

APPENDIX A

USACE VISION And Campaign Plan

One Corps Serving the Army and the Nation

Introduction: The people of the U.S. Army Corps of Engineers continue to provide vital services to the Army and the nation. You are deployed across the nation and around the world, working hard every day to do what is right. You are a critical part of the Army, from quality of life and readiness on the installations to transformation of the force for the future, helping to shape the Army for success. You are especially important to the wellbeing of the nation, and the livelihood of most Americans, through developing, managing, protecting and improving our nation's water resources. You are striving to bring synergy between development and environment, seeking the best economic, environmental and social solutions. You are doing the tough jobs. The nation will continue to look to you when it needs the best. Please use this document, and the strategic campaign plan published separately, and help me to achieve our vision and strategic goals.

Our Purpose: *Serving the Army and the Nation*

Our Mission:

Water Resources Development--

Creating synergy between water resources development and environment.

Environment--

Restoring, managing and enhancing ecosystems, local and regional.

Infrastructure--

Building and sustaining the critical facilities for military installations and the public.

Disasters--

Responding to local, national and global disasters.

Warfighting--

Providing full spectrum engineering and contingency support.

Vision Statement:

The world's premier public engineering organization responding to our nation's needs in peace and war. A full spectrum Engineer Force of high quality, dedicated soldiers and civilians: Trained and ready. A vital part of the Army. Dedicated to public service. An Army values-based organization.

Strategic Goals:

People. Be recognized for the technical and professional excellence of our world class workforce, functioning as teams delivering projects and services.

Process. Use the Project Management Business Process to operate as One Corps, regionally delivering quality goods and services.

Communication. Communicate effectively to build synergistic relationships that serve the nation.

Chief's Philosophy:

Join me in this commitment

- _ Know your job.
- _ Be situationally aware.
- _ Be healthy.
- _ Treat every individual with dignity and respect.

Ask yourself:

1. Is it good for my customer?
2. Is it legal?
3. Is it something I am willing to be accountable for?

If so, don't ask permission, you already have it.

DO IT!

The Army Values:

Loyalty. Bear true faith and allegiance to the U.S. Constitution and the Army.

Duty. Fulfill your obligations.

Respect. Treat people as they should be treated.

Selfless Service. Put the welfare of the nation, the Army and your subordinates before your own.

Honor. Live up to all Army values.

Integrity. Do what's right, legally and morally.

Personal Courage. Face fear, danger or adversity.

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CAMPAIGN PLAN

INTRODUCTION

The United States Army Corps of Engineers (USACE) is composed of approximately 34,600 civilian and 650 military men and women dedicated to providing quality, responsive engineering and environmental services to the nation. The separately published Strategic Vision and this Campaign Plan resulted from significant collaboration with our stakeholders. These documents describe our future and the path to get there. As the 50th Chief of Engineers, I, Robert B. Flowers, am committed to leading the Corps of Engineers to accomplish the goals articulated in the Strategic Vision. The Strategic Vision and the Campaign Plan are start points. The Strategic Vision is for everyone who works in USACE or has an interest in USACE. The Campaign Plan describes the ways to achieve our success. The most important ingredient to this

success is you and the people on your team.

COMMANDER'S INTENT

Our purpose is to serve the Army and the Nation.

We will build on our recent successes in project management, regional business centers, and serving the Army. We will leverage the power of three interdependent strategic goals - ***PEOPLE, PROCESS, and COMMUNICATION.***

My intent is to have a world-class workforce that is prepared to meet our future challenges. We will rededicate ourselves to technical excellence. We must use best practices and information technologies. We will strive to be more efficient and reduce costs to our customers. We will work in cross-functional teams to provide the best in projects and services, and become a “*team of teams.*” We will strive to become a learning organization that communicates effectively, internally to achieve exceptional performance, and externally to better understand the needs of partners, stakeholders and customers, as well as to educate, inform, and enhance public confidence.

I want us to provide the best service possible, and in so doing demonstrate that the United States Army Corps of Engineers is indispensable to the welfare of the Army and the nation. Together, we will:

- provide excellence with integrity and credibility,
- serve the Army and its transformation,
- serve the nation through effective stewardship of water resources,
- accomplish our environmental responsibilities, and
- seek consensus - do what is right.

