Lesson 18

CIVIL WORKS PROGRAM
DEVELOPMENT AND EXECUTION COURSE
LESSON NUMBER 18

TOPIC: 6. CIVIL WORKS PROGRAM EXECUTION

d. Program and Project Management Community of Practice

TIME ALLOTTED: 1 hour, including time for questions and answers

HANDOUTS:
H 18-1 PPM Community of Practice Trifold

H 18-2 Engineer Regulation 5-1-11, U.S Army Corps of Engineers Business Process

PPM Community Charter

Community Purpose

To enhance relevancy of the Corps of Engineers to the Army and the Nation in executing its responsibilities through a network of people that share a common interest in Program and Project Management (PPM) skills, experience and process.

Community Functions

Professional Development

Promoting learning as a foundation for PPM
Maintaining and growing a capable PPM workforce
Instituting career development program for PPM
Promoting professional status and competency of PPM including professional certification
Identifying USACE competencies for program and project management

Knowledge Management

Sharing knowledge & information including the use of knowledge management tools
Promoting collaboration
Enhancing organizational communications
Establishing and maintaining relationships and coalitions both internal and external to USACE
Ensuring PPM policy and doctrine are progressive and relevant

2008 Steering Group Members

Bill Augustine (CECW-I)
Mike Campbell (CENWD-PDC)
Chris Cottrell (CEERD-ZB)
David Dale (CELRL-PM)
Ernie Drott (CELRD-PD-M)
Deborah Duncan (CETAC-CP)
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Linda Finley (CESPK-PM-M)
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For additional information regarding the PPM CoP you may contact any member of the Steering Committee or the following:

