Directors, and the Congress fully and currently informed about problems and deficiencies in the administration of Commission programs and operations and necessity for corrective actions.

The Office of Inspector General provides liaison with other Federal Offices of Inspector General, the coordinating Conference of the President's Council on Integrity and Efficiency, and the U.S. General Accounting Office on all matters concerning inspector general operations.

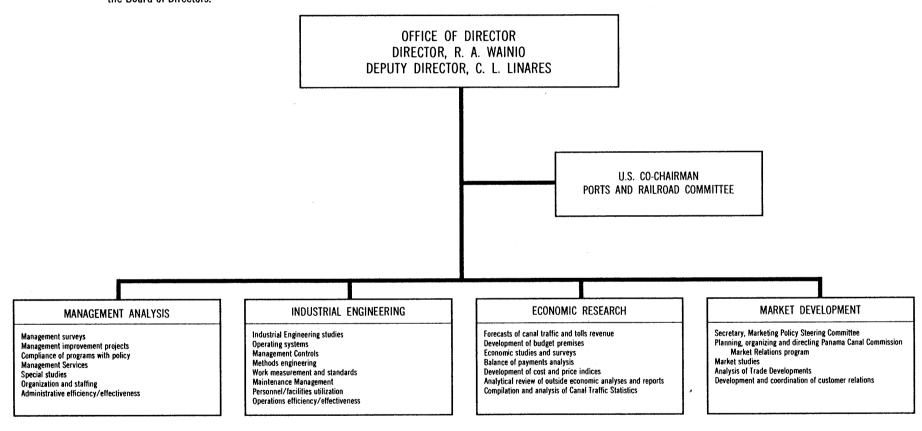
INSPECTOR GENERAL PETER A. LIEHR

DEPUTY INSPECTOR GENERAL WILLIAM C. FORBES

OFFICE OF EXECUTIVE PLANNING

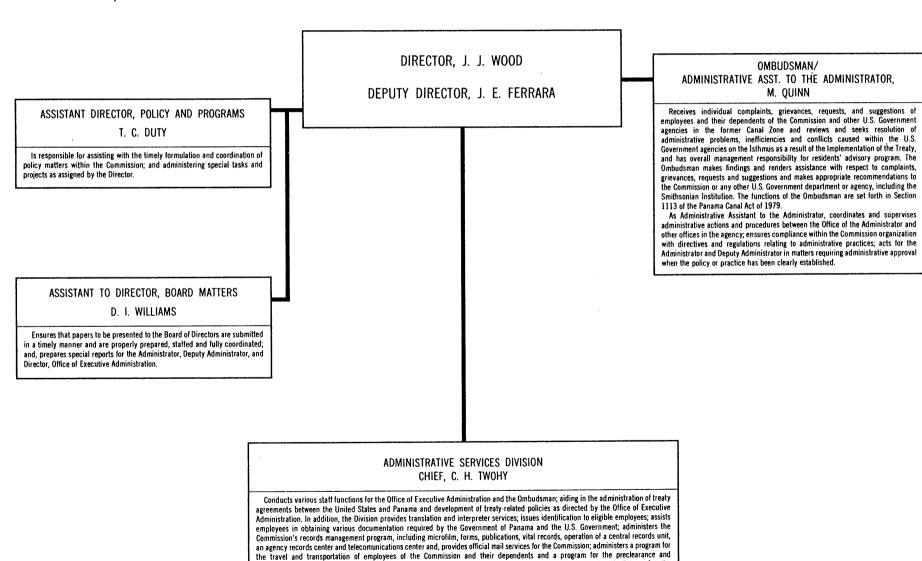
The Office of Executive Planning advises and represents the Office of the Administrator on policy matters related to agency management and operations and is responsible for: developing and coordinating overall Agency strategic planning; developing and implementing the Commission's marketing program; liaison with Canal customers and other maritime interests; conducting industrial engineering/management studies and surveys for operations efficiency/effectiveness; evaluating and developing maintenance management systems; evaluating Commission organization and staffing; providing economic advice to all Agency units and conducting economic studies and forecasts; providing the planning premises used in preparing Commission budgets; advising and representing the Office of the Administrator on matters related to the bi-national Ports and Railroad Committee; and preparing the Commission Annual Report, V.I.P. briefings and other required Agency reports and presentations.

The Office also performs special assignments for the Office of the Administrator which cross organizational lines and responds to special requirements of the Board of Directors.



OFFICE OF EXECUTIVE ADMINISTRATION

The Office of Executive Administration serves as the central point of coordination on policy and administrative matters, and provides executive secretariat services for the Administrator, Deputy Administrator, and the Board. The Director advises and represents the Office of the Administrator on policy matters and serves as principal relief for the Deputy Administrator. The Office develops and coordinates policies and agency positions, including those related to the Panama Canal Treaty and the use of areas made available to the Commission; and serves as the principal channel of communication with the American Embassy, the U.S. Forces, other U.S. Government agencies, and the Government of Panama. The Director provides oversight, on behalf of the Office of the Administrator, in matters involving the Office of Ombudsman, and renders final agency decisions on equal opportunity, position classification, adverse actions and employee grievance appeals under PCPM 771. The Office provides a variety of administrative services for the Office of the Administrator and other Commission units such as: official translation and interpreter service; employee documentation and identification; agency records management; agency mail service; official employee travel and transportation of household goods and personal vehicles. Serves as the Senior Official for Information Resources Management, and administers the information security program under Executive Order 12356, the Ethics in Government, Freedom of Information, Privacy and Paperwork Reduction Acts.

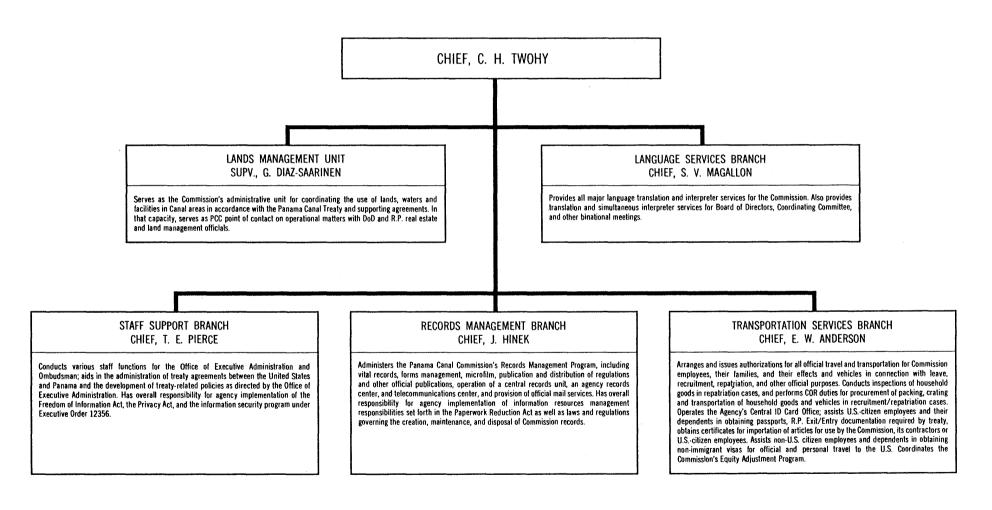


transportation of household goods for recruitment/repatriation cases. Administers the Freedom of Information Act, the Privacy Act, the

information security program under Executive Order 12356 and the Paperwork Reduction Act.

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division conducts various staff functions for the Office of Executive Administration and the Ombudsman, including coordination and staffing of requests from the Government of Panama and others to use Commission areas and installations; aids in the administration of treaty agreements between the United States and Panama and development of treaty-related policies. The Division also provides administrative, budget, personnel and logistics support to the Bureau, in addition to a variety of administrative and information resources management (IRM) functions to other Commission offices, including: official translation and interpreter services; official travel and recruitment/repatriation services for Commission employees and dependents, including arranging the shipment of household goods and personal vehicles; administers Commission records management programs, including microfilm, forms, publications, vital records, operation of a central records unit, an agency records center and telecommunications center, and provision of official mail services. Administers the Freedom of Information Act, the Privacy Act, the information security program under Executive Order 12356 and the Paperwork Reduction Act.



OFFICE OF FINANCIAL MANAGEMENT

COMPUTER OPERATIONS DIVISION

ACCOUNTING DIVISION

FINANCIAL PLANNING DIVISION

TREASURER'S OFFICE

OFFICE OF FINANCIAL MANAGEMENT

The Office of Financial Management is responsible for the development of financial, accounting and rate-making policies; development of management information systems; development of financial systems and procedures; maintenance of the general books of account and the preparation of financial statements and reports; establishment of systems of internal control; providing administrative support to the internal audit function; collection, custody and disbursement of funds and related fiscal matters; financial budgets, planning and cost control; liaison with the General Accounting Office, Office of Management and Budget and the Department of Treasury; and performance of such other duties of a fiscal nature as may be assigned by the Board of Directors or by the Administrator. The Chief Financial Officer reports directly to and serves at the pleasure of the Board of Directors. The incumbent is expected to keep the Administrator and Deputy Administrator fully and currently informed on financial matters.

