

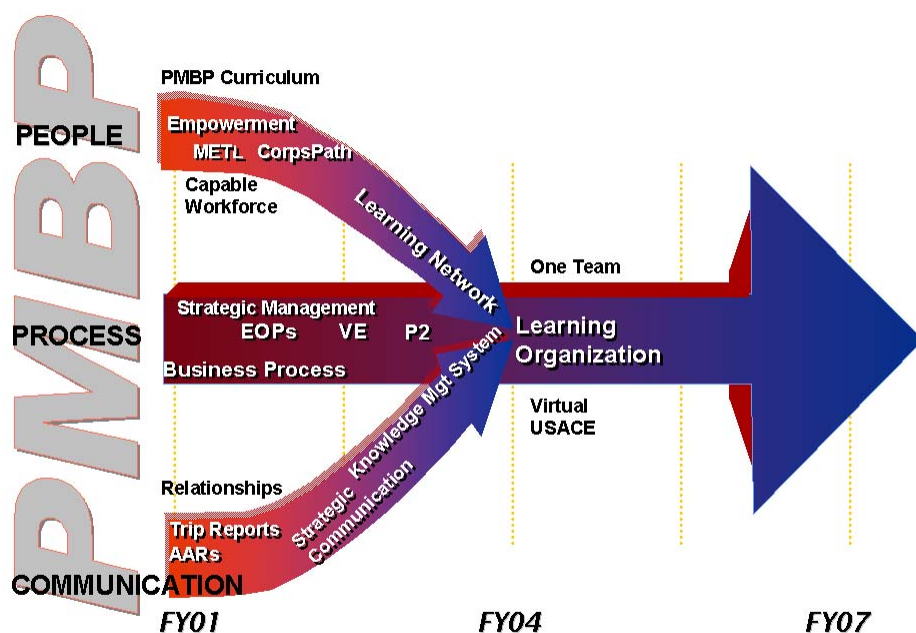


**US Army Corps
of Engineers®**

The full report is available at:
www.hq.usace.army.mil/stakeholders/

USACE 2012

ALIGNING THE U.S. ARMY CORPS OF ENGINEERS FOR SUCCESS IN THE 21ST CENTURY



October 2003

The Change Imperative

The U.S. Army Corps of Engineers has reached another turning point in its 228-year history. Since it was first established, the Corps has responded to the nation's call in peace and war, adapting whenever necessary to meet the nation's changing needs. Now, the early years of a new century, it is time for the Corps to change again. USACE 2012 is the path we will take to the future.

Why change? Why now? Simply put, we have heard a clear and convincing case for change. We have heard many messages, with these key themes:

- Change or be changed.
- We are your partners; treat us that way!
- Project delivery – on time and on budget – will show tangible evidence that the Corps is progressing.
- The Corps' internal processes take too long.
- The nation's priorities have shifted with the global war on terrorism, homeland security, and Iraq.

Right now, the Corps is decisively engaged with its day-to-day responsibilities, along with our added mission of supporting Iraq and Afghanistan's reconstruction. Our disaster response mission and the recent impact of Hurricane Isabel reinforce an important point. No matter how stretched we are, we must always remain at a high state of readiness in order to respond to any contingency. USACE 2012 is the vehicle we will use to enhance our readiness and to improve our responsiveness to the American people.

USACE 2012 has its roots in the Corps Strategic Vision:

The world's premier public engineering organization responding to our Nation's needs in peace and war.

A full spectrum Engineer Force of high quality, dedicated soldiers and civilians: trained and ready, a vital part of the Army, dedicated to public service, an Army values-based organization.

For the past three years, we have focused on three strategic goals: People, Process and Communication.

People: Be recognized for the technical and professional excellence of our world-class workforce, functioning as teams delivering projects and services.

Process: Use the Project Management Business Process to operate as One Corps, regionally delivering quality goods and services.

Communication: Communicate effectively to build synergistic relationships that serve the nation.

USACE 2012 is another step we will take toward achieving this vision and actualizing the three strategic goals.

What will result from our new organization? Below are examples of how things used to be, and how they will be now.

Yesterday, a problem would be fixed, but sometimes the unintended consequences of that solution would then require fixing. **Now**, with our models, science and lessons, we will address all of the consequential complexities early in the planning process.

Yesterday, we developed plans first, and then sent them out for coordination with other agencies, our stakeholders, our oversight authorities and even our cost-sharing partners. **Now**, those other agencies, stakeholders, cost-sharing partners are all on the team collaborating on building a comprehensive solution.