OVERVIEW

The United States Army Corps of Engineers must continue to add value in a rapidly changing environment. For some time, we have been undergoing the difficult process of change itself. We have succeeded in some areas and made progress in many others. However, I believe we have yet to evolve into an organization prepared to meet the rigorous challenges that face us.

Our roles and missions are complex and diverse. We must become more of a learning organization to thrive in our environment. We must achieve continuous improvement. We must become more agile in order to accommodate change.

We will first focus on internal improvements in people, process and communication. We will scan the horizon for opportunities to improve the internal and external systems that deal with the work we do and the environment in which we do it. We must retain a strong focus on meeting the needs of our partners, stakeholders and customers and always serve the public good.

All of this will be done in the name of service to our Army and to our nation. The impact of our aging workforce (thirty-four percent of the workforce will be retirement eligible within five years – higher for grades above GS-12) challenges us to find solutions to maintain our world-class workforce. We need to take action, at all levels, to attract, develop, and retain the talent we need for the future.

We must succeed in integrating best practices within our business model. We must be at the cutting edge of technology; both in the projects and services we offer and in the tools we use.

We must effectively centralize our business practices but decentralize when necessary to be responsive to specialized demands. We must conform to be efficient and save money, but we

also must retain the ability to be receptive and agile enough to identify and meet the individual requirements of our regions, along with the needs of our partners, stakeholders and customers.

We need to drive process changes to achieve desired outcomes and to add value. We cannot let old systems drive us. We must achieve our “*One Corps*” concept.

We must communicate better: in, out, up, down, and sideways. Communication always has been and perhaps always will remain a significant challenge. We must improve our listening skills and become even more inclusive of those with an interest in our actions. We must do better at measuring ourselves against the expectations of the Army, the nation and our many and varied partners, stakeholders, and customers. We must identify potential issues and resolve them early. Leaders must be involved and planning for communication strategies that fit their situation.

OPERATING PRINCIPLES

We adopt the following operating principles to guide us in what we do. These are my expectations.

- Be “*One Corps*”
- Be an agile, team-based, learning organization
- Apply project management to all work
- Treat people with dignity and respect
- Do the right things, the right way, constantly strive for improvement
- Plan for success and keep commitments
- Focus on quality results
- Communicate promptly, clearly, and strategically

The training program “CorpsPath” will more fully discuss the importance of these Operating Principles, as well as the Army Values.

PEOPLE

COMMANDER’S PERSPECTIVE

People are the foundation of the Corps. Their individual and daily commitment to the Corps is an unwritten contract of faith. This “contract of faith” is reciprocal. It essentially states that in return for commitment of time, energy, talent, intelligence, creativity, and so on – their work-life itself – the Corps will provide exciting and challenging work, the environment and tools for professional growth and development, and the empowerment for success. The United States Army Corps of Engineers will be an employer of choice!

We will honor this contract of faith by always striving to enhance the possibilities and capabilities of our world-class workforce – individually and collectively. Our people will know our leaders’ strong commitment through the actions we will take. The talent representing our diverse team must be second to none in quality and dedication. We will maintain the highest standards of excellence in all of our disciplines. We will leverage world-class talent to meet our nation’s expectations across the spectrum of potential operations, from peace to war. We will become more effective in competing for new talent, celebrating the success of our people and adopting more innovative work arrangements to help resolve the pressing issue of potential loss of vital experience.

Therefore, I also will take steps to reaffirm our commitment to excellence in engineering and maintaining our technical capabilities. Our technical expertise and response to the needs of

commanders on the ground enhance the Army's ability to establish its superiority, to operate safely and efficiently, to protect the force, and to enhance soldier welfare and morale under extremely difficult conditions. We will remain poised with the required technical capabilities. In the same vein, our extensive research and development capability will remain robust and prepared to support our commanders in the field. The United States Army Corps of Engineers is unique, providing America with capabilities no other nation possesses. As such, the nation will continue to call upon us to solve difficult engineering problems and support challenges with little or no notice. When called upon, we will be prepared and ready!

PURPOSE

This People portion of the Campaign Plan addresses strategic workforce, learning and leadership issues. It identifies major objectives, goals, and strategies. This is the foundation for shared, command-wide improvement efforts and the springboard for plans produced by major subordinate commands. It is also a link to the Strategic Vision document and other campaign plans.