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US Army Corps of Engineers®

PROGRAM AND PROJECT MANAGEMENT

COMMUNITY OF PRACTICE

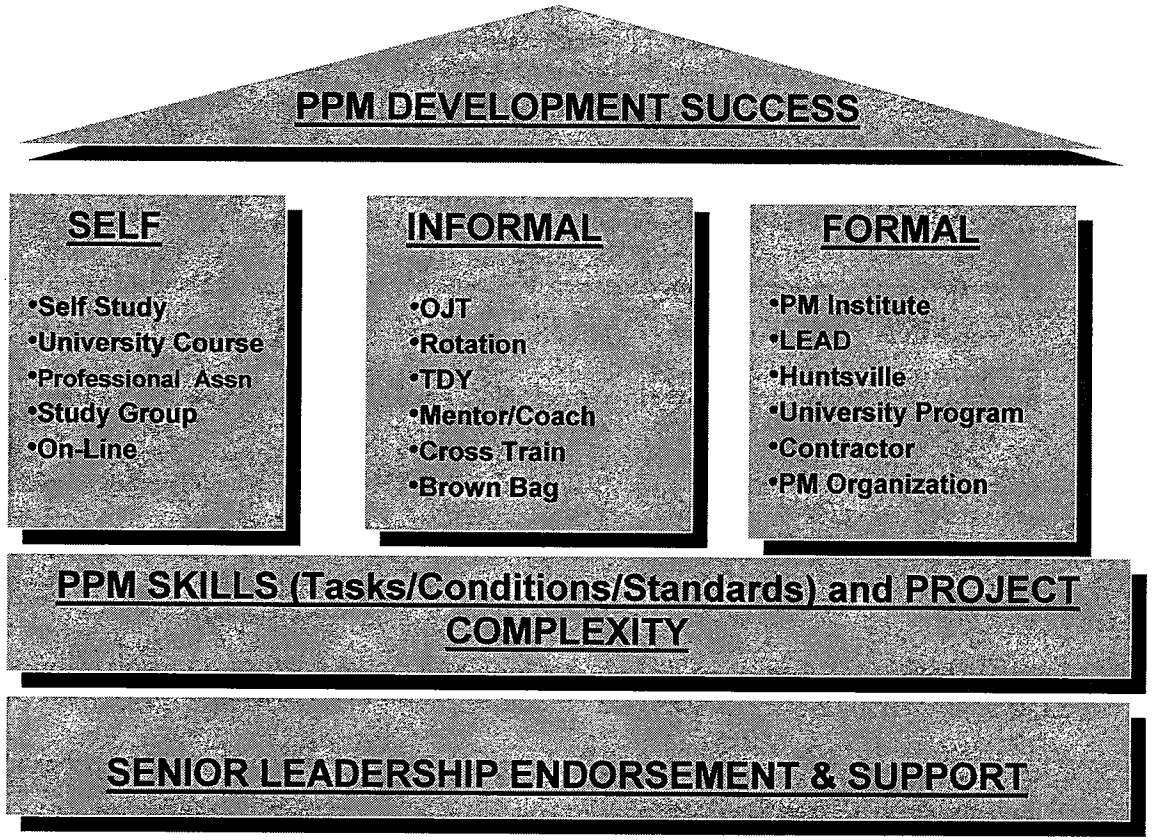
Leaders: Gary Loew and Pat Rivers

(https://eko.usace.army.mil/usacecop/ppm//)

4-18-1

The development of our Project Manager and Program Manager Career Development Plan (PPM CDP) was chartered by our PPM CoP leaders in May 2004, in response to the lack of a comprehensive training model for program and project managers. The intent of the plan is to provide consistency across USACE for a competency-based PM certification. Intended for all project and program managers regardless of "homeroom," the PPM CoP CDP comprises 3 USACE certification levels with each level combining experience, formal classroom work, experiential learning, and self-development. The Project Manager Professional (PMP) certification through Project Management Institute (PMI) is included in USACE Level 2. The PPM CoP Steering Committee will review the CDP annually.

PPM PROFESSIONAL DEVELOPMENT PLAN



The PPM Community of Practice is one of 24 Communities of Practice (CoP) formed as enablers for USACE 2012. Our role is to ensure relevancy of the Corps of Engineers to the Army and the Nation in executing its responsibilities through a network of people that share a common interest in program and project management (PPM) skills, experience, and process. We will promote collaboration among all USACE employees, particularly PDT members operating across the range of USACE functional areas. We will provide a forum for members to share programs and project management knowledge where resources from the entire community will be available to enhance exchange of information and improve organizational performance.

To serve as an advisory board, we established a Steering Committee composed of a very diverse group of people from throughout USACE. Active membership includes 2 representatives from each Regional Business Center (including division and district staff), Huntsville Engineering and Support Center, Engineering Research and Development Center, Transatlantic Programs Center, Institute for Water Resources, and Headquarters. Individual backgrounds include Civil Works, Military Programs, Research and Development, Environmental, and International and Interagency Support (membership term is 3 years).

Our Charter describes our purpose and functions. Our current priority is the implementation of a career development program for program and project managers.

H-18-2

DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
441 G STREET NW
WASHINGTON, D.C. 20314-1000

CECS

12 JAN 2007

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS, DISTRICTS, CENTERS AND LABS

SUBJECT: Revision of ER 5-1-11, U.S. Army Corps of Engineers (USACE) Business Process

1. ER 5-7-1, Project Management, issued on 30 September 1992, introduced USACE to the concept and rules of project management. ER 5-1-11, Program and Project Management, originally issued on 27 February 1998, applied those project management principles to programs as well, and mandated that all work performed by USACE would follow the Project Management Business Process (PMBP), without exception. The regulation also dictated that all work be "managed using the PM automation information systems (AIS) and PMBP."

2. This led to the unwritten but nonetheless powerful corporate oral tradition that "all work is a project" and that all work must be loaded into our PM AIS. The USACE Business Process imperatives were introduced in the 17 August 2001 revision. We have operated under ER 5-1-11 for almost nine years now, and have learned that the efficiencies of the PMBP are not realized in all types of work. We also discovered the limitations of attempting to manage all work within the PM AIS.

3. In order to align ourselves with industry standards, and in response to the recognition that all work is NOT a project, this revision of ER 5-1-11 clearly defines the concept of "project," as well as the work that we undertake that is NOT a project. It also dictates the process for managing non-project work as well as our corporate data. The new ER requires consistent, timely and accurate use of corporate AIS. All USACE programs, to include project and non-project work, will be captured in P2, however the level of detail will be dependent upon the specific program and category of work.

