POD GENERAL COMMENTS

A. A broad range of diverse comments from POD Districts and the HQPOD Staff were submitted and reviewed. This is attributable to:

1. The perspective of the reviewer and where the reviewer works in the organization
2. Lack of clarity and logic in the text and flow charts
3. Lack of understanding of the intent of the document

The POD RWG attempted to consolidate the comments to focus on text, logic, flow chart, description and process discrepancies. Recommendations for resolution of discrepancies are suggested. Due to the substantial comments and inconsistencies within the document, POD strongly recommends a final review of the Manual after incorporation/disposition of comments. **Response: Thanks for your comments. Your comments and those of many others have helped to improve the Business Process Manual.**

B. POD strongly requests to be a P2 BETA test site for the following reasons:

1. Wide array of work types (Military, Civil, Environmental, Host Nation, NALAMP, etc.)
2. Geographical size of AOR presents electronic communication challenges
3. The robust nature of the Military Program in the region
4. Division and all districts are committed to Beta testing
5. Foreign Currency integration

Response: This has been passed to the P2 Project Manager.

C. The individual processes should describe the logical sequence of each activity within the process. The flow charts should show how the processes interrelate. The Business Process (BP) should be comprehensively mapped, and the flow chart logic should be confirmed to ensure successful development and implementation of P2. The existing BP flow chart is a conceptual model; however, it does not adequately reflect all the processes' interrelationships. The following comments are related to flow chart and process concerns:

1. Logic errors were found in some flow charts. Some flow charts contain do-loops. All process flow charts should be reviewed. (See examples of flow chart errors throughout individual processes). **Response: All comments with regard to processes have been addressed.**
2. There are notes (supplementing guidance) included in the narratives which are not provided with the flow charts. Recommend including all pertinent information from narratives with the flow charts so that each flow chart will be self-sufficient as stand-alone process information. **Response: Flowcharts would be large and unwieldy if all comments were included.**
3. Recommend that the flow charts be interactive to connect with the narrative of each activity. **Response: The web-based version has hyperlinks that allow simple movement from process to process and references.**

4. Include process numbers of each Predecessors and Successors on each flow chart. . **Response: The web-based version has hyperlinks that allow simple movement from process to process and references. This eliminates the need for numbers.**

5. Include a legend at the beginning of the document to describe the meaning of the different shape lettering systems in the charts. Also, use only arrows to connect activities in flow charts. Boxes can be rearranged to allow use of arrows instead of requiring the use of letters. **Response: See presentation on PMBP web-site on Oracle Tutor functionality.**

6. Each chapter should have its Process/Reference number shown in its title for ease of identification. For example on page 17, the title should read "Work Acceptance (Proc 1016)". **Response: Recommended change accepted and reworded, see master document.**

7. There should be a list of all Processes and References with their page numbers for easy reference. **Response: The web-based version has hyperlinks that allow simple movement from process to process and references. This eliminates the need for page numbers.**

8. Applicable policies for each process are referenced by their number designation only. Recommend including their titles for easy recognition of the applicable policies. **Response: Concur.**

9. Recommend identifying processes for close out after project completion, because the Corps may still be involved, e.g., O&M Plan. Provide explanation of what comprises the end of an activity. **Response: The process Activity/Project Closeout cover both individual activities as well as projects in the closeout effort.**

D. The BP seems to be developed around larger civil works or MILCON projects that have sufficient resources (time & money) to accomplish all of the required analyses, plans, assessments, coordination, product scope development and estimating. However, for the smaller installation support O&M type products, it is doubtful that our customers will want to provide us the resources needed to accomplish these tasks. Consider developing a section that streamlines the process for smaller O&M projects or provide flexibility in the processes to streamline execution for these types of projects. **Response: This is a general business process manual that establishes a corporate level of consistency by all USACE activities. The level of detail required is dependent on size and complexity of the project. That doesn't change the overall process required to get there, but many individual steps will be streamlined for smaller/less complex projects.**

E. Recommend that the BP provide Districts with the flexibility to setup the P2/CEFMS relationships at the levels comparable to the complexity of the work and avoid being over burdened by too many work items and PR&C's. The BP should remain flexible to allow PM's freedom to manage the projects, and thought should be given throughout this BP to reduce unnecessary documentation of project activities. (For example, see Risk Management Plan comments). **Response: The level of detail required is dependent on size and complexity of the project. That doesn't change the overall process required to get there, but many individual steps will be streamlined for smaller/less complex projects.**

F. The uniqueness of POD's Districts' workloads, i.e. Military, Civil, Host Nation, NALAMP, etc. requires flexibility in the product-oriented processes. Request the USACE P2 Team's

assistance to successfully adapt the unique POD Program requirements to P2. **Response: This is a general business process manual which establishes a corporate level of consistency by all USACE activities, but does not address specific technical or support functions which are well defined in existing policy and regulations.**

G. The Manual lacks detailed focus on the customer. The PM's role as customer advocate needs to be defined, and the customers' role in decision-making needs more emphasis. Recommend that customers be provided the opportunity to review and provide comments to this BP since the customers are part of the PDT. **Response: The customer is an essential member of the PDT. Emphasis has been provided on the customer as an active and key member of the PDT in determining scope and quality for project execution.**