GOAL END STATE

People are the foundation of the Corps: our effectiveness, our value, our reputation. We inspire the public's trust through our technical and professional excellence and our stewardship of the nation's resources. Our leaders inspire enthusiasm for our vision, mission and our service ethic. We respect, value and encourage each other. Empowered, we create a better organization that helps us realize our full potential for serving the public good. We are the public engineering employer of choice!

SUMMARY OF OBJECTIVES

Strategic Objective 1: Attract and retain a world-class workforce.

Strategic Objective 2: Create a learning organization.

Strategic Objective 3: Develop leaders at all levels.

OBJECTIVES AND STRATEGIES

People Objective 1: Attract and retain a world-class workforce.

The ability to meet future mission requirements will be directly contingent upon our ability to attract and retain a world-class workforce. World-class is defined by our customers, clients and stakeholders who seek our technical solutions to the nation's engineering problems. A world-class workforce reflects the diversity of our great nation. We must maintain a reputation with our current and future workforce as a great place to work and grow as individuals. Employees must be convinced they are valuable members of a respected federal agency that makes a difference every day in our country. We must hire high-caliber talent in all career fields and provide opportunities for them to develop to their full potential.

Strategy 1.1: Value and enhance diversity.

Our workforce must reflect the diversity of our missions, our new fields of practice and our global deployments. We understand that diversity and synergy go hand in hand. HQUSACE will evaluate the strategic implications and provide policy to subordinate commanders advocating proactive measures to value and enhance diversity as a mission essential requirement.

Strategy 1.2: Sustain technical, management, and leadership excellence.

Our reputation for quality projects, products, and services is dependent on our technical excellence, assured by assigning progressively more challenging work opportunities to our employees, encouraging active participation in professional organizations and registration or certification of technical proficiencies.

Strategy 1.3: Attract and hire the best.

Our great reputation as an enduring federal agency with a broad, exciting mission, offers much to prospective employees. We will leverage this image to attract highly qualified new employees to public service. We will expand our recruitment at job fairs, colleges and universities, training academies and at adopted high schools and to other pools of future employees. We will bring the best on board. To succeed in our missions, we must achieve that same level of recognition for all the core competencies that traditionally we have with graduating civil engineers -- employer of choice.

Strategy 1.4: Revitalize entry level and mid-level recruitment.

Successful new hires will be our future leaders. We must continually assess the talent, skills and capabilities required for our rapidly changing missions, technologies and work environments and seek people with these attributes. We must adapt our work environment, entry level training and early career development consistent with the radically different job expectations of recent graduates. We will tailor responsibilities, training and developmental opportunities to continually challenge, engage, and develop new employees. To meet the increasing turnover rates in mid-level positions, we must attract, hire and retain top-notch talent outside USACE through effective networking with private sector and other governmental organizations.

Measure for Objective 1: Analyze turnover rates, exit surveys, employee climate surveys, Registry of Skills, and customer satisfaction surveys.

People Objective 2: Create a culture of learning and empowerment.

To remain a world-class organization, we will transform USACE from an organization that trains to an adaptive “learning” organization -- a culture that practices empowerment and continual learning as a part of all work. Learning is a part of listening to, partnering with, and coproducing with partners, stakeholders and customers what they need to succeed. Our people and our leaders constantly must learn so they can bring new knowledge and perspectives to current challenges, adapt to market demands, develop customer strategies and leverage changing technology in today’s global economy. Knowing gets us in the game, learning moves us ahead. We will develop a clear understanding of the link between learning and empowerment. We cannot have one without the other. Empowerment requires clear mandates, competence, the proper tools, accepting responsibility, accountability, clear operating principles and the opportunity to learn from mistakes. Creating a learning organization requires integrating diverse forms of knowledge, and creating new knowledge. It requires teaming across stovepipes, and learning from each other’s disciplines. It means innovation in services, practices, systems, and relationships, challenging old forms of thinking, and developing the right streams of data. This often results in discarding old types of measurements, and beginning to measure those attributes necessary for today’s and tomorrow’s challenges.

Strategy 2.1: Share lessons learned.

