PMBP REASSESSMENT TEAM LITERATURE SUMMARIES

L1 - SPD Regional Project Management Business Process (RPMBP) Briefing

Reference: SPD's VTC Briefing to MSC's held on 8 Feb 00 at 1300 - 1700 hrs. The entire SPD RPMBP PowerPoint slide presentation was briefed to all interested parties. It integrates the district's data into a management tool for the Regional Business Center and provides sufficient detail to perform resources leveling across the district workforce. It facilitates Corps policies regarding "One Door to the Corps," and enables true virtual teaming abilities among all their districts. This is the tool that can eliminate the EIG identified weakness in the PMBP concerning "Corporate level Teamwork" and allows resource leveling to be done in a predictive manner. It is the tool needed by Middle Management to enable them to review workload, and perform their manpower budgeting/staffing functions. This allows future forecasting for shortfalls in in-house labor or conflicts in being able to meet future commitments to the customer or PMP schedules.

L2 - NAB PM 2000 Briefing Presentation, January 2000

This Power Point slide presentation presents Baltimore District's Project Management Vision, Goals and Objectives, Roles and Responsibilities and Implementation Plan for enhancing success in 2000.

L3 - Draft Quality Management ER

This new draft regulation located, @ http://www.hq.usace.army.mil/qm/draftQMER.html, will redefine quality for ALL of USACE, and applies to all functional areas.

L4 - USACE Corporate Outreach Plan (Working Draft Version)

1. The concepts of the outreach plan must be understood by PM's and Project Delivery Team (PDT) members. All PDT members must be aware of strategic direction and be able to identify who is the account executive/manager for their customer, if it is not the PM or other PDT member. PDT members should also keep account executives/managers abreast of any new growth opportunities that they may learn about from working with customers at the ground level and provide any feedback they may get from the customer's channels.
2. The Outreach Plan glossary at Appendix A is a source for the outreach terminology (e.g. Account Executive, Account Manager, Account Team, Account Planning, etc…). Corporately, we need to insure the Outreach efforts are integrated to work with the PMBP and not duplicate PM efforts. Need to educate/clarify the differences with respect to dealings with the customer, such as who is the primary USACE POC.

L5 - Mapping PMBP for MP & CW Programs

1. The Logistics Management Institute (LMI) is currently conducting a study for the Corps to assess the USACE Program and Project Management business processes. The study was initiated last spring by Mr. Stephen E. Browning, P.E., Chief, Programs Management Division, Directorate of Military Programs and is scheduled to be completed by the end of this fiscal year. The study is being monitored by CECW-BD.

2. The objective of this study is for LMI to map our Program and Project Management business processes, establish common ground between the Program and Project Management information requirements and identify the best practices that could be shared and incorporated in a district, division, or throughout the Corps. The main focus of the study will be the evaluation of the current Corps Project Management Business process (PMBP), project and program management performance controls and assessment of team formation, communication and customer interface. The major product of the study should be a business process model for the Military, Civil and Environmental activities which will be used as a basis for future information systems decisions.

3. Specific information on this study is posted on the LMI website at the following location: http://globe.lmi.org/usace/. The Corps currently has several delivery orders ongoing with the LMI. The information pertaining to the business process study is shown under Task Order CE 904. On this website you will find the business process diagrams developed by LMI which will be validated during the upcoming District site visits. The website also provides the schedule for the District visits and a generic agenda along with the questionnaire that will be used by LMI to help guide the discussions with the senior Project Managers in the selected districts. The business process diagrams are continuously evolving and each diagram for a specific program (Military, Civil and HTRW) is followed by a date indicating when it was last updated.

4. The business process diagrams are a preparatory phase of the study (Phase I) which will be followed by the data collection phase in the Districts (Phase II) and concluded by the analysis of the Corps business processes and recommendations for improvements and efficiencies (Phase III).

L6 - SMB/Business Practices Focus Team Benchmarking MFRs

1. References:
   a. 11 Feb 99, American Management Systems (AMS) Business Process Reengineering
   b. 14 Mar 99, Defense Logistics Agency (DLA) Recent Restructuring
   c. 26 Mar 99, Fluor Daniel Visit
   d. 14 Jun 99, Observations from MVD RMB Meeting, Held in MVD Conference Room 24-26 May 99.