ASSISTANT CHIEF FINANCIAL OFFICER (VACANT)

Represents the Chief Financial Officer on various matters relating to his general responsibilities in liaison with other supervisory personnel within his own office, with other Commission organizations, and with outside agencies. Is responsible for developing or modifying major financial policies, handling treaty-related matters and revising business methods or practices whenever necessary due to changing conditions.

CHIEF FINANCIAL OFFICER N. F. KRAEGEL

DEPUTY CHIEF FINANCIAL OFFICER
D. A. RIGBY

ACCOUNTING DIVISION CHIEF ACCOUNTANT, J. F. HERN, JR.

Responsible for: The maintenance of the general accounts of the Panama Canal Commission, technical control of subsidiary accounts and related records maintained by operating units; preparation of all internal and external financial and related statistical reports; operating a plant accounting and property records system; the preparation and related for payrolls; control and processing of cash receipts and disbursements; the financial clearance of vessels; the financial review of contracts; and audit and settlement of all claims and demands against the Commission for employee travel, and transportation.

MANAGEMENT INFORMATION SYSTEMS CHIEF, C. J. GOODWIN

Responsible for: Establishing data processing related policy and guidelines, long-range planning for the Commission's data processing facilities, and direction of the activities of the Computer Operations Division, the Data Processing Systems Division and the MIS Technical Services Staff.

FINANCIAL PLANNING DIVISION CHIEF, M. A. SCHROEDER

Responsible for the development of rate-making policies and the review, revision, and establishment of rates of the Commission to include liaison and negotiation with Panamanian and Department of Defense officials, as necessary; the conduct of special financial studies of the various activities of the Commission to include complete tolls studies; the ongoing review and administration of the Agency's catastrophe insurance program and its responsibilities under the Federal Employees' Compensation Act; review of alternate vessel measurement systems and financing alternatives for Commission programs, as required; administration of the Office of Financial Management employee development program; and administration of the cost control program of the Commission, which includes the evaluation and reporting of productivity data as it relates to the Federal program to measure and enhance productivity in all agencies of the U.S. Government.

BUDGET MANAGEMENT DIVISION CHIEF. T. L. MATTHEWS

Responsible for: The preparation, administration and coordination of the Panama Canal Commission budgets and related budget procedures; and the furnishing of technical assistance in the presentation and defense of the budget before the Commission's Supervisory Board, Office of Management and Budget, and the Congress; maintain liaison with the Office of Management and Budget and coordinator for responses to OMB Bulletins and Circulars for the Agency.

SYSTEMS DIVISION CHIEF, B. F. MEAD

Responsible for: Development of financial and accounting policies; development of internal accounting controls; development and installation of accounting and financial related systems; development of accounting requirements for new or ongoing systems which involve accounting, financial reporting and/or controls; continuing review of existing internal accounting controls and financial policies and procedures with a view to improving effectiveness, simplification, and economy of operation; development, publication and distribution of written financial policies and procedures; design, development, and continuing review of financial related forms, accountable forms, and computer input forms; and performing special financial related assignments as directed by the Chief Financial Officer.

COMPUTER OPERATIONS DIVISION CHIEF, J. C. GIBBS

Responsible for: Operational activities of the Commission's central computer facility which supports a broad range of major computer applications on a 24 hour, year round operating schedule for use throughout the Commission; production control over input and output of data for the central computer batch applications; data entry of large volume transactions for the central batch systems; daily production operation of multiple large scale main-frame computers in support of the full range of major computer applications including management suppor systems such as the Financial Mangement Systems, and operational systems such as the Marine Traffic Control System: operations support for systems activities related to development of new central computer applications as well as maintenance of existing systems; operation of a Network Control Center and help desk in support of the large scale telecommunications networks used throughout the Commission for online interaction with the central computers; equipment analysis, research, and planning for periodic upgrade of existing central computer capabilities and major new computer system capabilities.

DATA PROCESSING SYSTEMS DIVISION CHIEF, A. D. GORDON

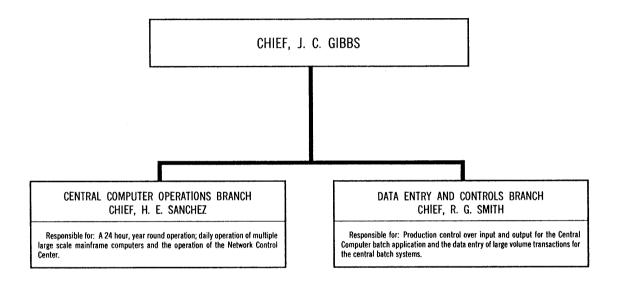
Responsible for: Development of new business and scientific data processing systems, including all phases of design, programming, testing, conversion, implementation, and support for new data processing systems; ongoing support maintenance, and required enhancement for all existing data processing systems, customization and adaptation of vendorsupplied software, including development of general purpose utility software, for generalized data processing systems use; management, control, and monitoring of all online systems security: office automation analysis, including automated office systems recommendations, automated office systems design support, and electronic mail facilities support and training: evaluation and approval of end-user microcomputer and word processing software and hardware requests; support, specialized training, and installation coordination for end-user microcomputer and word processing software and hardware systems.

TREASURER'S OFFICE TREASURER, R. Q. WON

Responsible directly to the Chief Financial Officer for the receipt, custody, and disbursement of funds; administration and safekeeping of the Commission's securities accounts maintained with a U.S. bank locally and in the United States; maintenance of liaison with the U.S. Department of the Treasury and Federal Reserve Bank; provision of all Panama Canal Commission fiscal and employee-related services, including check-cashing, safety deposit activities, and custody and reporting on sales of U.S. Savings Bonds; administers and manages the operation and performance of the cash control responsibilities and related cash accounting services provided for the Panama Canal Commission, a revolving-fund agency specifically charged with the management of its own funds.

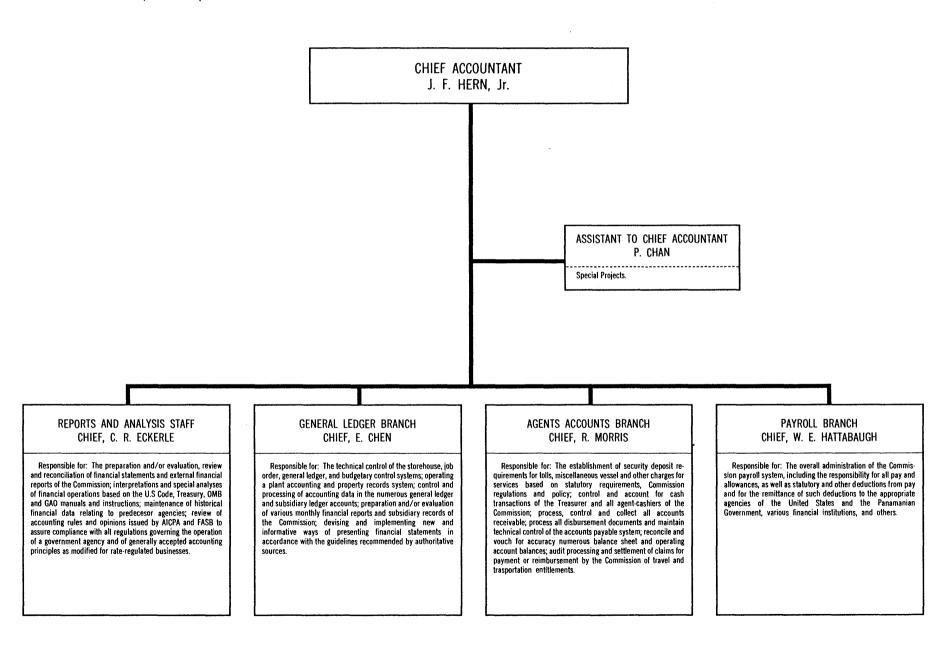
COMPUTER OPERATIONS DIVISION

Responsible for: Operational activities of the Commission's central computer facility which supports a broad range of major computer applications on a 24 hour, year round operating schedule for use throughout the Commission; production control over input and output of data for the central computer batch applications; data entry of large volume transactions for the central batch systems; daily production operation of multiple large scale main-frame computers in support of the full range of major computer applications including management support systems such as the Financial Management Systems, and operational systems such as the Marine Traffic Control System; operations support for systems activities related to development of new central computer applications as well as maintenance of existing systems; operation of a Network Control Center and help desk in support of the large scale telecommunications networks used throughout the Commission for online interaction with the central computers; equipment analysis, research, and planning for periodic upgrade of existing central computer capabilities and major new computer system capabilities.



