



Project Management Business Process Manual

The purpose of the USACE Business Process Initiative is to develop, implement, and sustain a set of modern, standardized business processes based on industry best business practices and a complementing corporate automated information system (AIS) throughout the USACE. The Project Management Business Process (PMBP) Manual is a set of business processes that supports the delivery of USACE products and services with a USACE-wide, consistent, uniform project management approach.

The Business Process Initiative is one of five initiatives being implemented across USACE in support of the overall PMBP Initiative Program:

- 1 Revision to Engineer Regulation (ER) 5-1-11
- 2 Business Process
- 3 P2 (Automated Information System Enabler)
- 4 PMBP Curriculum/Culture
- 5 Construction – Supervision & Administration (S&A) Pilot Study

Revision to Engineer Regulation 5-1-11, USACE Business Process

The regulation ER 5-1-11, *USACE Business Process*, defines how USACE does business. It applies to all work in all functional areas.

The seven major imperatives outlined in ER 5-1-11 are

- 1 One project, one team, one project manager
- 2 Plan for success and keep commitments
- 3 The Project Delivery Team is responsible for project success
- 4 Measure quality with the goals and expectations in the PMBP
- 5 Manage all work with the PMBP Manual, using corporate automated information systems
- 6 Build effective communications into all activities
- 7 Use best practices and seek continuous improvement

The full text of ER5-1-11 can be found at

<http://www.usace.army.mil/usace-docs/eng-regs/er5-1-11/entire.pdf>

Business Process

The Business Process Initiative is based on the philosophy that everything we do is a project, and every employee is a team member. It is the way USACE does business. It reflects USACE's commitment to provide service that is seamless, flexible, effective, efficient, and focused on the customer.

The PMBP Manual establishes USACE-wide corporate business processes that

- Ensure consistency in program and project execution,
- Focus on meeting customer expectations,
- Set parameters for a tool to measure progress across the entire organization, and
- Enhance our ability to function both regionally and virtually with efficient management of diverse resources.



“To develop corporate agility, we have adopted the Project Management Business Process as our way of doing business. We refer to it as the USACE Business Process. To create and sustain this process requires us to reexamine how all of us do our work.”

LIEUTENANT GENERAL ROBERT B. FLOWERS, COMMANDER, USACE

P2 Automated Information System

P2 will be used by USACE to manage all programs and projects. It will be the project management AIS for USACE, replacing and expanding upon PROMIS. By using P2, project teams will have the best available tools for planning internal and external resource requirements, capable workforce initiatives, and long-term training requirements.

For additional details on P2, see

<http://www.bq.usace.army.mil/pmbp/p2/p2.btm>

PMBP Curriculum/Culture

The Curriculum Initiative will provide training that will continue to nurture project management as the business process within USACE and to guide an individual or organization in the progressive development of those skills associated with the PMBP. This initiative will provide a structured approach for developing a workforce that can achieve USACE's strategic vision as well as ensure the success of our clients, sponsors, and partners.

Construction S&A Pilot Study

The S&A Pilot Study Initiative will provide cost data to assist in developing recommendations for future decisions to enhance efficiency, effectiveness, and customer satisfaction of the construction management phases and costs of the USACE project and PMBP.

Why is USACE establishing common business practices?

Because the world has changed. Business processes and organizational structures that were effective in the Industrial Age no longer serve us well in the Information Age.

To adapt, we are transforming ourselves into a customer-focused, team-based, learning organization. For our 41 districts, 8 laboratories, 2 centers, and 8 divisions to work together as one USACE, we must establish common business practices that transcend organizational and geographic boundaries.

How will we do it?

The USACE PMBP Manual establishes the way we deliver projects through empowered, multidisciplinary teams led by a project manager. The processes feature continuous improvements, and everyone will be given an opportunity to help USACE change for the better and maintain its vision to be THE premier public engineering organization in the nation and the world.

The current version of the PMBP Manual is available on the Internet at <http://www.bnd.usace.army.mil/p2/usacebpmmanual.doc>

The USACE Transformation

The PMBP Manual will lead us to a new approach based on coordination and cooperation. With a focus on Project Delivery Teams that integrate the concerns of project managers, technical experts, and the customer; improvements in quality, project performance, and customer satisfaction are assured.