2. Below is a highlight of some of the business practices that Mr. Seguin, Corp's Business Practices Focus Team, provided in his benchmarking observation memorandums listed in the above references:

a. American Management Services business process reengineering resulted in them making great improvements by creating a "project management college" to train functional managers in project management disciplines. After some initial hesitation, this has become very popular among shipyard personnel. Hugh savings in operations resulted. Mr. Seguin describes AMS's presentation as a sound method of pursuing fundamental reform in a large organization.

b. Defense Logistics Agency Restructuring Process is highlighted changing from a stovepipe based organization to one centered on businesses.

c. Fluor Daniel visit highlights dramatic changes deployed by them and some of their corporate strategies for increasing profit, marketing/seeking work, general bidding rules, their experiences with PM software development, customer feedback and trends noted, and becoming more efficient through Knowledge Management.

d. His main comment from the MVD Resource Management Board was their intended use of the USACE 2020 bottom lines as prime factors in deriving their own regional goals and initiatives, plus the decision to use significant effort and resources to create a regional business plan.

L7 - RM Briefing 23 Dec 99: LMI Study, Assessing USACE Overhead Policies

Examines an LMI Study recommendation to "Combine the overhead accounts for Construction, Engineering and PPM Divisions into one account managed by the district's Chief of PPM." This recommendation may facilitate better teamwork by encouraging Project Delivery Team members to work "outside their box" and not worry about cost impacts to their stovepipe departmental overhead rates. This view de-emphasizes "products" and makes all team members focus on the end results - projects/programs and customer satisfaction.

L8 - EIG Inspection Reports: (1) Program and Project Management, Feb 99 (2) Teamwork, Jul 99

Both reports were approved by LTG Ballard (COE). We have summarized the EIG's salient points to provide an easy reference of key findings.

L9 - Savannah District (SAS) PMBP Documents

Consists of a Commander's Policy letter and SOPs to implement the PMBP in Savannah District. The Commander's Policy Letter contains actions to be taken to implement the 8 imperatives of ER 5-1-11. It also includes direction to implement recommendations from an After Action Report concerning PMPs, Schedule & Cost Control, Quality Reviews & Inspections, and Management Systems. The SOPs provide direction and guidance for implementing the PMBP throughout the district.

L10 - PMBP Culture Workshop by Karen Northup, NWS, 4 Nov 99.

1. Describes a workshop developed/conducted by Karen Northup, NWS, for continuing efforts to improve communication of and engaging people in dialogue about - what the

PMBP is all about and how to go about creating the project management business culture. The workshop design was used at Kansas City District on 4 Nov 99.

2. A combination of group dialogue and small group exercises are used and attendees fill out an evaluation at the end of the day. The last exercise included a case study where people were broken up into small groups to discuss what behaviors of senior leaders; mid-level/first line supervisors; project managers; other team members contributed (or didn't contribute) to project success. From that work, they found common themes and then drew out some operating principles. The feedback she has received was very positive and helpful. Several said they now have a better understanding of what the PMBP is and what it takes to operate effectively in a team. Group was a good cross-section of about 20 people in the organization.

3. In the future, she plans to do something more condensed, yet similar, at the Division level. Will try it first with a couple of Divisions that she has already worked with some on this project--like her own and SPD.

L11 - The Project Manager's (PM) Guide to Vertical Construction and Associated Infrastructure, Jan 97

1. This is a tool for all USACE employees involved with Project Delivery Teams (PDT). The *Project Manager's Guide to Vertical Construction and Associated Infrastructure*, Jan 1997, which can also be found at USACE website: http://www.hq.usace.army.mil/cemp/m/pmguide/pmguide.htm, is a guide that provides readers with examples of project management business practices and a source for related project delivery references.

2. The guide is currently undergoing a complete top to bottom revision as an on-line publication only. It will contain generic project delivery guidance for military, environmental, and civil works programs. Heavy emphasis will be given to web links and Corps quality management systems and processes. The revised guide will continue as a recommended source document only, that implements no policy, only suggestions for "below the line" business practices/delivery process details at the district/execution level. Special attention will be devoted for PDT and PM activities during the construction phase. The previous version of the PM Guide was weak in these areas of a project’s life cycle.