4. Appendix C of this revision is a graphical representation of the organization of ER 5-1-11, as well as its relationship to other doctrine and processes. Many of the PMBP imperatives are smart business and effective for any type of work; these imperatives have been moved under the USACE business doctrine, which are the overarching philosophy and operation principles that apply to the whole U.S. Army Corps of Engineers. Three additional imperatives relate only to the management of projects (as defined by this regulation) and are then retained under the Project Delivery Process – the PMBP. While the process of managing projects is well-defined, we now have the doctrine in place to develop more detailed processes to manage our non-project work as well as our corporate data.

CECS

SUBJECT: Revision of ER 5-1-11, U.S. Army Corps of Engineers (USACE) Business Process

5. Point of contact for this revision is Mary Gauker, Deputy, Program and Project Management Community of Practice (CECW-CB), 202-761-1811 or Mary.C.Gauker@hq02.usace.army.mil.

FOR THE COMMANDER:

YVONNE J. PRETTYMAN-BECK
Colonel, Corps of Engineers
Chief of Staff

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

CECW-CB

ER 5-1-11

Regulation
No. ER 5-1-11

1 November 2006

Management
USACE BUSINESS PROCESS

1. Purpose. This regulation establishes policy and doctrine to accomplish all work performed by the U.S. Army Corps of Engineers (USACE).

2. Applicability. This regulation applies to all USACE activities, all USACE employees, and all functions.

3. Distribution. Approved for public release, distribution is unlimited.

4. References.

a. AR 5-1, Total Army Quality Management

b. AR 11-2, Management Control

c. FM 22-100, Army Leadership

d. ER 25-1-8, The Community of Practice (CoP) in the U.S. Army Corps of Engineers (USACE,) dtd 23 January 2006

e. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Third Edition,* Project Management Institute, Inc., 2004

5. Definitions. Appendix A provides definitions to ensure a common understanding of key and essential terms.

6. USACE Business Doctrine.

a. Mission-Focused Execution. USACE shall make resource decisions based on what is best for the mission, the Nation, and the public while considering the impacts to all customers. Leaders facilitate smart use of resources, technical competency, and innovation across the organization with a focus on mission execution. As public servants, all USACE employees have taken an oath to support and defend the interests of the United States and its citizens. Accordingly, all USACE employees must make decisions based on the best interests of the Nation, the Army, and the public. Recognition of this preeminent responsibility is critical to properly balancing the many interests that USACE faces in executing its missions.

This regulation supersedes ER 5-1-11, Program and Project Management, 17 August 2001

b. Teamwork. USACE operates as a team serving the Army and the Nation. USACE seeks to meet the Nation's needs as efficiently and effectively as possible. To achieve this, people with the right skills and tools must work on the right job. All organizations must act in unison across boundaries to draw on combined strengths and leverage the resources of the public and private sectors to meet national needs. By sharing knowledge, Communities of Practice (CoPs) in USACE build, maintain, and provide expertise and capability to accomplish the USACE mission.

c. Customer Focus. The execution of all USACE work, project delivery, and program execution across organizational boundaries must appear seamless to customers. This "one door to the Corps" concept means that any USACE activity that receives a customer request for support must ensure that customer receives the best USACE can provide, putting aside self interests. When a customer develops a trusting relationship with a particular individual or district, the customer may wish to go through that entity for all their Corps support, even if outside that entity's area of responsibility; that entity must ensure they leverage the best and most cost effective assets from across USACE.

d. Operating Principles. Five universal operating principles govern all work performed by USACE. It is the responsibility of senior leaders to ensure these imperatives are followed across USACE for all work.

USACE Business Process Imperatives
1. *Plan for success and keep commitments*
2. *Measure quality with the goals and expectations of the customer in mind*
3. *Build effective communications into all activities and processes*
4. *Use best practices and seek continual improvement*
5. *Use corporate automated information systems consistently and accurately*

(1) Plan for success and keep commitments. All work shall be managed with a written plan. Planning enables us to fully understand our customers' requirements, as well as build trust with customers and coworkers by clarifying expectations, keeping commitments, and ensuring all products and services are delivered as promised. Each person contributes to success by meeting the requirements of his or her role, regardless of functional area or echelon within the organization. People may contribute to mission success individually, as part of a team, or indirectly as a provider of support services.