Every day, our employees gain new knowledge and experience. The true worth of an organization is in its ability to share and leverage what it learns and apply and sustain continuous adaptations. The new insights, the collective knowledge and experience, and the specialized expertise of our employees will be accessible through improved information technologies. As we capture lessons learned in specific functional and mission areas, we will provide this resource as a means to upgrade our technical and business practices. This will provide more effective project delivery and services. In so doing, we will continue to be of value and better serve our partners, stakeholders, customers, and the nation.

Strategy 2.2: Practice career-long learning.

Technology, business practices and professions are changing continuously. To remain a world-class organization, our people must see themselves as perpetual learners and we must provide continuous opportunity for employees to learn. We will facilitate broad and diverse learning opportunities in technology, business processes and leadership. These learning experiences will range from classrooms to developmental assignments and special experiences. All employees will be encouraged to plan for and participate in learning experiences that support job growth and match their career goals.

Measure for Objective 2: Survey assesses people's opportunity to learn through their work, their motivation to learn, and the extent they have participated in learning. It will assess how much cross-stovepipe learning is taking place, along with how much our partners, stakeholders and customers feel we are listening and learning. The survey can ask subordinates to rate how important learning is to commanders, and how well commanders create a learning culture. Surveys can also assess how successful our information-sharing is via the lessons learned database, or commanders can self-report at the Strategic Management Review (SMR).

People Objective 3: Develop leaders at all levels.

We need to look at leadership as not only vested in positions, but as a necessary competency of everyone in our workforce. Two other workforce competencies are managerial and technical. In today's environment of teams, leadership is situational. Those who lead today may follow next week and vice versa. All employees need leadership skills to be effective team members. We will meet this objective by developing policy and processes that refocus our understanding of leadership, foster the growth of leadership at all levels, and involve partners', stakeholders', and customers' ideas for better leadership.

Strategy 3.1: Train to mission needs.

Our training investment is critical to the future of both USACE and our employees. First, however, we must ensure that we have identified and positioned team members so their talents align with mission requirements. Then we must ensure that the training provided helps our employees grow in their ability to accomplish mission responsibilities. Thus, such training will be of the greatest value to them, USACE, our clients and the nation.

Strategy 3.2: Develop leaders at all levels.

The intent for "leaders at all levels" is to encourage developing leadership characteristics

and skills by all our team members, regardless of their formal position or role. As public servants, all employees need to demonstrate leadership characteristics, such as being proactive and taking initiative, communicating effectively and being responsible and accountable. These characteristics also are the essence of teamwork, our working philosophy. Leadership enhancement and development programs need to be expanded to provide a broader spectrum of development and opportunities for every level of our workforce. We have made a long-term investment in measuring, assessing and developing leadership skills. Leadership potential is a significant input to the selection process for senior level positions. Leadership characteristics and skills should become more prominent factors in individual performance. Leadership characteristics and skills are fundamental to our "do it" philosophy. This does not mean that we are preparing everyone for formal leadership positions -- although we provide opportunity for all. We expect everyone to develop leadership skills and demonstrate good leadership characteristics in performing their duties. A good leader is also a good follower!

Strategy 3.3: Establish mentoring/coaching programs.

Leadership requires sharing experiences, assisting others in their personal and professional growth, and empowering others to become more productive, effective and committed team members. Coaching and mentoring are consistent and imperative within a learning culture and for developing leaders at all levels. However, not everyone is equipped with the skills or tools for such roles. As such, our mentoring and coaching program will identify opportunities to develop such skills and tools. It will encourage each individual to take responsibility to seek a coach and mentor and will promote coaching and mentoring as roles for everyone to assume. It will become synonymous with being a team member. We consistently have supported formal and informal mentoring initiatives for employees. We must evaluate the effectiveness of these initiatives and prepare findings and recommendations regarding future mentoring policy and investments.

Measure for Objective 3: Climate survey questions reflect increased satisfaction with quality of work life, degree of coaching/mentoring, rewards.

PROCESS

COMMANDER'S PERSPECTIVE

Process enables our effectiveness. We will institute a more unified approach to our operating processes and organize ourselves accordingly. Our operating processes will be developed centrally and decentralized for execution. We will integrate improved information systems to boost efficiency and to eliminate difficult and inefficient practices. To improve responsiveness in accordance with our "One Corps" philosophy, we will empower project delivery teams with the right talent and authority with members from the resident office level through headquarters. Division commanders will have the authority to shape their workforces more appropriately to create the right teams. We will foster situational awareness and teamwork to move actions more responsively through the system.

