

**Corporate Relations** **Corporate relations is not a process. It is a philosophy fostered by our day-to-day actions in dealing with our internal and external team members and customers. Remove from manual.**  
**Response: Document is being removed, topic will be addressed in PMBP Manual Preface, & suggested to be included in PMBP curriculum.**

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## Scope

This reference document's purpose is to maintain, enhance and tailor our command core competencies to support our customers' needs. It helps to achieve synergy from the Regional Business Centers districts and divisions personnel in order to develop customer relationships that fill our Nations needs as efficiently and effectively as possible. Corporate Relations/Outreach is a behavior or role and not a stovepipe. It is everyone's responsibility. Customer Outreach is defined as determining the needs and expectations of the customer, aligning the Corps to meet them, and following up to ensure they are met. Customer outreach is a multidimensional (horizontally and vertically with in our organization) approach to nurturing long-term relationships with our customers. It can be summarized as being an advocate for the customer (within the Corps) and a consultant for the customer (about working with the Corps).

## Distribution

Regional Business Center  
Program Manager (PgM)

## Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

## System References

[ER 5-1-11 \(draft\)\[http://www.hq.usace.army.mil/pmbp/er/drafter.html\]](http://www.hq.usace.army.mil/pmbp/er/drafter.html) **Why is draft version of ER 5-1-11 referenced?**

USACE Relations Action Plan **LINK ?**

## Responsibilities

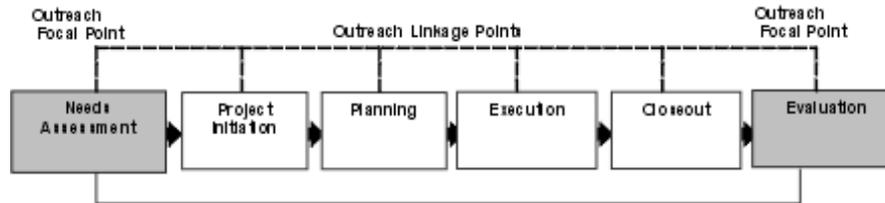
Corporate relations will be conducted in accordance with the USACE Relations Action Plan. CORPSNET customer/customer contact information is available through a public folder in Microsoft Outlook, under ALL USACE Public Folders. Detailed information is located on MSC/Center web sites. D/L/C/MSC Outreach Coordinators (type of program manager) are responsible for maintaining web sites. Program/project managers typically perform customer manager duties. Customer teams are analogous to a PDT.

**This must be made more generic and much less directive in nature. You can not dictate corporate relations. It is a philosophy.**

## Procedures

Corporate relations procedures are provided in the USACE Relations Action Plan. Details of how Corporate Relations/Outreach fit into the USACE Business Process (USACEBP)

are shown in the following paragraphs. The overall scheme is shown in the simple diagram below. **What is USACE Business Process (USACEBP)? This title seems to be inconsistent with the rest of the manual unless you are attempting to redefine/rename our business process. Revise the sentence appropriately.**



The Corporate Relations / Outreach process consists of three phases: an assessment phase, a project delivery phase and an evaluation phase. Outreach occurs at multiple points throughout the USACEBP; however, it is most active during the needs/requirements assessment and evaluation phases. The purpose of the needs/requirements assessment phase is to develop relationships with customers that allow us to determine and satisfy their needs. The purpose of the evaluation phase is to ask the question “How did we do satisfying the customer and how do we evaluate our business?”

In the needs/requirements assessment phase we examine three different groups. We have existing programs with existing customers. These relationships are established with existing funding streams and procedures. Next, we have new programs with existing customers. We use enhanced existing relationships to promote and identify new mission opportunities. Lastly, we have new programs with new customers. Here we are developing new relationships to identify new programs and missions and establish new MOAs. There are seven major components to the needs assessment phase. They are strategic planning, board review, customer opportunity analysis, initial customer contact, account planning, customer follow up, and MOA development.

Throughout the project delivery process phase there are numerous opportunities for outreach. Continuous interaction with the customer during the project presents multiple points to determine needs of the customer beyond the current project. PMs and PDT members must actively look for more opportunities to help the customer solve problems. In the evaluation phase we ask ourselves numerous questions. The answers to these questions will help to determine how to proceed with the relationship. The components of the evaluation phase are account evaluation, customer satisfaction evaluation, outreach evaluation, capable workforce evaluation, and board review.