(2) Measure quality with the goals and expectations of the customer in mind. Quality is the degree to which a set of inherent characteristics fulfills requirements. USACE strives to meet or exceed the goals, objectives, and expectations of the customer, while complying with legal obligations and administration policy. All employees contribute to our ability to succeed. Each person is responsible and accountable for the timeliness and quality of his or her work. Quality is managed through the Plan-Do-Check-Act cycle, which is described at Appendix B.

(3) Build effective communications into all activities and processes. USACE utilizes effective communication to interact internally as a team and externally with partners, stakeholders, and customers. Communication is essential to foster: cooperation; focused understanding of requirements and expected outcomes; and the continual improvement to the business processes that are so vital to continued success. Effective communication is critical to the meaningful exchange of ideas, desires, requirements and plans. USACE will make relevant information fully and readily available consistent with law and national security interests.

(4) Use best practices and seek continual improvement. USACE strives to do the right things, the right way, for the right reasons, and to constantly improve. Evaluating performance during and after completion of work can produce opportunities to further improve business processes, in terms of execution, productivity, cost effectiveness, streamlined processes, timeliness, quality, and customer service. As a learning organization, USACE uses CoPs to standardize common procedures and facilitate sharing of knowledge and best practices. CoPs simplify working across boundaries and incorporating lessons learned. Before beginning any new project, activity, or service, each individual shall check for applicable lessons learned and best practices in USACE lessons learned databases.

(5) Use corporate automated information systems consistently and accurately. Consistent, timely, and accurate use of corporate automated information systems (AIS) is necessary to ensure data validity, integrity, and accessibility. Access to meaningful and accurate information is paramount to managing our programs, projects, and meeting customer commitments; data stored within our corporate AIS help execute enterprise level business processes and provide decision support. All data must be managed in such a fashion to achieve interoperability as well as regional and corporate visibility of essential information that can be seamlessly shared across USACE, its customers, stakeholders, and partners. Each and every individual is responsible for data quality in the corporate AIS. For example, different team members may be responsible for the integrity and validity of data in Corps of Engineers Financial Management System (CEFMS,) Resident Management System (RMS,) Real Estate Management Information System (REMIS,) Facilities and Equipment Maintenance System (FEMS,) Procurement Desktop 2 (PD2,) Design Review and Checking System (DrChecks^{SM},) Project Management Information System 2 (P2), and other AIS.

e. All work accomplished by USACE is considered part of a program. A program is a collection of related projects, services, routine administrative and recurring operational processes, or some mixture of these. Programs are executed to provide projects, products, and services for both internal and external customers. Programs can be organized by customer (internal or external), appropriation, similarity of scope, or by other unifying characteristics. Programs shall be managed in accordance with the overarching principles of the USACE business process.

7. Project Delivery Process. A project is *a temporary endeavor undertaken to create a unique product, service, or result.*[1] The Project Management Business Process (PMBP) is the fundamental method used to deliver quality projects at all echelons of USACE.

a. Central Tenet of PMBP. The heart of the PMBP is results-focused teamwork. We draw on the diverse resources of USACE worldwide to assemble strong multi-disciplinary teams, unconstrained by geography or organizational boundaries, to best meet the customers' needs, and the national/public interests. This regulation empowers Project Delivery Teams (PDTs) with the authority and responsibility for delivering quality products and services.

b. PMBP Imperatives. In addition to the five USACE business process principles, there are three imperatives that govern the successful completion of projects.