Yesterday, plans made at the district level went through a lengthy, “gotcha” review at various levels before it was final. **Now**, those plans will be developed with a vertical team, from all layers of the organization, providing input early on and shepherding the plan through the process.

Yesterday, much of our work was done by people sitting together in functional areas, often in the customer’s backyard. **Now**, the work will get done in teams, sometimes sitting together and sometimes working together virtually.

THE CONCEPT. We must align and operate as one Corps and eliminate redundancies that slow down our progress. We must focus on changing our strategy and rely on cross-functional teams to accomplish our work. USACE 2012 focuses on four key elements: One Corps, Regional Business Centers, Regional Integration Teams, and Communities of Practice.

One Corps – With the concept of One Corps, each echelon (Washington, Division and District) will have discrete responsibilities, authorities, tasks and activities that are commensurate with their role. The Washington-level headquarters focuses on the strategic needs of the organization - strategic plans, direction, national relationships, policy development, and learning. The Division focuses on the regional operational role. The Districts are focused on mission execution and are supported by the Division and Headquarters. The concept of One Corps will

promote mutual interdependence throughout the organization while aligning expertise with the work.

Regional Business Centers – At the regional level, the operational focus will be on managing and executing the region's projects through the Regional Business Center and ensuring that we are using and building, to the maximum extent possible, the centers of expertise throughout the region. As part of the Regional Business Centers, the districts are where the Corps will shine. The District Offices will perform the work assigned by the Regional Business Center and will focus on quality projects and work in collaboration with partners and customers.

The Divisions and Districts are already working this way to some degree and USACE 2012 will allow us to take advantage of the many lessons we have learned implementing this organizational concept.

Regional Integration Teams – These cross functional teams at the Washington level will focus on clearing the way for regional business success, whether it is answering a national policy question early in the process or making sure that a Congressional response on the status of the project accurately reflects the knowledge of the entire vertical team. I fully expect that when people from the various functional areas are put together, the synergy created will result in outstanding assistance to the regions and districts.

Communities of Practice – Transforming functional offices into Communities of Practice will not only enhance our technical expertise across the entire Corps; it will also enhance learning from each other. Communities of Practice do not have functional boundaries, and I expect them to permeate USACE rapidly. Practitioners will work together with a common sense of purpose and will share information, experiences and lessons learned.

KEY INITIATIVES AND ENABLERS. By implementing USACE 2012, we will embed the key initiatives we have been working on the past three years into our organization: the Project Management Business Process, the Regional Business Centers and the Learning Organization with its components – Communities of Practice and Lessons Learned.

Additionally, the Environmental Operating Principles will continue to guide our environmentally sustainable focus. Using our Communication Principles will ensure that we are keeping our ears and minds open to learn the many creative solutions out there.

Each initiative has key enablers. PMBP will be enabled by our primary Automated information System, P2. The Regional Business Center will be enabled by a regional financial database in CEFMS and the Leadership

Development Programs. Our learning network and the knowledge management portal will enable the Learning Organization.


EXPECTATIONS. Already, many of you are far ahead in making this new organization a reality. You are working in teams and looking for ways to regionalize work. Thank you for your efforts and for leading the way. Now that we have a plan, I turn to you to help keep the Corps on the right path. We have a tremendous team, with great people doing great work every day. The following are my expectations for every Corps employee:

- Promote openly, in words and actions, the spirit and intent of USACE 2012: One agile team, operating virtually, in a Learning Organization – a Team of Teams.
- Build and maintain a Corps team that is trustworthy and trustful, adaptive, tolerant of ambiguity, mutually inter-dependent and that promotes organizational learning.
- Create a climate for technical excellence. Ensure technical skills and competence are maintained by fostering and supporting the growth and interaction of USACE Communities of Practice.

COMMANDER'S INTENT: My intent is for the U.S. Army Corps of Engineers to improve its service to the Nation and the Armed Forces by focusing on each district's ability to better serve its customers. We will become a Team of Teams. Washington headquarters will maintain a strategic focus, and the Regional Business Center will leverage talent across the region and integrate teams to enable districts to provide effective and efficient service.

For all of you who are not Corps employees, we ask you to be part of our team. Whether you are one of our cost-sharing sponsors, a customer, a member of the Executive or Legislative Branch, or a member of an interest group, we can work together to be more responsive to the needs of the American people. I'm fully confident that as we continue on our new path, our team of teams will ensure that the Corps will remain viable, vital and responsive, and that our path will lead to improved service to the American people.

Essayons!



LTG Robert B. Flowers
Chief of Engineers