L12 - Using Contractors to support Project Management AIS activities

A fact sheet was developed by the PROMIS PM during October 99 to discuss the use and value of Contractors to support PROMIS activities. Nine districts are currently using Contractors to various degrees to provide training on the use of PROMIS and scheduling software. The Contractors are also being used to various degrees to load and maintain data in PROMIS. Three districts plan to keep using contract support for maintaining PROMIS data throughout the project life cycle.

L13 - Alaska District (POA) PMBP Matrices and Definitions

1. Contains detailed documentation of POA's PMBP process with step-by-step description documents and role matrices outlining PDT/customer responsibilities.

2. Separate roles matrix documents are prepared for each major program category: Military, Civil Works, and Environmental.

3. PMBP/PDBP presentation briefs prepared by POA are tools for district training and improving the understanding of POA's staff on the USACE PMBP. It shows how the process works within the district's matrix management organization. The presentations have also been updated to incorporate middle-management roles.

4. A source for definitions of PMBP terms, detailed guidance (memo, dated 28 Dec 98) on seven PM responsibilities and rules for accomplishing them, steps to undertake to respond to customer request for services, documentation requirement guidance for going up the chain of command, and proposed PM TAPES. It also contains a discussion/differentiation of Program Manager Vs Project Manager at the district level, and recommended tools that PM's should have, such as POA Command briefing, etc. that will enhance PM knowledge of POA services/capabilities to share with customers/marketing.

L14 - Assessment of South Atlantic Division Project Management Business Process Command Inspection

1. Reference: SAD (Tony Leketa) E-mail, 30 Mar 00, South Atlantic Division Project Management Business Process Command Inspection.

2. The South Atlantic Division recently completed a series of Command Inspections of its Districts to assess the effectiveness of the Project Management Business Process (PMBP) and compliance with above-the-line imperatives in ER 5-1-11.

3. Assessment: A method of reviewing districts for compliance with the PMBP, finding systemic problems, and lessons-learned too. The actual time spent at the district is only one day. SAD's DPM suggests that other Divisions may find this process helpful in assessing the effectiveness of the PMBP in their Districts.

4. Major points. The methodology used in the conduct of the inspections included:

a. Distribution of a questionnaire which each District completes and returns five days before the actual inspection. Copies of the response are distributed to all members of the Division inspection team.

b. PMBP Command Inspection team is comprised of senior leader members from the Division Office. The includes the Director of Programs Management, Director of Engineering and Technical Services, Director of Resource Management, Director of Contracting, Civil Works Program Division Chief, Chief of Engineering, Chief of Construction-Operations, Chief of Planning, and Chief of Real Estate.

c. In-depth, independent assessment of the PMBP in the functional elements of the District. Upon arriving at they get a brief on the corporate PMBP in the District. The team disperses and each team member meets with counterparts in the District to assess the effectiveness of the PMBP. Responses to the questionnaire are used as a starting point for areas to be examined along with individual Division team member knowledge of the Districts. The Division team then assembles in private to "compare notes." Shortcomings become readily apparent. Findings are prepared by the team and recommendations developed. The team then briefs the District on the findings and recommendations. A written report is later sent to each District.

d. Interview with PMs to get the "grass roots" perspective. During the inspection, the Director of Programs Management and the Director of Engineering and Technical Services meet privately with three randomly-selected project managers in a non-attribution session to get the PM's perspective on the PMBP, the state of teamwork in the District, the obstacles to an effective PMBP, and the effectiveness of management tools such as PROMIS and PPDS from their perspective. PM performance standards are also reviewed.

e. The written report serves as a benchmark against which future District inspections will assess progress in effectively implementing the Project Management Business Process.

5. Mr. Leketa is very pleased with the results of this process and thinks it will help to improve the PMBP in the South Atlantic Division. In addition to the individual District reports, they also developed a findings report on common shortcomings among the Districts in SAD.

