



**DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, D.C. 20314-1000**

Reply to
Attention of:

CECS (PMBP)

7 November 2002

**MEMORANDUM FOR USACE COMMANDS, DISTRICTS, CENTERS, AND
LABORATORIES**

SUBJECT: USACE Business Process Manual

1. The Engineer Regulation (ER) 5-1-11, U.S. Army Corps of Engineers Business Process, dated 17 August 2001, initiated a new doctrine for project delivery of all work undertaken by this Command. In the months following the ER issuance, a dedicated team assembled under the Project Management Business Process (PMBP) Initiative to develop standard business processes (BPs) that will enable project delivery teams to manage project delivery efficiently and effectively. The BP Team was composed of selected staff from the headquarters, major subordinate commands (MSC), district commands, and centers.
2. The BP team analyzed existing processes, best practices, and requirements for project delivery. From this analysis the BP team developed streamlined standard processes and procedures into an interactive on-line BP Manual, which allows a project delivery team (PDT) to manage their work. After two Corps-wide reviews and over 6,000 comments, the BP manual has been finalized for military, civil works, environmental, and research and development projects. The establishment of these enterprise-wide BPs is an integral part of moving USACE another step forward in becoming an agile organization poised as One-Corps serving the Army and the Nation. The BP manual is available through the PMBP Initiative website <http://www.hq.usace.army.mil/pmbp>.
3. Although the BPs have been developed in conjunction with the automated information system (AIS) P2, and frequently reference navigation documents relative to P2, they also describe, in some detail, responsibilities, process flow diagrams, and references. All USACE components should begin immediately to incorporate the BP manual's management concepts in your daily activities, and you should begin local procedures and practices, consistent with ER 5-1-11, to supplement the BPs so that you will be prepared to immediately begin using the corporate BPs and your local BPs when P2 is deployed at your activity. We will be doing likewise here at headquarters.

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4. The P2 commercial-off-the-shelf software is being configured to enable our enterprise to work seamlessly with legacy AISs to complete projects. It is currently undergoing a series of component testing. These tests will culminate when P2 will be completed for final testing in January 2003 in SWD, Ft. Worth and Galveston Districts. Corps-wide Deployment of P2 is expected to begin in March 2003 and take up to a year. When the system is deployed within your Command, conformance with the BPs will be mandatory. My PMBP Program Management Team will keep you all informed of P2's progress.

5. The transformation of this command to achieve corporate behavior through project-focused teams that include the customer, depends on our ability to instill and follow PMBP. This will allow us to retain our status as the world's premier public design and construction organization. I call on every Corps members to help facilitate this change in our culture for everything we do. Essayons!



Robert B. Flowers
Lieutenant General, USA
Commanding