PURPOSE

This Process portion of the Campaign Plan outlines the corporate management approach for all our activities. It is a guide to lead us to become a project management-oriented organization that will practice uniform business processes throughout USACE. The Project Management Business Process (PMBP) is, and will continue to be, a key component for performance-based management and oversight between headquarters, field organizations, and contractors for all business activities. There are several key objectives that must be integrated into the overall process to enable project delivery teams and program managers to manage the execution of projects/programs more effectively, identify cost variables, and ensure overall customer satisfaction. The PMBP also integrates program management by allowing all work within USACE to fall under corporate oversight, and by centralizing programmatic information that can be interpreted at operational and strategic levels. This provides a knowledge-based environment that will provide commanders a holistic view of projects and programs within their regions so they can better leverage existing resources and reach viable, well-informed decisions.

GOAL END STATE

Project Management is the USACE business process. Our processes are based on continuous learning and improvement, and supported by collaborative systems and technology. We use a regional approach to deliver projects and services, and we bring state-of-the-art in science and engineering to bear in all we do. We bring public and private sectors together to achieve win-win outcomes, working in partnerships to deliver high-quality solutions for the public good. We seek synergy between economic objectives and environmental values.

SUMMARY OF OBJECTIVES

Strategic Objective 1: Practice Project Management across all levels.

Strategic Objective 2: One Corps, operating regionally and globally.

Strategic Objective 3: Enhance capabilities to create synergy between economic objectives and environmental values.

OBJECTIVES AND STRATEGIES

Process Objective 1: Practice Project Management across all levels.

The Project Management Business Process (PMBP) is the fundamental business process we use to deliver high-quality projects and services, including internal support services. The PMBP is used at all echelons, from HQUSACE to the smallest district-level field office. Its heart is client-focused teamwork, with all organizational echelons focused on supporting project delivery teams. We work with our clients and a variety of public interests to determine what they expect, and we strive to deliver products and services to meet those expectations. We build trust with clients, the public, and co-workers by clarifying expectations, making sound commitments, and delivering as promised. We use a "best business practices" system to standardize common procedures, simplify working across organizational boundaries, and take corporate advantage of lessons learned and new best practices. Our leaders build and maintain an environment that encourages excellence and continuous improvement.

Strategy 1.1: Streamline acquisition process.

We will lead in developing and using best practices in acquisition and related technologies, and leverage these to improve and expedite delivery of projects and services. We

will institutionalize collaborative programmatic planning, develop corporate and regional acquisition approaches to improve business efficiency (e.g., use regional and corporate contract vehicles to reduce redundancy of solicitation effort and hollow contracts), realign acquisition roles and missions, and focus the total business process on attaining desired outcomes. We will leverage available government contract vehicles regardless of agency, to the maximum degree possible. Our new Web-based database of all contract vehicles available Corps-wide will leverage constrained resources effectively. To the maximum extent possible, we will continue to serve as advocates to streamline our processes and remove restrictions that unnecessarily burden our acquisition processes. We are aggressively developing enterprise-level systems to augment the Standard Procurement System (SPS) that will enable us to integrate and perform all acquisition-related processes on-line and in the mandated paperless mode.

Strategy 1.2: Establish and implement corporate PMBP doctrine.

The Project Management Business Process requires a complete development of corporate doctrine and its effective deployment throughout USACE. We will develop standard corporate business processes to the level of detail necessary to support and clarify the intent of the doctrine in practice – client-focused teamwork, regional operations, and continuous improvement. We will develop supporting tools and systems to enable our business process. We must educate our entire workforce on Project Management Business Process doctrine, especially targeting cultural and systems aspects. We also must develop assessment tools to gauge the success of PMBP implementation and identify gaps.

Strategy 1.3: Establish and implement a corporate quality management program.

We must develop and fully integrate within the PMBP broader corporate definitions of quality that include customer and broader stakeholder perspectives. We will clarify responsibilities for quality at all USACE echelons. We will implement a consistent corporate quality system that establishes a process for continuous improvement and sharing new best practices and lessons learned with all our team members.

Measures for Objective 1:

A: (Major Subordinate Command (MSC) commanders and HQUSACE directorates/offices provide a narrative self-assessment on the status of implementing project management at their level, to be delivered and discussed twice-yearly at a Strategic Management Review.