L15 - Summary of Walla Walla District (NWW) Leadership Development Program (LDP) 1998-99 --Customer Service-Continuous Loop Feedback Study

1. Background from report:

a. Team “A”, Matt Allen, LaVonne Anderson, Travis Brock, Joyce Dunning, Gale Morgan and David Wagner, undertook this study to determine the Walla Walla District, U. S. Army Corps of Engineers, level of customer service through continuous-loop feedback to their customers; internally and externally. They believe their findings will benefit management and the organization as they continue into the future.

b. This team has researched, studied and developed a report that will propose method(s) to improve customer satisfaction to those who do business with and within the Walla Walla District. It is their finding that the current practice being followed in regard to customer service is very linear. They propose that a process model is not linear—but a 360-degree continuous loop predicated by the feedback of those involved.

c. This paper proposes and details a continuous-loop customer satisfaction feedback process for use by the USACE as it endeavors to provide products and services to its customers.

2. Salient points from the study report:

a. Industry Best Practice & Benchmarking of other Companies - A visit to Boeing produced following observations that bear directly on customer satisfaction. They are all

based on Boeing's benchmarking of other companies that have organized and positioned themselves to compete well in the global marketplace:

1. Flatten the management structure. This is because the time cost of communications is high, so the amount, clarity, and speed of communication is increased in both directions. Force control to the lowest feasible level.
2. Reward desired behaviors.
3. If cost goals are to be met, make cost data available to the workforce.
4. Requirements must be defined and firmed up in a timely manner in order to meet cost and schedule targets.
5. Technology development must be taken off the critical path. Unproven technology equals setbacks.
6. Take full advantage of modularity and commonality to reduce program risk and designer workload.
7. Consider a formal and rigorous re-use program for components and designs.
8. Trust, teaming, and working together are critical issues.
9. Understanding software is a necessary production skill.
10. Production must be viewed as a complete service. There must be a new level of the customer and the customer's problems.

To summarize, the key recurring theme is one of constant constructive communications, continued improvement, and recognition that insuring satisfied customers while increasing your business viability is the key to successful management.

A visit by this team to Seattle District produced the following observations that bear directly on customer satisfaction.

a. Seattle District's Vision is "We will be our customer's choice, competitively priced and more responsive than any other alternative."
b. Working to maintain effective relationships
c. Being straight with customers about what we can and cannot do
d. Constant two-way communication
e. Being responsive
f. "To retain clients over the long term, you must do more than satisfy them; you must continually provide them with something they can't get from your competitors." (Frank Stasiowski)
g. It is interesting how much time and effort we spend to gain new customers and how little time and effort we spend retaining our existing customers.
h. Teamwork principles: 1. Working Together – "all of us are more effective than any one of us" and 2. Common Goals with "everyone feeling personally accountable for the whole"
i. Customers are the reason we exist.

The recurring theme is one of constructive communications, relationship building, teamwork, and responsiveness to customers.

3. Linear vs. Continuous Loop Process:

a. Current Walla Walla District Practice - A linear process is one that has a clearly visible sequential nature. An example would be the simple overview of the lifecycle of a

project: Idea > Concept > Proposal > Design > Build > Operate & Maintain > Decommission > Demolition

b. Recommended Walla Walla District Practice - We want to focus on a customer satisfaction oriented process. The process model proposed by their team is not linear but a 360-degree continuous loop predicated by the feedback of those involved. We must identify our customers and bring them all to the table. Once customers are recognized, we must value them and strive to provide excellent customer service to them. Hence, the continuous-loop feedback model.

A continuous-loop process is one that iterates through a series of steps that, while sequential in nature, form loops. For our purposes here, continuous may have some level of granularity appropriate to the scope of work at hand. Example: During the beginning phases of a project, one may iterate all or parts of the

Idea > Concept > Proposal > Design process in a circular fashion (thus creating short-term wins and fostering long-term success), until all parties to the work are satisfied to proceed to the Build Phase. There could also be loops within the Build phase itself, if the project is a complex one. This same looping process can be used throughout the duration of the project.