ACCOUNTING DIVISION

The Accounting Division is responsible for the maintenance of the general accounts of the Panama Canal Commission; technical control of subsidiary accounts and related records maintained by operating units; preparation of all internal and external financial and related statistical reports; operating a plant accounting and property records system; the preparation of and related accounting for payrolls; control and processing of cash receipts and disbursements; the financial clearance of vessels; the financial review of contracts; and audit and settlement of all claims and demands against the Commission for employee travel, and transportation.



FINANCIAL PLANNING DIVISION

The Financial Planning Division is responsible for the development of rate making-policies and the review, revision and establishment of rates of the Commission to include liaison and negotiation with Panamanian and Department of Defense officials as necessary; the conduct of special financial studies of the various activities of the Commission to include complete tolls studies; the ongoing review and administration of the Agency's catastrophe insurance program and its responsibilities under the Federal Employees' Compensation Act; review of alternate vessel measurement systems and financing alternatives for Commission programs as required; administration of the Office of Financial Management employees' development program; and administration of the cost control program of the Commission, which includes the evaluation and reporting of productivity data as it relates to the Federal program to measure and enhance productivity in all agencies of the U.S. Government.

CHIEF, M. A. SCHROEDER

RATES AND ANALYSIS BRANCH CHIEF/COST CONTROL OFFICER, M. V. YOUNG

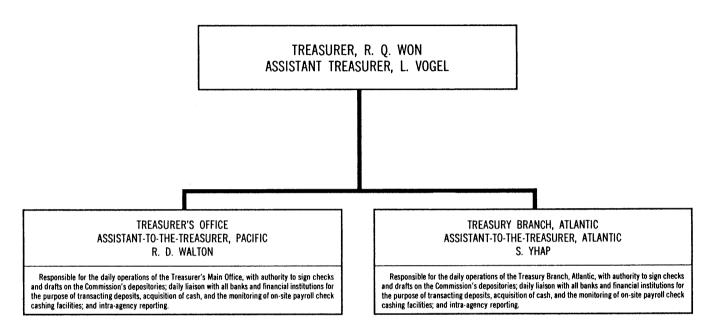
Responsible for the development of rate-making policies; the review, revision and establishment of rates of the Commission to include liaison and negotiation with other Government agencies as required; the conduct of special studies involving both financial and nonfinancial matters impacting on the Commission's various programs and its financial viability; and administration of the cost control program of the Commission which includes the evaluation and reporting of productivity data as it relates to the Federal program to measure and enhance productivity in all agencies of the U.S. Government.

TOLLS AND SPECIAL STUDIES CHIEF (VACANT)

Responsible for the conduct of special financial studies of the various activities of the Commission to include complete tolls studies; the ongoing review and administration of the Agency's catastrophe insurance program and its responsibilities under the Federal Employees' Compensation Act, review of alternate vessel measurement systems and financing alternatives for Commission programs, as required; administration of the Office of Financial Management employees' development program.

TREASURER'S OFFICE

Responsible directly to the Chief Financial Officer for the receipt, custody, and disbursement of funds; administration and safekeeping of the Commission's securities accounts maintained with a U.S. bank locally and in the United States; maintenance of liaison with the U.S. Department of the Treasury and Federal Reserve Bank and local banks; provision of all Panama Canal Commission fiscal and employee-related services, including check cashing, safety deposit activities, and custody, redemption and reporting on sales of U.S. Savings Bonds; administers and manages the operation and performance of the cash control responsibilities and related cash accounting services provided for the Panama Canal Commission, a revolving-fund agency specifically charged with the management of its own funds.



OFFICE OF PERSONNEL ADMINISTRATION

PERSONNEL OPERATIONS DIVISION

HUMAN RESOURCES DEVELOPMENT STAFF

OFFICE OF PERSONNEL ADMINISTRATION

The Office of Personnel Administration (OPA) has the overall agency responsibility for personnel administration and management and for matters pertaining to occupational health and safety. This includes personnel policy formulation and interpretation; examination, employment and placement of job applicants; position classification; employee records management; industrial training; employee training and management development; performance-of-duty injury and illness claims processing; administration of the insurance and retirement, adverse and disciplinary actions, personnel suitability and security, and debt collection programs, and liaison with the U.S. Office of Personnel Management, the Office of Workers' Compensation Programs, the Panama Area Personnel Board, the Government of Panama, and the U.S. Army Medical Department Activity (MEDDAC-Panama) and other elements of the U.S. Government on personnel, health and safety matters.

OFFICE OF DIRECTOR
DIRECTOR, G. A. MERCIER
DEPUTY DIRECTOR, M. K. VIDAURRI

CENTRAL EXAMINING OFFICE MANAGER, E. I. ARIAS

Responsible for performing central recruiting and examining functions for all Federal agencies in the Canal area; preparing and publicizing examination announcements; developing rating and examining guides; disseminating Federal job information to the general public; interviewing applicants for Federal employment; determining applicants' suitability for employment; rating and ranking competitors; establishing registers of eligibles; certifying best qualified applicants for employment consideration; processing merit system appeals; and providing other competitive and noncompetitive examining services upon request.

PERSONNEL POLICY AND PROGRAMS STAFF ASSOCIATE DIRECTOR, C. A. WILLIAMS

Responsible for developing and coordinating personnel policies, to include those required to carry out the agency occupational health and safety program; interpreting and implementing Federal Regulations, executive orders and other directives; coordinating interagency pay administration and related matters; providing the Commission with technical representation to the Panama Area Personnel Board and the Panama Canal Board of Appeals; revising and maintaining the Panama Canal Personnel Manual; coordinating and administering the incentive awards, length of service, injury-free service, and suggestion programs; evaluating employee position classification appeals to the head of the agency; and providing a variety of essential management services.

PERSONNEL OPERATIONS DIVISION CHIEF, F. A. FILÓS-REMOTTI

Responsible for examining qualifications of job applicants; insuring compliance with personnel regulations, including the Panama Canal Employment System and the various merit promotion plans; administering the recruitment, employment and placement of Commission employees; processing in-service personnel actions; maintaining and safeguarding employee records; administering the debt counseling program; preparing and maintaining retention registers; handling reduction-inforce actions and appeals; developing and revising job evaluation and qualification standards; administering the position classification program; preparing notifications of personnel action; administering the retirement and insurance programs; administering the personnel aspects of the Thrift Savings Plan; administering the disability cash relief program; administering the agency adverse and disciplinary actions program; counseling managers, applicants, employees, and annuitants regarding the above; and coordinating all activities for OPA which affect the computerized Personnel Management

HUMÁN RESOURCES DEVELOPMENT STAFF ASSOCIATE DIRECTOR. R. R. VARELA

Responsible for assessing agency training needs; developing training plans and objectives; coordinating and providing employee development activities and programs; evaluating programs and improving results; operating and administering training facilities and providing necessary equipment; evaluating and promoting the use of new technology for training; advising agency officials of changes needed to sustain or increase the effectiveness, efficiency, and economy of employee training and development; providing career counseling for employees; and developing and disseminating a variety of statistical reports on the training function.

OCCUPATIONAL HEALTH DIVISION CHIEF, R. A. CHEVILLE. M. D.

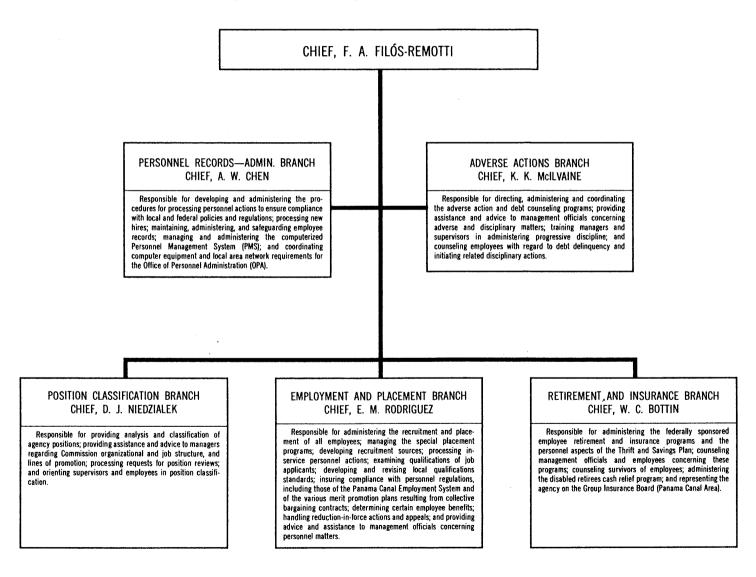
Responsible for planning, directing and controlling the agency's occupational health program; reviewing, evaluating, and forwarding claims under the Federal Employees' Compensation Act (FECA) and the Panama Social Security System (CSS); monitoring maritime health matters; managing the screening program for alcohol and illegal drugs; overseeing the Employee Health Counseling and Assistance Program; documenting exposure to hazardous substances; conducting pre-employment and periodic health evaluations for Commission employees; evaluating employees for continued fitness for duty; operating six occupational health centers located in Commission industrial areas and two physical examination centers; and monitoring the health aspects of the Commission's adherence to the Occupational Safety and Health Act and the Hazard Communication Standard.