PMBP Imperatives
1. One project, one team, one Project Manager (PM)
2. Manage all projects with a Project Management Plan (PMP)
3. The Project Delivery Team (PDT) is responsible for project success

(1) One project, one team, one Project Manager (PM.) Each project is assigned to one PDT, with a single PM for management and leadership during the life cycle of the project. Senior leaders select the PM based on the individual's abilities to best lead the specific project without regard to assigned organizational element. Generally, the PM will reside in the geographic area of responsibility, but can be elsewhere as needed to meet project requirements. The PDT shall consist of everyone necessary for successful development and execution of all phases of the project. The customer is an integral part of the PDT. The PM is responsible for ensuring that the necessary disciplines and perspectives are represented within the PDT. The PDT may be drawn from more than one USACE district or activity and may include specialists, consultants/contractors, stakeholders, or representatives from other federal and state agencies. Team members shall be chosen for their skills and abilities to successfully execute a quality project, regardless of their assigned functional or geographic locations within USACE. Virtual and matrix teams shall be used to align USACE efforts and focus on quality project delivery. The team will expand to include all necessary expertise on a specific issue and may include a vertical aspect encompassing the MSC and headquarters.

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[1] Project Management Institute, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Third Edition*, Project Management Institute, Inc., 2004. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI.

(2) Manage all projects with a Project Management Plan (PMP). To meet mission objectives, each project is managed under a project management plan (PMP). A PMP is a roadmap for quality project delivery. The PM and the PDT work with the customer early in the project scoping process to determine what the customer needs and to refine those requirements in light of safety, fiscal, schedule, legal, and other constraints. The PDT shall measure its success against the expectations documented in the PMP, which is an agreement between USACE and the customer that defines project objectives and project-specific quality control procedures appropriate to the size, complexity, acquisition strategy, project delivery, and nature of each product. It should be signed by all PDT members, including the customer, to document their commitment to project success. To be an effective management and communication tool, the plan must be a living document that is updated as conditions change. The PM will inform customers when their requests will cause significant scope, schedule, or cost impacts, and will coordinate any changes to the project with the customer and PDT, updating the PMP as appropriate.

All work is managed using the PMP and all PDT members share this responsibility. The PM and PDT will develop and maintain the PMP at a level of detail commensurate with the scope of the project. PMPs should be concise and succinct, but address all processes and areas necessary to ensure effective project execution. Minimum requirements for project management plans are found in the PMBP Manual. Management of similar projects of limited scope using a Program Management Plan (PgMP) rather than an individual PMP for each is acceptable. However, when a project under a program is of such scope that it is no longer manageable under the PgMP, it shall be managed with a separate PMP.

(3) The Project Delivery Team (PDT) is responsible for project success. The PDT is empowered and supported by senior organizational leaders to make project decisions within the bounds of the approved PMP. Led by the Project Manager, they are empowered to act in unison across organizational boundaries focusing on consistent service to customers. Senior leaders are responsible to ensure the team has the resources, tools, skills, and experience needed to deliver a quality project. Though projects may include many distinct, separate phases, they must be approached from an integrated, life-cycle perspective focused on meeting the project's goals, objectives, and expectations.

The PDT shall work with customers to determine and provide what is expected and must strive to deliver products and services that are in the public interest. The needs and expectations of customers and stakeholders shall be balanced, while considering available resources and life-cycle requirements. Expectations of the beneficiaries and/or stakeholders of projects are considered when determining quality objectives. USACE will not compromise professional standards. Requirements that exceed mandatory standards are negotiated with the customer based on the project's complexity, available resources, and the degree of risk the customer and USACE are willing to assume.