4. Study Conclusions and Recommendations. Walla Wall District would improve customer satisfaction by utilizing more feedback loops during the service delivery process. Specifically:

a. Implement a formal customer satisfaction feedback system using a continuous-loop process. Refer to Appendix A of the referenced study for details.

b. Implement a continuous-loop customer-satisfaction oriented process for design and engineering services and products. Consider a 360-degree circular process for those aspects where it makes sense from a risk-minimization or communications standpoint.

5. Interesting forms found in the in study appendices: "Project Team Member Evaluation," "Project Manager Evaluation," and "Customer Service Feedback Questionnaire."

L16 - FY99 USACE Commanders' Course (PROSPECT)

1. Portions of this course may be useful as a source of training for all USACE employees on PMBP. It could be used for mandatory orientation training, especially for new employees who are or may in the future be on the project delivery teams. Includes presentations on understanding the USACE mission and the concepts of the PMBP. Includes not only the important points found in the PM Regulation (ER 5-1-11), but also updated with EIG findings on PMBP from the EIG reports (PMBP & Teamwork) published in Feb 99 and Jul 99. The entire program is on a compact disk, making it easily accessible, inexpensive, and a valuable training tool for quick dissemination and for employees unable to attend the training classes for cost reasons. This course is updated yearly.

2. Purpose: This two part course orients newly assigned district commanders and deputy division/district commanders to some of the unique aspects of command in USACE organizations. The course also provides an understanding and awareness of a broad

range of topics related to executing the USACE mission and serving its customers. The course is intended to establish both the doctrinal framework for district operations, as well as specific tactics, techniques, and procedures for success.

a. Description (Phase I): District Engineer Pre-Command Course (PCC), "District Command - Essential Facts and Knowledge," is 4 1/2 days long. It provides the district commander designees with the tools, knowledge, and fundamentals to assume command of their district. They will learn key concepts of the Project Management Business Process, Resource Management, and Human Resources issues.

b. Description (Phase II): USACE Commanders' Course, "District Command - Tactics, Techniques, and Procedures" is 8 days long. It is mandatory for all recently assigned District Engineers and recommended for all division and district deputy commanders. It builds upon the introductions in Phase I, allowing the students to fully explore the details of command of USACE organizations. Led by serving District Engineers and subject matter experts, the students use lecture and case studies to gain deeper understanding of USACE processes and doctrine.

L17 - Small Project Initiatives

Seattle District Initiative /Northwestern Division: Small projects are generally routine operations, maintenance, and construction projects costing less than $250,000. Seattle deploys a team of 13 district employees to offer a flexible vehicle for Corps customers to accomplish minor construction with reduced design fees and quicker turnaround times. The team is located in four separate offices, mostly at Construction Resident Offices. (*Eng. Update*, Mar 00 Issue & *The Military Engineer, No. 602, Dec 99*)

L18 - POH PMBP Documents

1. Contains POH's PMBP PowerPoint presentation. POH's Oct 99 Town Hall briefing is one way of implementing the PMBP at districts. It explains the reason for changing the operating process, why, benefits, highlights major points found in ER 5-1-11, EIG findings on PMBP, explains what the PMBP is, PDT composition/roles, PM/team member/customer roles, functional chiefs role in PMBP, Corporate Board role, PMP requirements, and PRB purpose.

2. Contains detailed summary/documentation of POH's PMBP process with step-by-step description documents and matrices outlining PDT/customer responsibilities.

3. Documents are prepared for each major program category: Military, Civil Works, and Environmental. Also, includes generic PMPs for each program to be used as guides. Note: The PMP for the military programs is for small (OMA) projects.

4. Initially produced in Oct 99, but scheduled to be updated yearly.

L19 - Veterans Benefits Administration Balanced Scorecard

1. *The Business of Government*, published by PriceWaterhouseCoopers, Fall 1999, Profile Article on Changing Organizations – "Creating a Balanced Scorecard at the Veterans Benefits Administration (VBA)" by Clifton Williams and Anthony Wall. This is an organizational tool that could be useful as a means for measuring progress in the implementation of the USACE PMBP culture. Important excerpts/points from the article follows:

2. Definition of "Balanced Scorecard": This is an organizational tool that translate an organization's mission strategy into objectives and measures organized into four different perspectives: financial, customer, internal business process, and learning and growth. It provides all employees with information they can use to affect the results the organization is achieving. (*Glossary of Terms, The Balanced Scorecard Handbook, VBA, October 1998*)

3 This definition grew from a 1992 article in the *Harvard Business Review* by Robert Kaplan and David Norton entitled "The Balanced Scorecard – Measures That Drive Performance." This article detailed the concepts developed over the course of 1990 by representatives from a dozen companies that represented a spectrum of industries including service, manufacturing, and high-tech. The search for a new performance measurement system resulted in the Balanced Scorecard. "The Balanced Scorecard translates an organization's mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system."