SAFETY DIVISION CHIEF, W. H. M. BRUNNER

Responsible for formulating, directing, promoting and evaluating the agency's safety and accident prevention program; providing support to operating managers in coordination of field safety programs; providing advice and technical information; conducting workplace inspections and program evaluations; identifying safety training needs and providing safety and health training and assistance for presentation by unit personnel; collecting and analyzing safety and health data for the agency program; and monitoring the safety aspects of the Commission's adherence to the Occupational Safety and Health Act and the Federal Agency Safety and Health Standard.

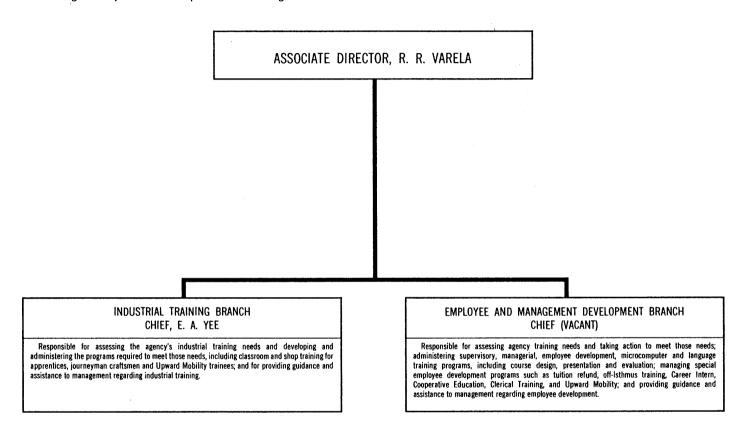
PERSONNEL OPERATIONS DIVISION

The Personnel Operations Division is responsible for examining qualifications of job applicants; insuring compliance with personnel regulations, including the Panama Canal Employment System and the various merit promotion plans; administering the recruitment and placement of Commission employees; processing in-service personnel actions; maintaining and safeguarding employee records; administering the debt counseling program; preparing and maintaining retention registers; handling reduction-in-force actions and appeals; developing and revising job evaluation and qualification standards; administering the position classification program; preparing notifications of personnel action; administering the retirement and insurance programs; administering the personnel aspects of the Thrift Savings Plan; administering the disability cash relief program; administering the agency adverse and disciplinary actions program; counseling managers, applicants, employees, and annuitants regarding the above; and coordinating all activities for the Office of Personnel Administration which affect the computerized Personnel Management System.



HUMAN RESOURCES DEVELOPMENT STAFF

The Human Resources Development Staff is responsible for assessing agency training needs; developing training plans and objectives; coordinating and providing employee development activities and programs; evaluating programs and improving results; operating and administering training facilities and providing necessary equipment; evaluating and promoting the use of new technology for training; advising agency officials of changes needed to sustain or increase the effectiveness, efficiency, and economy of employee training and development; providing career counseling for employees; and developing and disseminating a variety of statistical reports on the training function.



MARINE BUREAU

BOARD OF LOCAL INSPECTORS

MARINE SAFETY UNIT

MARITIME TRAINING UNIT

CANAL OPERATIONS UNIT

ADMEASUREMENT DIVISION

CANAL SERVICES DIVISION

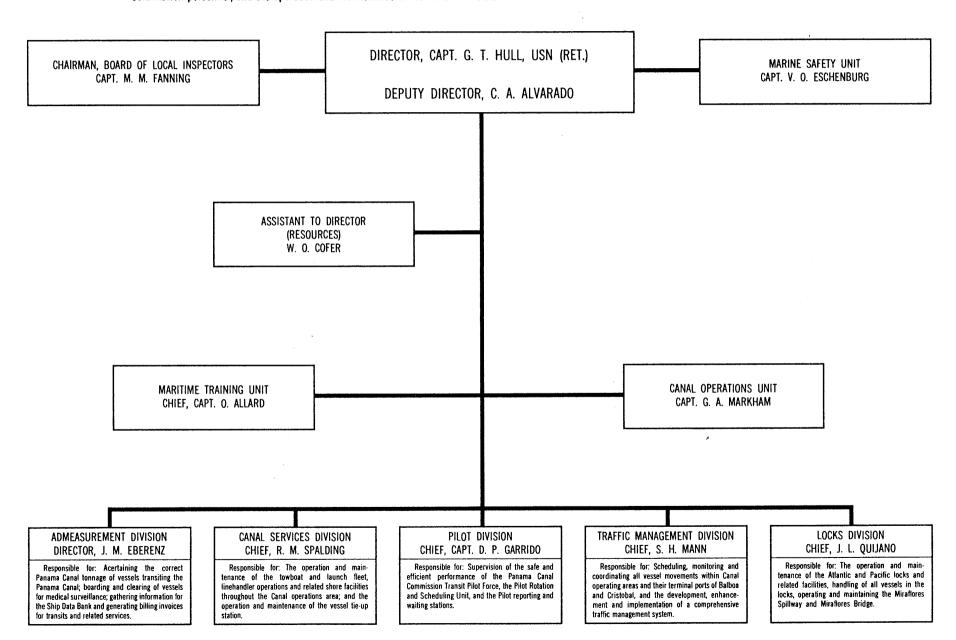
PILOT DIVISION

TRAFFIC MANAGEMENT DIVISION

LOCKS DIVISION

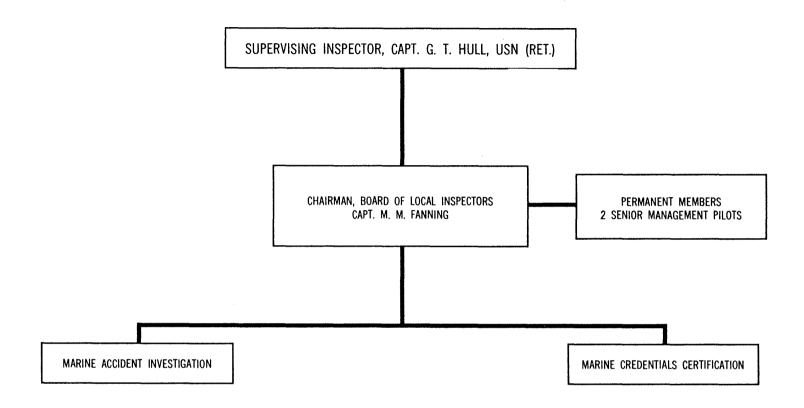
MARINE BUREAU

The Marine Bureau is responsible for the control of and support to maritime traffic through the Canal and in the terminal ports of Balboa and Cristobal; administration of rules and regulations relating to navigation and transiting of the Canal, its terminal harbors and adjacent waters; administration of the rules of admeasurement pursuant to Commission regulations; initial conduct of marine salvage operations; administration of maritime training programs; coordination of rules and regulations relating to marine safety; inspection and certification of Commission floating equipment; administration of the Board of Local Inspectors and its functions of conducting marine accident official inquiries, and issuing official marine credentials in connection with the employment of Commission personnel; and the operation and maintenance of the locks and related installations and facilities.



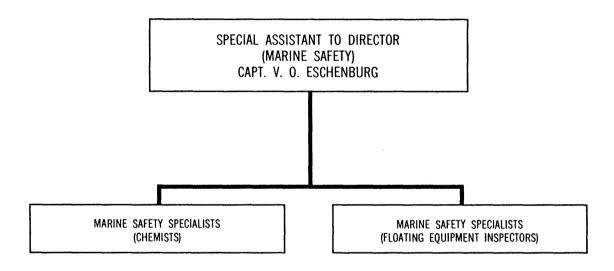
BOARD OF LOCAL INSPECTORS

The Board of Local Inspectors is responsible for the official inquiry and examination into the circumstances surrounding marine accidents which occur in the Canal operating area including locks, harbors, anchorages and areas adjacent thereto involving Commission personnel and/or equipment; and the licensing of officers and motorboat operators employed by the Commission.



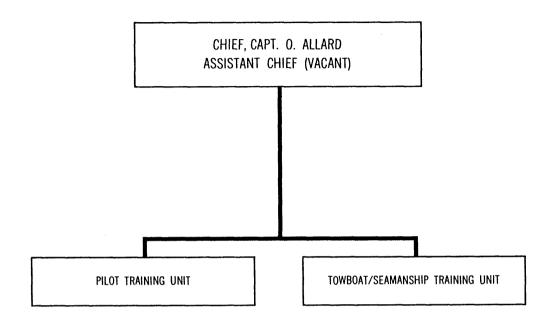
MARINE SAFETY UNIT

This Unit is responsible for matters involving the safety aspects of vessel traffic flow and control; vessel material conditions and inspections; hazardous cargo; Canal physical conditions; marine personnel qualifications; marine environmental protection and industrial health aboard vessels in Canal waters; inspection and certification of Commission floating equipment; reviewing marine accidents/incidents in the Bureau and attendant reports; monitoring marine safety inspections and marine safety matters in the Commission; and advising appropriate Commission units and committees on marine safety matters.