B: Quantify the number and/or percentage of ongoing projects that have approved project management plans, to be furnished twice yearly for SMR sessions, as MSC roll-ups and separately for HQUSACE by itself.

Process Objective 2: One Corps, operating regionally and globally.

All our work aligns with our mission and the National Security Strategy. We operate as a single corporate entity, with all partners, stakeholders and customers benefiting from the full depth and breadth of our worldwide resources. We use virtual and matrix teams to align our efforts and focus on consistently delivering high-quality results. Project delivery and program execution across organizational boundaries appears seamless to our partners, stakeholders and customers. The Regional Management Board is the key tool that enables the transition to the Regional Business Center as our primary operating unit. HQUSACE and the Regional Business

Centers facilitate smart use of resources, customer-focused operation, technical competency, and innovation throughout USACE. To achieve this we employ standard corporate business practices and supporting tools and systems, the best technologies, and use a life-cycle approach to technology development.

Strategy 2.1: Adopt best business practices.

We will study best private industry and other successful federal agency practices within USACE to determine whether we should implement them. We also will study field business practices to determine whether they should be implemented USACE-wide. We will benchmark key indicators with private industry as much as possible and promote regional business practice change initiatives in high-payoff areas throughout USACE.

Strategy 2.2: Leverage technologies.

We will lead the industry in developing, testing, proving, and fielding new technologies to advance the state-of-the-art engineering and scientific fields critically important to our mission. We must implement a corporate life-cycle technology development process that clearly defines our future requirements. We will develop a strong technology development program and an aggressive technology transfer process to ensure that the new technologies are implemented throughout the Corps.

Strategy 2.3: Leverage regional and corporate resources.

We will promote using collaborative practices to employ regional and corporate assets for successful solutions to customer problems. We must effectively manage and leverage corporate resources through our Regional Business Centers, and evaluate and realign systems to support efficient use of our capabilities across organizational boundaries.

Measures for Objective 2:

A: MSC commanders and HQUSACE directorates/offices provide a narrative self assessment on the status of regional/global integrated operations at their level to be delivered and discussed at the Strategic Management Review.

B: Quantify annually the amount and/or percentage of program dollars executed regionally, across district boundaries, with figures from the most recent two or three years, plus projections for future year(s). This measure could also be expanded to include program dollars executed across MSC boundaries.

Process Objective 3: Enhance capabilities to create synergy between economic objectives and environmental values.

We are dedicated to the effective stewardship of the resources within our authorities. Our perspective encompasses the multiple interests of the public. We strive to achieve greater public benefits from enhanced attention to both economic objectives and environmental values as we deliver our projects and services. We take a broad regional approach to the problems we address and provide a forum to bring together all of the federal agencies, state and local governments, and the private sector to find win-win solutions to these problems. We develop and implement comprehensive regional planning tools that can provide a strong scientific background for our decision processes.

Strategy 3.1: Embrace a broad, comprehensive, systems approach to water resource issues.

We must develop water resource solutions on a regional basis. Our emphasis is on early development of a comprehensive regional (watershed) planning tool that looks at a broad range of development, the natural environment, and other issues of public concern. We will generate synergistic, win-win alternative solutions for watershed management problems that enhance our ability to implement public services.

Strategy 3.2: Make the Regulatory process simpler, transparent, and consistent.

Section 214 of the Water Resources Development Act of 2000 authorizes us to implement a process to allow non-federal interests to speed permit processing through contributions of dedicated non-federal funds. We need to continue to increase the number and scope of Nationwide Permits and Regional General Permits. We will eliminate duplicate permit and mitigation requirements currently imposed on non-federal Operations and Maintenance sponsors by addressing such requirements in advance, and by documenting this in the relevant O&M manual. We will increase using Special Area Management Plans, to provide efficiency and predictability to the process and the opportunity to consider cumulative impacts on aquatic resources.

Strategy 3.3: Proactively support military installations on environmental issues.

We will lead the nation's environmental stewardship through technical support in compliance, pollution prevention, conservation, and environmental restoration. We must identify and implement emerging technologies to provide cost-effective environmental remediation services to the Army, other military services, and other customers. We participate as a key Army team member in developing environmental strategies to support new missions and to improve partnering practices and relations with the regulatory community.