4. Key measures developed by the VBA's committee for their scorecard were speed, accuracy, cost, customer satisfaction, and employee development.

5. Performance measurement and strategic planning go hand-in-hand. You cannot have one without the other.

6. Scorecard success is based on defining what each line of business does and the related results, mapping current processes, digging into their business to find out what service levels they should be achieving, identifying performance gaps, and developing initial corrective measures for stable business areas that help close the gaps.

7. Three key factors seem to underpin their successful implementation of the Balanced Scorecard: develop a consensus on the initiative, including commitment from the top leaders of the organization is vital; making sure the Balanced Scorecard is structure is ever evolving and flexible enough to accommodate the needs of each regional office while facilitating the operational comparability between locations; and clear and consistent communication, both within and outside the organization is critical throughout the implementation.
8. The framework for the scorecard was developed, but it is not etched in stone.

9. Challenge to management is to share the good practices and help each other out with the operational problems.

10. The scorecard does not stand on its own, in a vacuum. It is a tool that is linked with all of VBAs management systems. The scorecard is the basis for determining whether we meet our short-term and long-term strategic goals. It will ultimately be linked to our performance appraisal and rewards and recognition systems.

L20 - "Managing the Organization by Teamwork", by Stephen E. Browning, Anthony F. Leketa and John P. Saia, PMI Conference, Philadelphia, PA, 12-13 Oct 99

Describes the PMBP and outlines a strategy to select, manage, evaluate and reward teams to ensure optimum project execution.

L21 - "PMBP or PDBP?", by Steven E. Browning, Programs Management News (Sep/Oct 99)

Discusses the relative merits of the terms "Project Management Business Process" and "Project Delivery Business Process" and why the Chief of Engineers elected to stay with the term PMBP.

L22 - Sacramento District (SPK) Employee Survey

1. Survey used by SPK last year (FY 99). This is a method/tool for districts to gather information quickly to evaluate progress in meeting objectives in district-wide business plans. The responses to the survey questions will allow them to identify weaknesses and strengths in meeting their business plan objectives and will be used to develop future year business plan goals for achieving the USACE Strategic Vision.

2. A more detailed description of what the survey is used for and what information is gathered is provided by SPK as follows:

a. The objective of this survey is to understand where we are in our evolution toward achieving the goals of the Corps Strategic Vision. We want to know what's working, and what needs further attention.

The survey focuses on the Sacramento District's key FY99 Business Plan initiatives (PMBP, Outreach and Corporateness) developed in response to the Vision and Strategy of the Army Corps of Engineers and of the South Pacific Division.

b. Regarding each of these areas, you will be asked questions about your understanding of them, your opinion of their value and achievability, their impact upon you and your work, and what obstacles may get in the way of achieving them.

c. The District leadership is committed to include your top 2-3 issues and priorities in the FY00 Business Plan.

d. The results of this survey will be shared with you, as will the Business Plan Initiatives, as soon as the Business Plan is completed in October.

Please answer each question honestly, not in the way you think others might want you to answer it. For each question, choose the answer that best represents your opinion or

perception. Try to answer every question, but if none of the answers seems appropriate, skip the question.

e. This survey is being hosted at an external web site (Facilitate.com), and the results will be aggregated and analyzed by an external consultant (Elliott Brown & Associates). Your responses will be anonymous. *No one will ever see your individual responses, and no responses or comments will be traceable to you.*

f. The survey will begin with some demographics, then go right into the Business Plan initiatives. In the subsequent sections, you'll see some general questions about the District, get an opportunity to rate what holds back or helps implementation success, and give some input on "change." Your collective responses will identify the top two or three actions the District needs to address in the FY00 Business Plan.