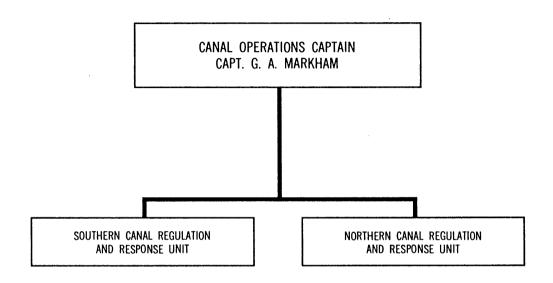
MARITIME TRAINING UNIT

The Maritime Training Unit is responsible for the training of pilots, pilot understudies, towboat masters, and other positions in the maritime field within the Commission; conducting supplemental training to enhance and strengthen maritime personnel; directing simulator training; coordinating orientation and training programs for maritime school cadets; and providing basic familiarization seminars on Canal operations.



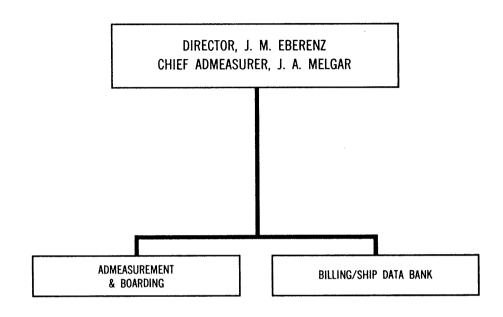
CANAL OPERATIONS UNIT

The Canal Operations Unit is responsible for the immediate direction of daily maritime operations, maritime emergency reaction and recovery; the supervision and enforcement of rules and regulations governing the navigation of the Canal; approval for transit of new constructions, including boarding facilities, wheelhouse design features and visibility requirements; monitoring the condition of aids to navigation throughout the Canal, water depths and condition of Canal channels; and coordinating all operational matters related to Marine Bureau's Contingency Plan.



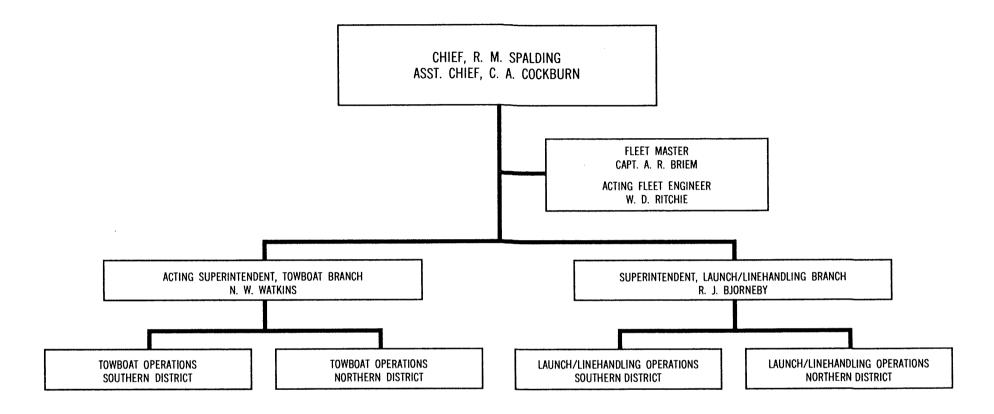
ADMEASUREMENT DIVISION

The Admeasurement Division is responsible for ascertaining the correct Panama Canal Tonnage of vessels transiting the Panama Canal; boarding and clearing of vessels for medical surveillance; verification of compliance with various safety requirements; gathering information and maintaining quality control for the Ship Data Bank; and generating billing invoices for transits and related services.



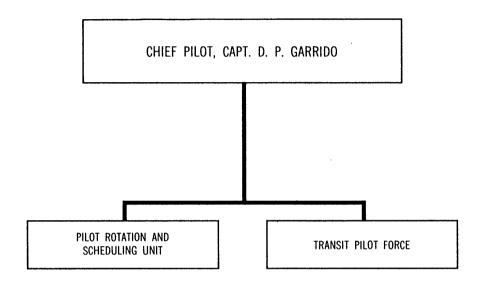
CANAL SERVICES DIVISION

The Canal Services Division is responsible for the operation and maintenance of the towboat and launch fleet, and related shore facilities; linehandling operations and related shore facilities throughout the Canal operating area, and the operation and maintenance of the vessel tie-up station.



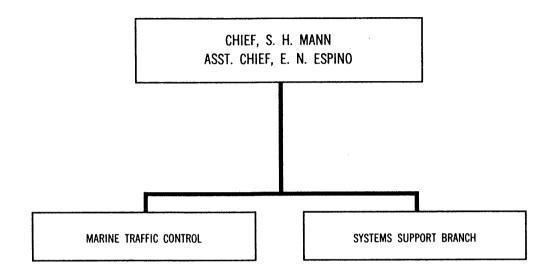
PILOT DIVISION

The Pilot Division is responsible for supervision of the safe and efficient performance of the Panama Canal Commission Transit Pilot Force, the Pilot Rotation and Scheduling Unit, and the Pilot reporting and waiting stations.



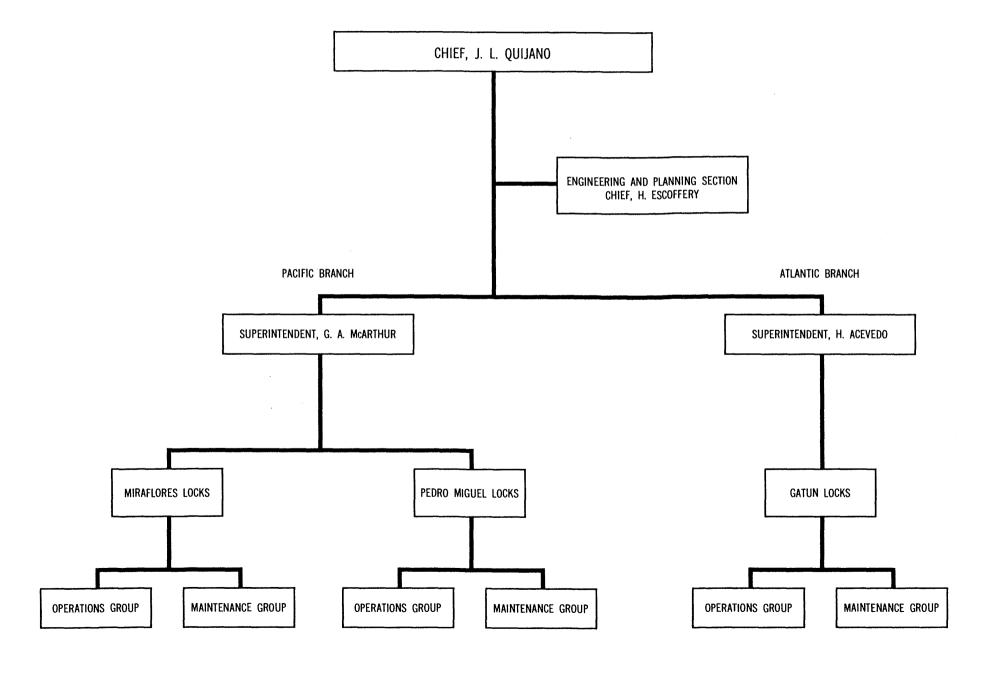
TRAFFIC MANAGEMENT DIVISION

The Traffic Management Division is responsible for scheduling, monitoring and coordinating all vessel movements within Canal operating areas and their terminal ports of Balboa and Cristobal, and the development, enhancement, and implementation of a comprehensive traffic management system.



LOCKS DIVISION

The Locks Division is responsible for the operation and maintenance of the Atlantic and Pacific locks and related installations and facilities, including the major overhaul of underwater machinery; handling of vessels at the locks in coordination with Traffic Management Division; operation and maintenance of lighting power systems at all locks and Miraflores Spillway; the emergency spilling through the culverts at Gatun and Pedro Miguel Locks for control of Gatun Lake level in the event of flood; and maintenance of the swing spans of Miraflores Bridge to keep them in a standby condition for use in an emergency and for their operation when directed by competent authority.