Measures for Objective 3:

A: Increase the number and/or percentage of Corps projects endorsed by local environmental groups.

B: Investments rise in 1) furthering policies that encourage regional, holistic project planning procedures and criteria, and 2) developing scientific and analytical techniques for producing better regional, holistic assessments.

COMMUNICATION

COMMANDER'S PERSPECTIVE

Communication is fundamental in our role as public servants. All of us possess and use leadership, managerial and technical skills. It is through strategic communication that we interact internally as a team, externally with our partners, stakeholders, and customers, and provide quality services and products to meet the nation's needs. Everyone in the United States Army Corps of Engineers is responsible for strategic, timely, truthful and open communications. You should be prepared and capable of explaining what you do for the nation and listen for how to do it better. When it comes to communications, remember that listening is half the equation. The better we listen, the better we understand and the better we serve. We will make communication strategic. For us, strategic communication is 1) proactive rather than reactive, 2)

measurable, and 3) supportive of organizational goals. Strategic communication is the catalyst that causes people and processes to work synergistically to improve service. To be synergistic, we must explore many diverse alternatives in resolving emerging issues. Being proactive is being inclusive in communication with the entire team; namely, our workforce (support and front-line professionals), our partners, customers, and stakeholders. We must make this routine practice from project planning through project completion. We must keep these team members informed, which will enhance their situational awareness and ability to contribute to organizational goals. We will communicate with, and listen to our workforce, partners, stakeholders, and customers. We will educate them about the spectrum of our operations. We will be accurate, open, and honest. This strategy will make our internal team members our best ambassadors and most knowledgeable spokespersons. Embracing and implementing this strategic communication philosophy will bring about the synergy we need as we focus our human resources on continuously improving our business processes in serving our nation's citizens.

PURPOSE

This Communication portion of the Campaign Plan addresses strategic communications. It identifies major goals, objectives, strategies, and measures. It is the foundation for shared command-wide communications efforts and the springboard for strategic communications developed by our major subordinate commands, district commands, centers, and laboratories.

GOAL END STATE

We communicate effectively to build synergistic relationships that serve the nation. We improve internal and external relationships through enhanced strategic communication that is timely, truthful, and open. Communication links us together as a team, creating synergy among people and processes. Communication will empower us and unite us with our partners, stakeholders, and customers as we provide public service. Communication is integral to project management and essential for people to effectively exchange ideas, desires, requirements, and plans. We welcome dialogue and respect diverse perspectives to understand and achieve better solutions for the nation.

SUMMARY OF OBJECTIVES

Strategic Objective 1: Develop key strategic messages that foster understanding of service to the nation.

Strategic Objective 2: Develop a work climate that is open, informed, and actively engaged in listening and being responsive.

Strategic Objective 3: Build effective relationships with external partners, stakeholders, and customers.

Strategic Objective 4: Integrate strategic communications into our business processes.

OBJECTIVES AND STRATEGIES

Communication Objective 1: Develop key strategic messages that foster understanding of our service to the nation.

To be successful communicators, we need to be consistent, strategic and corporate in the way we represent ourselves through words and images. If we are truly "One Corps," then we represent ourselves consistently and professionally, using the same core messages nation-wide, adapting them appropriately for local use.

Strategy 1.1: Develop and distribute consistent Corps-wide messages.

We must “speak with one voice” to give the public a consistent understanding of our purpose, values, and service to the nation. Being consistent helps us work toward a common purpose and helps our partners, stakeholders and customers hold a common understanding of what we do for them. Our images represent us as much as our words, and therefore need to be consistent and corporate as well.

Measure for Objective 1: Annual assessments of partners, stakeholders, and customers, and workforce opinions indicate that the United States Army Corps of Engineers effectively conveys strategic messages fostering the understanding of the Corps’ services to the nation.

Communication Objective 2: Develop a work climate that is open, informed, and actively engaged in listening and being responsive.

Where we have made communication a priority, we generally have communicated externally rather than within the workforce. We need to emphasize internal communication, which binds us together as a team. With communication as our top priority, we will enhance the competency of, and enable our workforce to communicate openly, in an informed and proactive manner, externally as well as internally. As we improve electronic communication, we must focus on interpersonal communication, which is important to making people feel connected and committed.