L23. HQUSACE Initiatives Briefings, 17 April 2000

The status of various initiatives underway at the HQUSACE was briefed to Messrs. Caver and Browning by the responsible party for each initiative.

1. LMI Study, Coordinator Jitka Braden - The overall objective for this study is to review and evaluate the Corps project management and programmatic processes and related policies and identify opportunities for improvement that will enhance efficiency, effectiveness and customer satisfaction. Develop process flow charts (business process diagrams) that show the steps for each program from inception of a project through its life cycle and identify types of information necessary to successfully apply USACE PMBP philosophy. Identify alternative project management business processes to be considered for improving the project delivery functions.

2. P2, Coordinator Nelson Cheng - P2 is the migration of PROMIS to an enterprise commercial solution to manage projects and programs for the Corps of Engineers. P2 is designated to replace and enhance the technical and functional capabilities of PROMIS. At all levels, P2 will integrate the corporate project management business process into the application, provide support and benefit to the project manager and their project delivery team, support the development of the Civil Works and FUDS annual budget submission. Additionally, it will provide for a corporate database utilized for decision/analytical support. The commercial solution will maximize the use of the internet.

3. SPD Regional Project Management Business Process, Coordinator Geoff Chatfield - Develop a set of project management and workload management processes, tools, and reports that can be implemented across South Pacific Division. The goal of the RMB tasking will produce common project management processes, common use of PROMIS and CEFMS for management of ALL work, common reports including data rollups across Districts, the ability to forecast total Division workload for FY, BY and BY+1, the ability to level resources and assess manpower requirements across Districts and organizational functions, and the ability to objectively measure success of project delivery to our customers in terms of schedule and budgets. The three major products created by the effort include Standard Operating Procedures, a Standard Reporting System, and a Regional Database.

4. Quality Management, Coordinator Cynthia Nielsen - Develop new philosophy for Quality Management in USACE. This new Quality Management ER establishes philosophy and policy for quality management of all programs and projects assigned to the U.S. Army Corps of Engineers (USACE). The objective of this regulation is to empower the Corps employees with the authority and responsibility for delivering quality products and services to our customers to do so in accordance with the Project Management Business Process (PMBP). When published, this new engineer regulation will apply to all work throughout the Corps.

5. Reassessment of the Effectiveness of the USACE Project Management Business Process (PMBP), Coordinator Bill Sorrentino - The objective of this effort is to assess the effectiveness of the USACE PMBP and to prepare a report and briefing for the Chief and his senior staff recommending changes to program and project management business processes, policies, guidance and best management practices. Recommend improvements in the role of teams and middle management in the PMBP and update ER 5-1-11, if required.

6. CEHR Initiatives, Coordinator Mr. Fran Nurthen:

a. PMBP Culture Assessment - HQ Interviews & Workshop. Develop HQ executive understanding and agreement about the PMBP culture; assess PMBP cultural gaps and develop action plans to close the gaps.

b. PMBP Capability - Division Visits. Help MSC's develop a process for creating the PMBP culture and get MSC input on PMBP capabilities and learning methods. Describe PMBP behaviors at four levels (executive, program manager, project manager and project delivery teams). Identify learning methods and ways to organizationally reinforce learning. (Complete development of the PMBP learning resources introduced at the FY99 SLC.)

c. PMBP Curriculum - Develop PMBP curriculum (update PROSPECT courses as necessary) linked to the above capabilities. Identify training resources (both government and non-government) and other learning methods.

d. Web-Based/Distance Learning PMBP Integration Module - Develop a PMBP overview as a prerequisite for appropriate PROSPECT courses.

e. PMBP Corps Path Module - Under development.

L24. SPK, PMBP SOP's, May 1999

Sacramento District prepared a "Users Manual" that contains Standard Operating Procedures for implementing the PMBP in that District.