H. Recommend deleting the "Oracle Copyright" statement in the footer because it may be a problem for government reproduction. **Response: Not possible.**

I. Certain elements in the Distribution list are marked with an asterisk. Define and add to the Glossary. **Response: Asterisks indicate an active actor in a given process. See presentation on PMBP web-site on Oracle Tutor functionality.**

J. The Manual does not provide much insight into project execution, but rather focuses on AIS issues (e.g., how to input data, how to develop schedules in P3) and programmatic issues (e.g., developing an operating budget, resource leveling, CMR). Recommend more focus on project execution, (e.g., how to decide whether to pursue Design-Build or Design-Bid-Build; how and when to hold a charrette; commissioning and testing, etc). **Response: This is a general business process manual which establishes a corporate level of consistency by all USACE activities, but does not address specific technical or support functions which are well defined in existing policy and regulations.**

K. At times the Manual is hard to follow, especially because of its focus on AIS and programmatic activities. It should be simplified to make it easily understood by the general workforce. **Response: The real key to understanding will be in the PMBP curriculum being developed. Training will play a key role in ensuring this transformation takes place.**

L. The Manual should show linkages between all the new committees and suborganizations mentioned and how they interface with existing organizations. It would be advantageous to show how entities such as the Advanced Acquisition Planning Board (AAPB), Outreach Coordinator and Regional Acquisition Planning Board (RAPB) link into the Regional Management Board (RMB), Project Review Board (PRB), Program and Budget Advisory Committee (PBAC), etc. The terminology of various positions is confusing. For example, not all districts have Outreach Coordinators, and in most cases don't need them, especially if PM's are trained and certified in that role. Add roles, responsibilities and functions of the various offices, boards and committees to the beginning of the processes and to the Glossary, if missing. **Response: Roles and responsibilities will be included as a section of the revised manual. The manual provides the best business practices throughout the Corps and although it requires some boards/panels (most are already in existence), it does not dictate the**

structure of those organizations, allowing commanders to make their own call with regard to staffing.

M. The Manual does not indicate whether the provisions have the force of a regulation or is just guidance to the field. This would have an impact on how and whether this document gets implemented and how regions would supplement ER 5-1-11. **Response: LTG Flowers has indicated that this manual is a doctrinal extension of the ER.**

N. The BP will require additional manpower (FTEs) during the transition and implementation period. Mentoring and training should be planned, programmed and included in the IDPs of employees. It is the general workforce with mentoring and training that will make our business process a success. **Response: Concur. The real key to understanding will be in the PMBP curriculum being developed. Training will play a key role in ensuring this transformation takes place.**

O. The Chief of Engineers indicated in his video that everything we do is a project and every USACE employee is a PDT member. This is not evident in the Manual. The Manual is focused on the traditional definition and perception of a design or construction project with PDT members being personnel from technical and functional organizations directly involved with managing and executing design and construction. The Manual needs to expand to cover internal activities of delivering support services for design and construction projects as well as other than design and construction projects. It should also emphasize that there are internal (USACE employee) customers, and every employee has a role and responsibility in delivering services and products in their daily work. **Response: This is a general business process manual which establishes a corporate level of consistency by all USACE activities, but does not address specific technical or support functions which are well defined in existing policy and regulations.**

P. Define "Ownership" in the Glossary. "Ownership" in many of the Processes and References is shown as the "BP/P2 Program Office." Recommend the ultimate responsible owner for each process be identified in the final document. **Response: Proposed change rejected, there will be a group responsible for future updates to this manual (the Configuration Management Board).**

Q. The complete AIS should be described (i.e. Oracle Projects, P3e, OFA, Discoverer), and all other legacy systems that will integrate into P2 should be defined, identified and explained. Legacy systems that will be eliminated should also be identified. **Response: Concur. The real key to understanding will be in the PMBP curriculum being developed. Training will play a key role in ensuring this transformation takes place. Additional information can be found at the PMBP web site.**

R. It's not clear why CW Program and Budget Processes are broken into 5 separate sections. Although these sections provide very detailed coverage of program and budget processes, the processes dealing with formulation of studies, preparation of plans and specifications, and conducting construction management are not defined at all, although they should be of equal importance to the PDT members. Recommend Titles be revised to reflect the processes being

described. **Response: The reason for several sectons was due to the length of the process. Titles for each section will be revised. This is a general business process manual which establishes a corporate level of consistency by all USACE activities, but does not address specific technical or support functions which are well defined in existing policy and regulations. An attempt was made to avoid duplicating guidance available in such documents as ER 1105-2-100.**

S. When the Corps-wide business processes are implemented, the culture and approach to project management in USACE will be transformed. This Manual is strong in ensuring the following: 1) consistency in program and project execution; 2) setting parameters for a tool to measure progress across the entire organization; and 3) enhancing our ability to function both regionally and virtually with efficient management of diverse resources. However, it does not appear very strong in 4) focusing on meeting the customer expectation. We see our new approach to bring the best of the Corps by working regionally and virtually as a big plus for our customers. We need to be cognizant that the best of the Corps includes in-house and private industry resources (our strategic partners in execution). **Response: Thanks for your support. The customer is an essential member of the PDT. Emphasis has been provided on the customer as an active and key member of the PDT in determining scope and quality for project execution.**