ENGINEERING AND CONSTRUCTION BUREAU

DREDGING DIVISION

ELECTRICAL DIVISION

ENGINEERING DIVISION

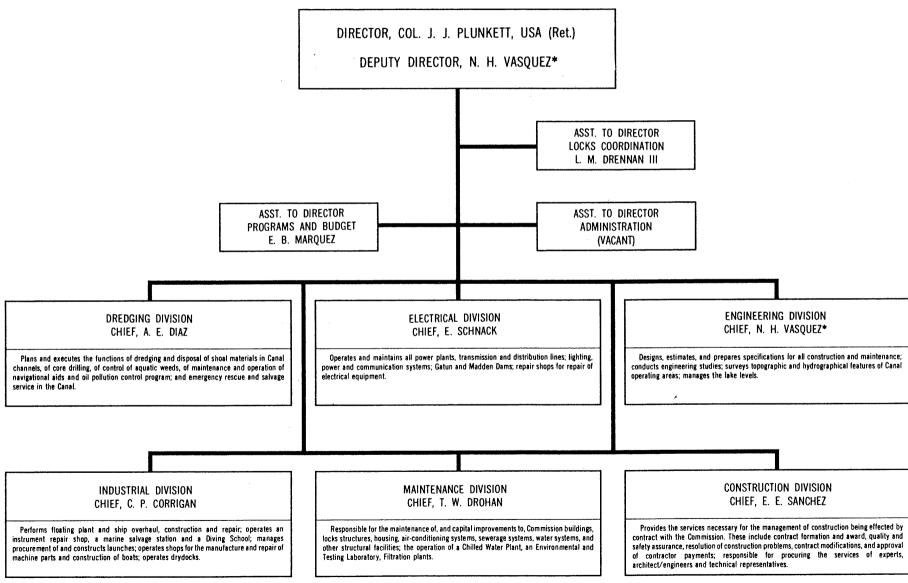
INDUSTRIAL DIVISION

MAINTENANCE DIVISION

CONSTRUCTION DIVISION

ENGINEERING AND CONSTRUCTION BUREAU

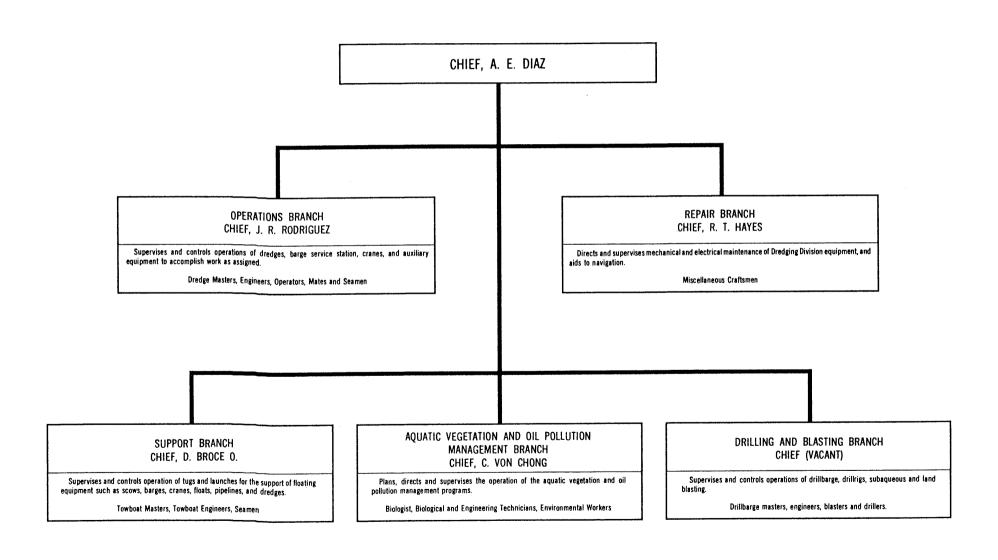
The Engineering and Construction Bureau is responsible for the preparation of architectural and engineering designs, and estimates; for the construction of facilities; and for the maintenance of facilities except as specifically assigned to other bureaus. The Bureau operates and maintains the public utilities, which include the potable water, electrical power, sewerage, communication and air-conditioning systems. The Bureau is responsible for maintenance and improvements of the waterway, including dredging, management of lake levels, aquatic weed and pollution control, and aids to navigation; emergency rescue, and salvage service in the waterway and its approaches; the operation of a shipyard and drydock for the maintenance of Commission floating equipment; the operation and maintenance of an environmental and testing laboratory; and the operation and maintenance of a chilled water plant to provide air-conditioning. The Engineering and Construction Director is the contracting officer for the Commission for all construction and maintenance contracts and for the services of consultants and advisors relating to engineering and architectural studies. He is also the Chief Engineer of the Panama Canal Commission.



^{*} The Chief Engineering Division also serves as the Deputy Director.

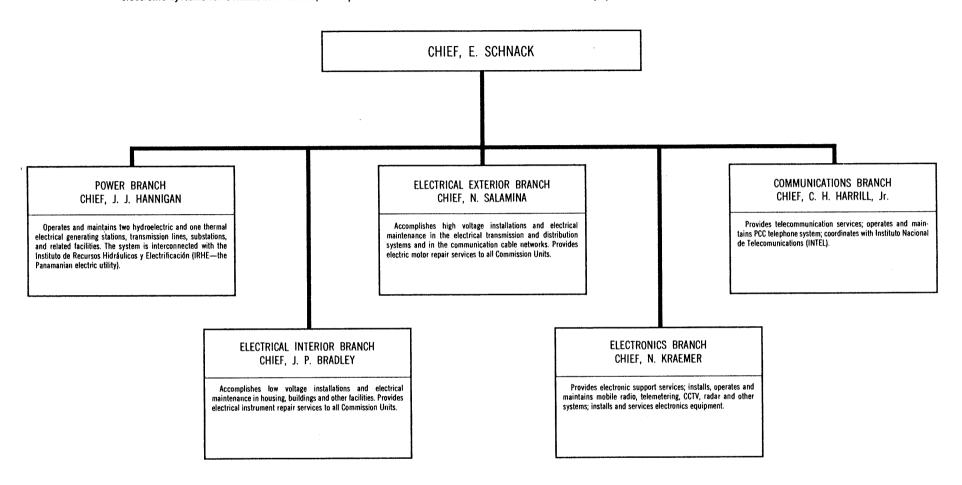
DREDGING DIVISION

The Dredging Division is responsible for maintenance and construction dredging; drilling and blasting; slide removal, inspection and maintenance of the Atlantic Breakwater; operation and maintenance of navigational aids, and reducing the impact of aquatic vegetation and oil pollution.



ELECTRICAL DIVISION

The Electrical Division is responsible for the operation and maintenance of power plants, substations, transmission lines, distribution systems, telecommunication systems, repair shops for overhaul and repair of electrical and electronic equipment; installs, repairs, and maintains electrical and electronic systems for Commission facilities; and operates Gatun and Madden Dams lake level control equipment.



ENGINEERING DIVISION

The Engineering Division is responsible for designs, estimates, specifications, and all pre-contract functions; engineering studies; architectural design, annual inspection of buildings; bank stability surveillance; hydrographic surveys of channels and portions of the harbors; meteorological and hydrological data collection; and lake management; maintenance of record maps of topography, certain streets, utilities, pipelines, and townsites. Accomplishes short- and long-range engineering studies, reports, testing programs, and special projects.

CHIEF. N. H. VASOUEZ

ASSISTANT CHIEF. J. E. CORDOVEZ D.

SURVEYS BRANCH CHIEF, R. S. FISHBOUGH

Accomplishes topographic and hydrographic surveys and maintains precise level benchmarks and triangulation stations. Compiles and produces topographic maps, hydrographic charts and other drafting related to branch activities.

Engineers, Geodesists, Cartographers Cartographic and Surveying Technicians and Surveying Aids

METEOROLOGICAL AND HYDROGRAPHIC BRANCH CHIEF, J. A. BRADY

Directs water management of the Commission, collects, records and stores meteorological and hydrographic data. Improves and develops forecasting and operation techniques to improve water utilization. Operates the flood protection system.

Hydrologists, Meteorologists, Technicians Maintenancemen

SPEC. AND ESTIMATES BRANCH CHIEF, R. J. HAUSER

Performs capital programs management. Preparation of specifications and estimates, preparation of design packages for issuance to hired labor or procurement and all pre-contract functions through advertisement of projects for bids and recommendation for award; prepares or initiates preparation of all A/E and consultant contracts associated with design, construction or alterations and maintenance on existing facilities.

General Engineers, Contract Specialists

CIVIL BRANCH CHIEF, C. A. KIAMCO

Provides engineering design services for the Commission in all of the various specialties within the field of Civil Engineering. These include general civil, hydraulic, sanitary and structural engineering. Provides compare applications for engineering problems. Maintains record maps of treaty boundaries, topography, land usage, utilities and pipelines. Evaluates and obtains excavation clearances for construction work. Furnishes illustrating and drafting services for others.

Engineering Drafstmen, Illustrators, Civil Engineers, Technicians.

ARCHITECTURAL BRANCH CHIEF, A. PONCE P.

Accomplishes the architectural design for new construction and rehabilitation of existing structures and scheduling of division design effort.

Performs inspection and reports on all quarters, buildings and structures.