Strategy 2.1: Increase timely and accurate dissemination of information within USACE on activities and issues.

Our leaders, at all levels, will communicate with the workforce early, honestly and effectively, particularly regarding controversial subjects that could affect morale. Our workforce deserves the straight story. Open discussions get at issues that speak to the very essence of our value as a public engineering organization. They give everyone solid footing when discussing USACE with neighbors, family members or community groups. An informed, supportive workforce continues to be a force multiplier for the Army and the nation.

Strategy 2.2: Assess, develop and emphasize excellent communications skills among leadership and the workforce, promoting healthy work relationships throughout USACE.

An investment in communications learning and practice is key to sustaining excellent communications. Talking to the media or hostile publics involve learned skills in speaking to be heard and remembered -- skills that must be practiced to maintain proficiency. Incorporating communications into our work requires skill and practice, as does active listening and interpersonal communications.

Measure for Objective 2: Comprehensive annual assessment of partners, stakeholders, customer, and workforce responses using various tools, e.g., climate survey questions, indicates there is steady improvement in active listening and communication as open, engaged, and responsive.

Communication Objective 3: Build effective relationships with external partners, stakeholders,

and customers.

Many of our partners, stakeholders, and customers do not understand what we do – or what we can do – to serve the nation. They deserve to know what we do and how we spend their tax dollars. We must tell our story and always be timely, truthful, and open. We will listen to and communicate with our many stakeholders, including retirees, Directors of Public Works, sponsors, the benefiting public, Congressional members, the Administration, Defense officials, contacts in other federal agencies, installation commanders, academia, and interest groups.

Strategy 3.1: Interact with partners, stakeholders and interest groups to learn and understand their perspectives and needs.

To serve the nation, we must understand the nation's needs and priorities. Gaining that understanding requires building relationships with partners and stakeholders representing many viewpoints. We will learn to better acknowledge and respect the validity of opposing points of view, searching for mutual gain solutions. We will work to reaffirm a sense of trust with longtime partners, stakeholders, and customers, and establish a more cooperative dialogue with our critics.

Strategy 3.2: Listen strategically and communicate messages through multiple forums, seeking to further identify and embrace opportunities for two-way communications.

Before we communicate our messages, we need to ensure that they will have meaning for the targeted audience. This requires strategic listening, research and identifying optimal methods for reaching our audiences. Excellent communications programs stress two-way interaction with strategic publics. Ideally, this two-way interaction is symmetrical, meaning that we listen or draw feedback as much as we talk or broadcast.

Measure for Objective 3: Customer/client groups input obtained from quantitative and qualitative tools in annual assessments indicates that USACE has a steady improvement of external relationships.

Communication Objective 4: Integrate strategic communications into all business processes.

Effective and credible communication is iterative and not after-the-fact. As a matter of routine practice, we will build a framework that ensures communication is considered an integral part of our work, used to continuously improve our business processes. Likewise, strategic communications must be built and sustained, for we serve the nation's interests better if we anticipate and meet communication needs. The issues management process at headquarters will take the cycle of anticipating and responding to a new level, so emerging issues with the potential for major impact can be resolved or dissipated before they evolve into organizational crises.

Strategy 4.1: Build strategic communication into our Project Management Business Process.

Strategic communication enhances our ability to build and sustain trust and teaming between partners, stakeholders, customers, and our workforce. This fosters cooperation and focused understanding of requirements and expected outcomes. Ultimately as strategic communication is embedded into our PMBP this will result in public value and better service to our nation.

Strategy 4.2: Create and implement a corporate issues management process.

Issues management identifies and addresses potential problems before they become major media stories or realize regulatory and legislative impacts. It creates a process where even a risk adverse organization can make effective decisions. Since issues management deals with high impact issues, its proper place is at the highest levels of the organization.

Strategy 4.3: Develop and enhance the capability of our professional communication staff.

We need more and increasingly sophisticated communications efforts that are more strategic and less reactive. The focus, staffing, and skill levels of public affairs offices need to match the new requirements to perform strategic functions. These include preparing communications plans for major projects and programs, monitoring and responding to web-based discussions about USACE, building relationships with the media, and preparing for approaching issues.

Measure for Objective 4: Annual assessment tools, e.g., surveys and statistical data, indicate a reduction in customer, client, our workforce, and public negative feedback/dissatisfaction.