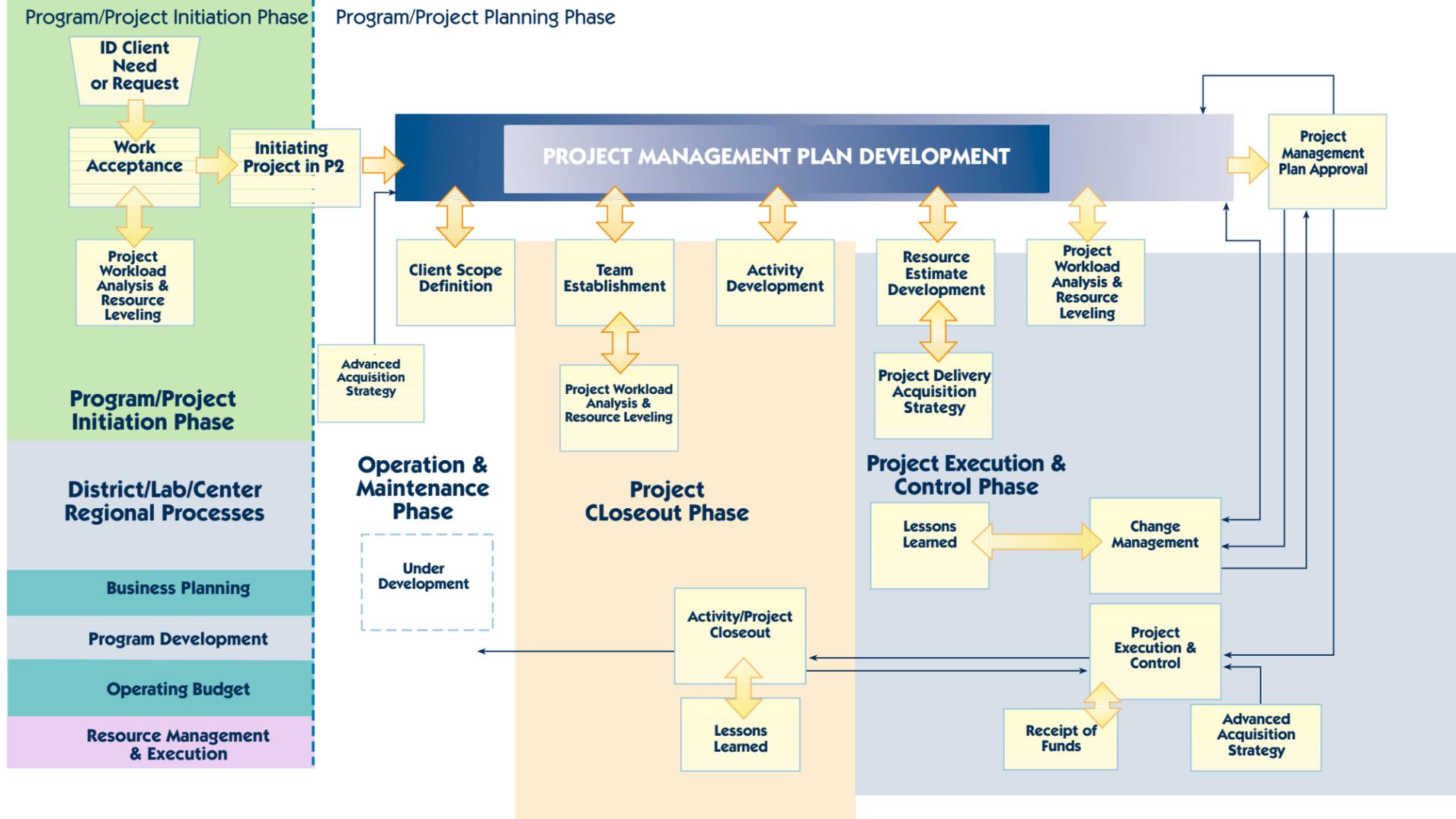
What does this mean for you?

The PMBP empowers you, as a member of the USACE team, to do the right thing for our customers and our partners. It gives all of us the tools to work toward continuous improvement, incorporating lessons learned and new best practices into our work for the benefit of all.



Important upcoming events:

- USACE-wide review of PMBP Manual
- Issuance of the PMBP Manual
- Full availability of P2 throughout USACE
- P2 training offered
- PMBP Curriculum training offered



Project Management Business Process Flowchart



U.S. Army
Corps of Engineers

PROJECT MANAGEMENT BUSINESS PROCESS MANUAL

It's How the Corps Works