Architects, Draftsmen and Engineering Technicians (Inspectors)

ELECTRICAL BRANCH CHIEF, J. T. ALEMAN

Performs the electrical, electronic, and corrosion mitigation designs for new and existing constructions, including power, distribution, control and lighting systems. Also provides basic estimates and specifications.

Electrical Engineers, Draftsmen, Technicians

MECHANICAL BRANCH CHIEF, D. J. McKEON

Accomplishes the mechanical design for new construction and rehabilitation of existing structures, machinery and piping: including power generation, water and oil handling systems, ventilation, and air-conditioning equipment for other divisions of the Panama Canal Commission. Also provides basic estimates and specifications.

Mechanical Engineers, Draftsmen, Technicians

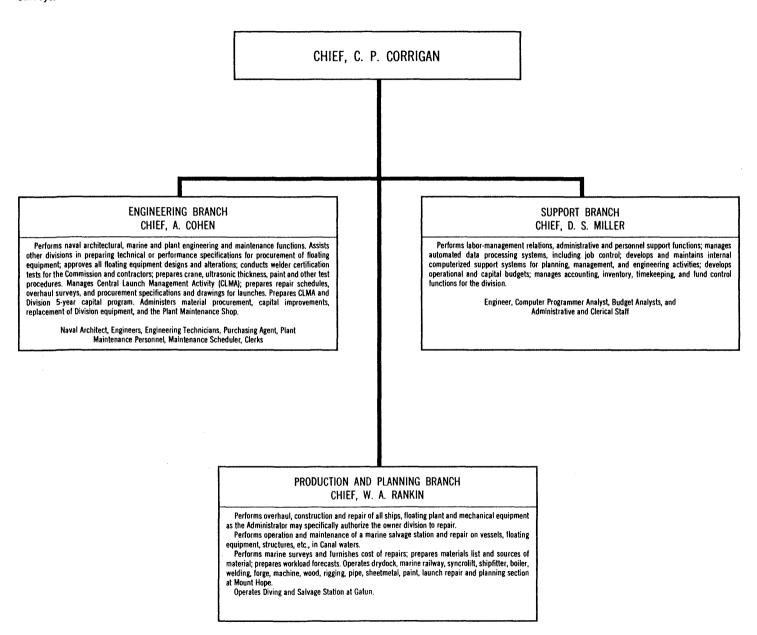
GEOTECHNICAL BRANCH CHIEF, L. ALFARO

Directs the Commission's Landslide Control Program, prepares designs for erosion control near vital structures and performs inspections and analysis needed to assure the safety of Canal dams. Provides geotechnical and geological expertise for channel improvements, site investigations, foundations and retaining structures.

Geotechnical Engineers, Geologists, Technicians

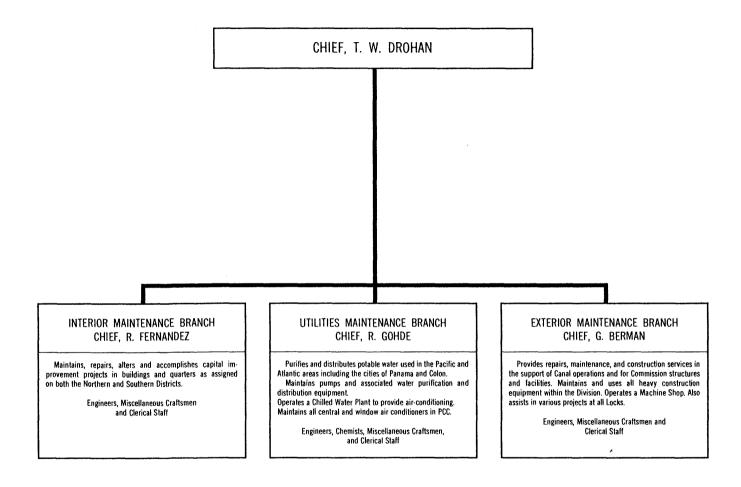
INDUSTRIAL DIVISION

The Industrial Division is responsible for the operation of the ship repair facility for Commission floating equipment to include design, overhaul, and repair, management of launch procurement and overhaul programs; the maintenance of salvage and diving capability; and performance of marine damage surveys.



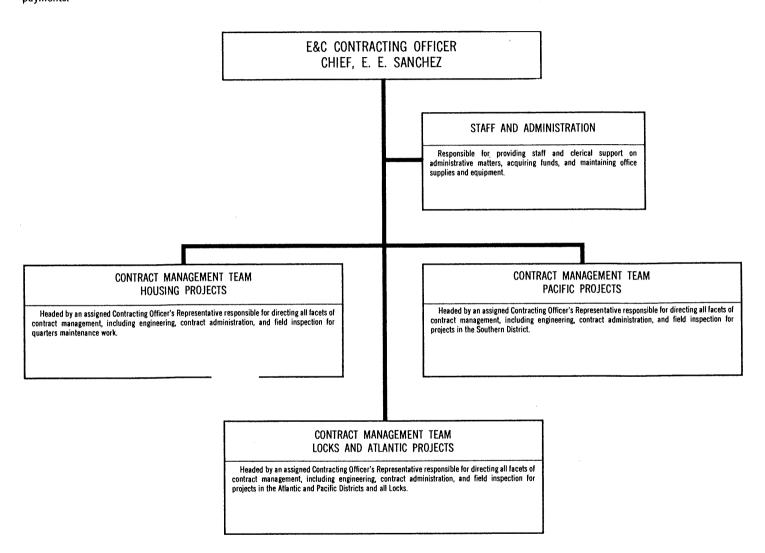
MAINTENANCE DIVISION

The Maintenance Division is, except for work performed by contract, responsible for the maintenance of, and capital improvements to, Commission buildings, locks structures, housing, air-conditioning systems, water systems, and other structural facilities; the operation of auxiliary support shops and equipment; the operation and maintenance of a Chilled Water Plant to provide air-conditioning to certain Commission, Department of Defense and Republic of Panama facilities; the operation and maintenance of filtration plants and the distribution of potable water to the Commission, Department of Defense and Republic of Panama.



CONSTRUCTION DIVISION

Construction Division provides the personnel and equipment necessary to administrate contracts by the Panama Canal Commission for the services of experts, architect/engineers technical representatives, and construction. These administrative duties, include contract formation and award; quantity, quality and safety assurance; resolution of contract problems; engineering estimates and negotiations with contractors for modifications; and approval of contractor payments.