8. Process for Other Work.

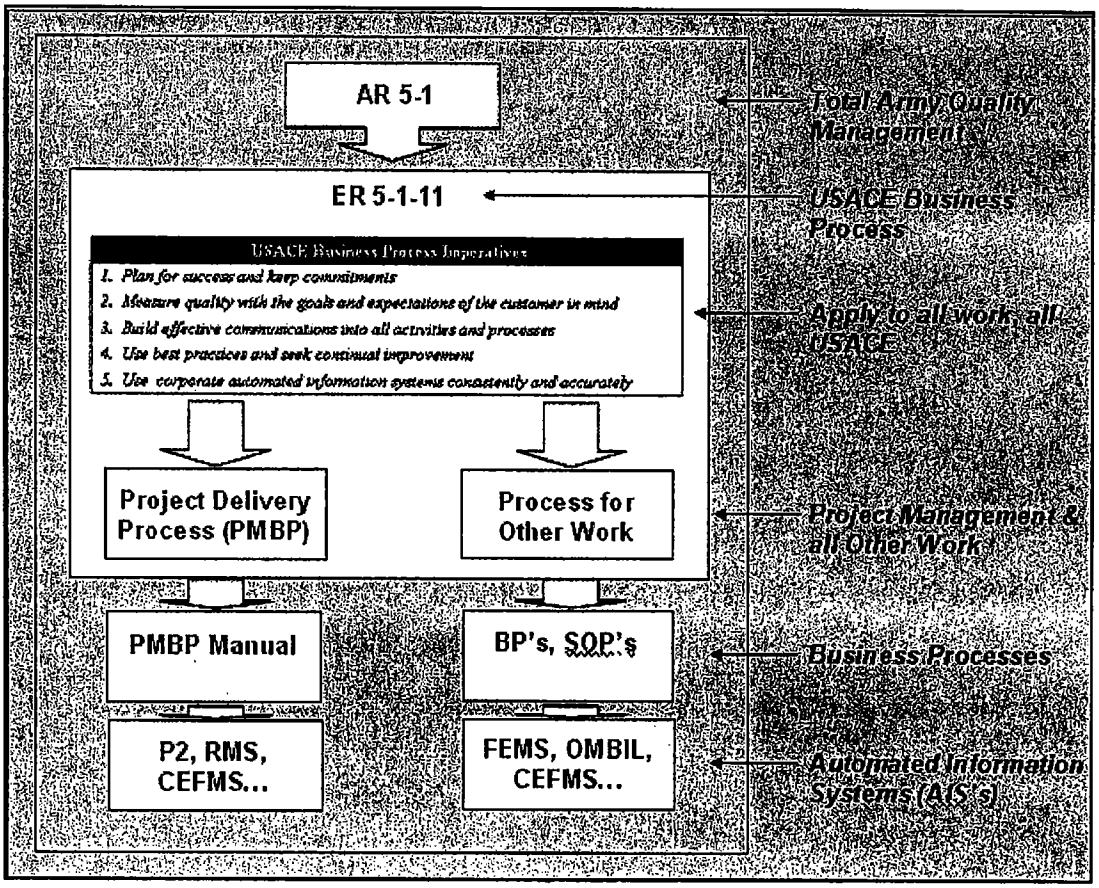
a. Recognizing that all work is not a project, several key USACE functions are organized around ongoing, recurring, and cyclical work rather than discrete projects. Other non-project work can include some operations and maintenance (O&M) activities at completed works, regulatory permitting, flood plain management, general and administrative support, and real

3. **Check:** We perform sufficient independent technical review, management oversight, and verification to ensure that we meet the quality objectives documented in the PMP. Team members periodically check performance against the plan and verify sufficiency of the plan and actual performance to meet or exceed agreed-on objectives. After action reviews are conducted to facilitate sharing of lessons learned. Findings are shared with the project teams and other personnel to facilitate continuous improvement.

4. **Act:** We take specific corrective actions to remove the systemic cause of any non-conformance, deficiency, or other unwanted effect. We improve quality through systematic analysis and refinement of work processes. The process of continuous quality improvement leads to the refinement of the overall quality system. Quality improvements include appropriate revisions to quality management plans, alteration of procedures, and adjustments to resource allocations.

APPENDIX C

USACE Doctrinal/Process Hierarchy



The above is a graphical representation of the organization of ER 5-1-11 as well as its relationship to other doctrine, business processes and AIS's.

The USACE Business Process Imperatives are applicable across the organization, just as we apply the Army values within USACE. These universally applicable principles include, for example: planning for success, measuring goals based on customer expectations, emphasizing effective communications, seeking best practices and maintaining accurate corporate data.

The Project Management Business Process, PMBP, focuses on the management of projects, while other processes focus on the management of other work. Although both types of work share important characteristics applying the most appropriate processes and tools to different types of work will bring greater efficiencies and effectiveness to each.