L25. Creating the Project Management Business Culture, Working Draft Operating Principles, SLC, 18 Aug 1999

Contains the results of a Breakout Session at the Senior Leaders Conference on 8/19/99 dealing with creating the PMBP business culture. It identifies the operating principles/leaders' roles essential to guide leaders behavior in creating the conditions

necessary for success of PM-led Project Delivery Teams. A leaders role in the following areas were identified: (1) Focus on desired results; (2) Build the team/match talents with the job; (3) Emphasize the success of the team over the individual; (4) Empower teams; (5) Ensure an atmosphere of leadership; (6) Take prudent risk; (7) Foster customer focus; (8) Fix the problem, not the blame; and, (9) Create a sense of urgency.

L26. POD Regulation 5-1-11, 2 July 1998, Supplement to ER 5-1-11, Program & Project Management

Provides additional guidance in the areas of: (1) Project & Program Review Boards; (2) Organizational functions; (3) Organizational relationships; (4) Customer feedback; (5) PMP's; and, (5) Reprogramming authority.

L27. POD Campaign Plan - FY00, 12 July 1999

This Campaign Plan (CP) and supporting District OPLANS provide the framework for POD to shape themselves for the future. The CP links to the USACE Vision.

L28. NWP, PMBP Policy and Procedure Manual, 01 November 1999

Provides policies and procedures for implementing the PMBP. It identifies management responsibilities for staff throughout the District and the Business Process Management Group comprised of various Branch Chiefs and Office Chiefs directly involved with execution of work and management of resources.

L29. NWP, Senior and Base Performance Indicators

Lists indicators used for rating employee performance in the following areas: technical competence; adaptability & initiative; working relationships & communication responsibility and dependability; innovation & initiative; and, responsibility & accountability.

L30. PMBP Functional Analysis Meeting, San Francisco, CA, 19-20 Jan 00

Contains roles, responsibilities and KSA's related to PMBP for various staff levels from the PM and team members through the District Commander and on through General Officers.

L31. "Guide to the Federal Budget Process", The Heritage Foundation, 2000

Provides a detailed description of the federal budget process and includes: key contacts and resources; internet sites, glossary of common terms, creating visuals from budget statistics and a brief history of the budget process.

L32. "Strategic Management of Teams", Sections 8.1.1 and 8.2.2, David I. Cleland, New York, NY: John Wiley and Sons, 1996

Describes team characteristics needed for organizational cultural strength.

L33. St. Paul District, March 2000

Power Point presentation to the PMBP Reassessment Team highlighting the Districts PMBP and especially changes in their O&M management structure.

L34. Capable Workforce Pilot Project, A Framework for Ensuring a Capable Workforce for our Future, 11 March 2000

Provides a framework for looking at an organizations culture, workload and workforce; developing questions to ask to gather key data about the organizations future; gathering the requisite data; and creating a plan for how to use the data to aid in decision making. The framework uses gap analysis as its key analytical method. It is designed for use to define where an organization is now and in five years.

L35. HNC – APIC 2000 Nomination Package

Information is included in the report concerning the Center's leadership; strategic planning; customer focus; information and analysis; human resource focus; process management; and business results.

L36. NWS Outreach Strategy & Operating Principal

Includes the integrated outreach approach involving the districts mid-level management and the districts operating principles.

L37. Selecting and Evaluating Management System Metrics, Lehigh University, April 1999

A thesis by James P. Moore that presents an analysis of Project Management in the U.S. Army Corps of Engineers.

L38. Partnering Guide for Environmental Missions of the Air Force, Army and Navy, by the Tri-Service Committee, July 1996

Partnering is a collaborative process used by Corps personnel to work with communities, interest groups, local sponsors, customers, contractors, and other agencies. This guide describes how partnering can be used in Environmental Programs of the Army, Air Force and Navy. Interested parties may contact agencies/organizations for case studies included in the guide for any further information needed.

L39. Partnering Guide for Civil Missions, U.S. Army Corps of Engineers Institute for Water Resources, April 1998.

Partnering is a collaborative process used by Corps personnel to work with communities, interest groups, local sponsors, customers, contractors, and other agencies. The guide describes how partnering can be used in Civil Works programs throughout the project life-cycle development process from initiation of studies through construction and during project operation. Interested parties may contact agencies/organizations for case studies included in the guide for any further information needed.