GENERAL SERVICES BUREAU

LOGISTICAL SUPPORT DIVISION

MOTOR TRANSPORTATION DIVISION

CANAL PROTECTION DIVISION

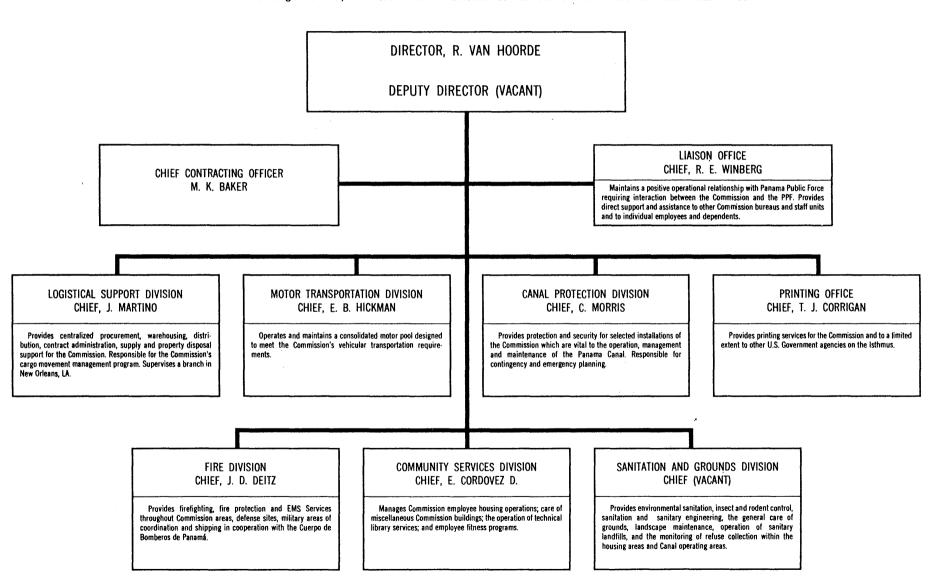
FIRE DIVISION

COMMUNITY SERVICES DIVISION

SANITATION AND GROUNDS DIVISION

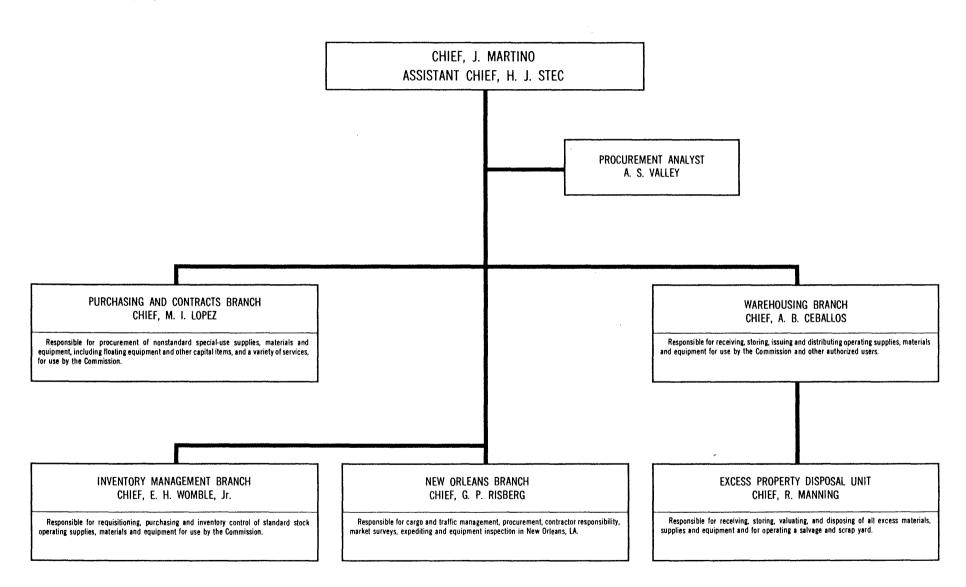
GENERAL SERVICES BUREAU

The General Services Bureau is responsible for procurement of Commission supplies and materials; maintenance of all Commission inventories at proper levels and development and maintenance of adequate stock records; excess disposal activities; operation and maintenance of Commission motor vehicles; printing services; management of Commission housing; administration and management of Commission buildings; care of grounds in Commission areas; custodial services for Commission buildings; operation of sanitary land fills; administration and coordination of off-duty employee fitness program in Commission areas; technical library services; administration of the security program for Commission personnel and vital installations; protection and the physical security of Commission vital installations; firefighting and fire prevention; administration of the logistical contingency program for the Commission; environmental sanitation and entomological control; and coordination of interactions between the Commission and the Panama Public Force.



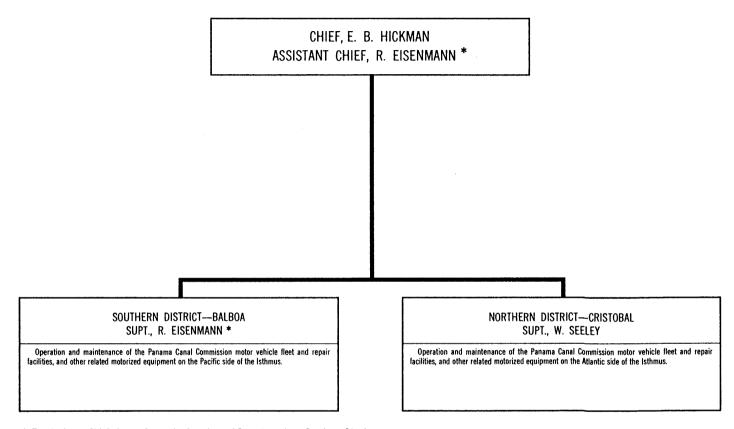
LOGISTICAL SUPPORT DIVISION

The Logistical Support Division is responsible for centralized procurement, warehousing, distribution, contract administration, inventory management, supply and excess property disposal support to Canal operations and all activities of the Panama Canal Commission. Included in this mission are standard operating materials and supplies, nonstandard special-use materials and supplies, floating equipment and other capital items and the full range of petroleum products procured under sealed bidding and negotiated procurement techniques. Manages a branch office in New Orleans, LA., and movement and routing of agency cargo.



MOTOR TRANSPORTATION DIVISION

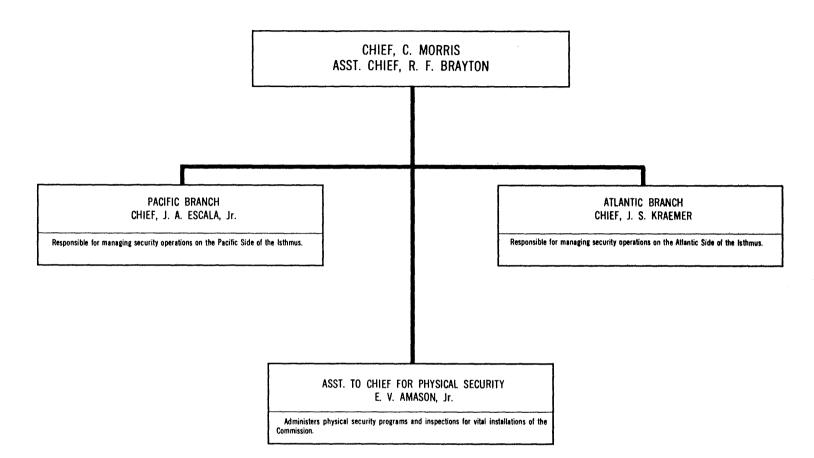
The Motor Transportation Division is responsible for the operation and maintenance of a consolidated motor pool designed to meet the Commission's vehicular transportation requirements.



* The Assistant Chief also performs the functions of Superintendent, Southern District.

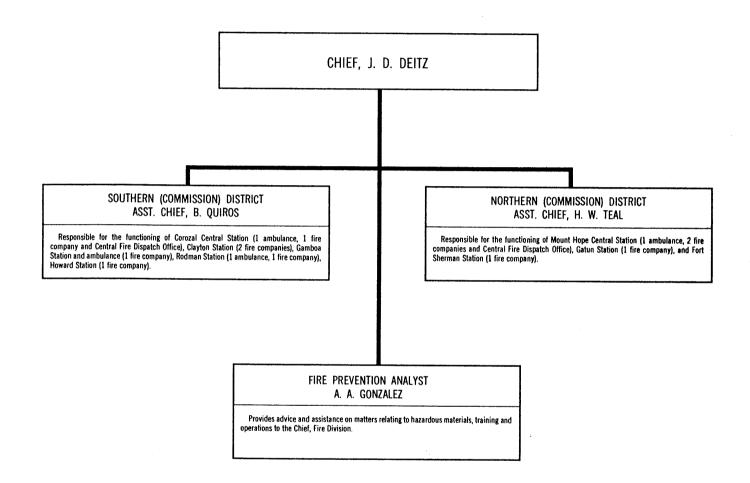
CANAL PROTECTION DIVISION

The Canal Protection Division provides physical security and plant protection for Panama Canal Commission vital installations devoted to the operation, maintenance, and management of the Panama Canal; and the administration of the physical security, executive protection, and emergency planning programs for the agency.



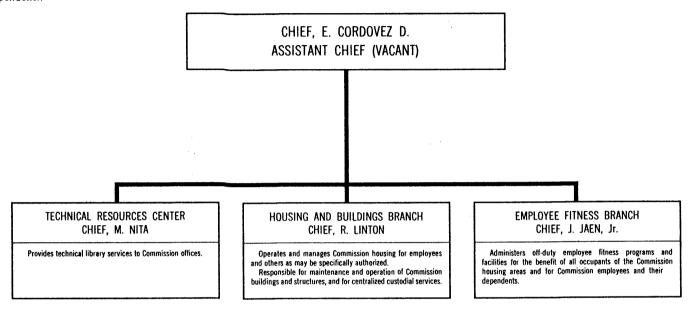
FIRE DIVISION

The Fire Division is charged with the responsibility for firefighting and fire protection and EMS Services throughout Canal Commission areas, defense sites, military areas of coordination and shipping in cooperation with the Cuerpo de Bomberos de Panamá, under a coordinated fire protection plan approved by the U.S. and the G.O.P. Its mission includes structural firefighting, fighting brush fires, shipboard firefighting in Canal waters, fire/crash/rescue and joint support at Fort Sherman Air Strip, emergency medical ambulance service with MEDDAC throughout Canal Commission areas, military areas of coordination and defense sites and fire prevention in non-military areas, additional functions include certain other life saving duties, rescue work and training activities.



COMMUNITY SERVICES DIVISION

The Community Services Division is responsible for housing of eligible Panama Canal Commission employees and such others as may be specifically authorized; administration, custody and care of employees living quarters and garages, and miscellaneous Commission buildings and structures not otherwise assigned; operation of a furniture supply service; providing centralized custodial service to Commission buildings; preparation and administration of permits relating to the use and occupancy of Commission structures; technical library services; employee fitness program for Commission employees and their dependents.



SANITATION AND GROUNDS DIVISION

The Sanitation and Grounds Division is responsible for environmental sanitation, insect and rodent control, food sanitation and sanitary engineering, the care of grounds, and landscape maintenance. Supports the mission of the Panama Canal by controlling vegetation growth at Canal aids to navigation located on land utility lines and dams, operation of sanitary landfills, and the monitoring of refuse collection within the Commission housing and Canal operating areas, serves as liaison with the Republic of Panama officials in the planning and execution of cooperative activities in environmental health and grounds care.

