

FY24 - FY26

USACE ENGINEERING & CONSTRUCTION



Strategic Plan



CONTENTS

03	Elevating the Voice of E&C: E&C Chief's Vision
05	Introduction
07	Key Messages
08	Vision, Mission, & Core Values
09	Strategic Goals
10	Goal 1: Deliver Quality Consistently
16	Goal 2: Develop and Empower the Workforce
20	Goal 3: Leverage Collaboration and Ingenuity
24	Conclusion



ELEVATING THE VOICE OF E&C: E&C CHIEF'S VISION



In the U.S. Army Corps of Engineers, we are dedicated public servants charged with engineering solutions for our nation's toughest challenges. I want to emphasize the word "engineering" in our agency's vision – we cannot engineer solutions without USACE Engineering & Construction (E&C).

USACE E&C must lead our collective efforts to safely deliver quality projects on time and within budget – **and that leadership begins with you.**

We have an unprecedented opportunity to do great engineering work and design and construct important projects for our nation. Recent supplemental appropriations, including the Bipartisan Infrastructure Law, delivered a generational challenge to the Corps and to E&C. While I know we are up to the task, I acknowledge the additional stress on our systems and workforce that has accompanied this dramatically increased funding and project complexity. We must be adaptable and continue delivering a quality program in the face of these new challenges.

While the focus on meeting tighter schedules and milestones has resulted in increased project delivery in some cases, it has also resulted in less positive effects in others. I acknowledge this truth, and I believe we are at a crossroads of change and transformation, if we can move forward together toward the shared strategic goals outlined in this plan.

If USACE is to be a true learning organization, then we must listen, adapt, accept, and drive change when it is warranted, even when it is hard. Change can be unsettling – the disruption to traditional workflows and processes can feel overwhelming and uncomfortable for some. But we cannot grow and evolve without change.

We must incorporate being comfortable with the uncomfortable into our agency culture. We must be brave enough to speak out for quality, portray workload and risk honestly, and voice a dissenting opinion when it is warranted and true.



Everyone, from every discipline or function should be invested in the quality of our projects—but E&C is the guardian of quality. To deliver this consistently we must reinforce our “systems of redundancy.”

From reviews during design to our QA/QC processes during construction, technical quality can only be ensured through a “second set of eyes.” It is your RIGHT to be checked. Your work DESERVES a proper review. Engineering and Construction is a team sport. Quality is a culture, not a milestone, process, or regulation.

I know you might be thinking: “It’s easy for an SES to say stand up and speak out from the top.” But I am writing to you today to say this: I support you. We support you. At the HQ level, we’ll set the conditions and provide the tools our community needs to elevate the voice of E&C in the project delivery process, together. I know our team here at HQ, and across USACE, can do this.

Strong E&C leadership makes a difference. Your team needs you to advocate for them, just as I pledge to advocate for you. Leveraging the voice of USACE E&C will take our whole community and it will build a Corps that is ready to take on the continuing challenges of the future.

This is not an HQ plan, or an MSC plan, or a District plan. This strategic plan is our plan – all of USACE E&C. We are a force multiplier for our agency and our nation, and we must move forward together, strategically leveraging our collective resources to solve challenges that are bigger than us.

Because in USACE E&C, quality always delivers.

A handwritten signature in black ink, appearing to read 'Pete G. Perez'.

Pete G. Perez, P.E., SES
Chief, Engineering and Construction Division
U.S. Army Corps of Engineers

INTRODUCTION

In the Corps of Engineers, we have a well-earned reputation of agility, adaptability, versatility, and resiliency. We are an agency able to respond consistently and embrace the changes and calls to duty our country requires of us. Even so, there is no doubt that the world we face today comes with numerous challenges and external factors that impact our nation, our organization, and our workforce.

However, with every challenge comes opportunities – opportunities for growth, adaptation, and forward progress, when we recognize and act upon them. This requires our organization to move forward together toward a shared vision and mission with specific intent, purpose, and actions. But we cannot move forward, strategically, without a plan.

This **three-year strategic plan outlines the focus and direction of USACE Engineering and Construction** to meet the nation's engineering needs and prepare for the uncertainty of the future, while acknowledging and addressing our current operating environment. This plan aligns with all four goals of the USACE Campaign Plan, including supporting national readiness, modernizing USACE, improving partnering and strengthening relationships, and innovating program and project delivery.

This plan acknowledges and accounts for both the external and internal challenges of today and the future landscape, from climate change and cybersecurity concerns to funding and workforce concerns. We, along with most other Federal agencies, are facing, and will continue to face, a human capital crisis in future years. The upward trend in an imbalanced workforce introduces related internal challenges regarding risk tolerance as well as cultural, training, and competency gap issues. Our people's hard work, knowledge, and dedication are how we deliver the mission, and we must continue to build on that strong foundation to ensure the next generation of the E&C workforce is ready for the challenges of the future.

CONTINUED ON PG. 06



Where we are
TODAY

CONTINUED FROM PG. 05

Where we're going TOMORROW

This strategic plan is intended to be a living document and **should be complemented by implementation plans and operational plans at every level of the vertical team.** We encourage you to take these strategic goals and objectives and make them your own.

Incorporate them into your plans, implement them, and make them better. Doing so will ensure we are implementing and achieving our strategic goals through specific, measurable objectives and tasks.

In E&C, our collective adaptability and versatility are key traits that we all must embrace and embody to deliver quality consistently, develop and enable the workforce, and leverage collaboration and ingenuity. Though our operating environment may change, our strategic goals remain enduring.

Implementing this strategic plan will affirm USACE's role as a world-class Engineering and Construction organization that delivers world-class projects.



KEY MESSAGES



Speak out for quality.

Leverage your voice and portray risk and workload honestly to ensure project quality. Engineering is a team sport, and quality is E&C's job.



Know your guidance.

Engineer Regulations are the foundation of E&C design and delivery.



Lean in to District Quality Control (DQC).

DQC is essential to delivering quality projects. We must ensure schedule and other factors do not degrade this vital activity. **Our work deserves to be reviewed.**



Leverage the power of relationships.

Strengthen relationships with internal and external partners. The **collective power of a team delivers projects** that meet the Corps' high standards.



Leadership matters.

Strong E&C leadership makes a difference. Your team needs you to advocate for them. Resolve or elevate issues.

VISION, MISSION, VALUES & STRATEGY

VISION

Engineering solutions for our Nation's toughest challenges.

MISSION

USACE E&C provides vital engineering services and water resource stewardship, in peace and war, to strengthen our nation's security, energize the economy, and reduce disaster risk.

CORE VALUES

The values that underlie the quality engineering services we provide include an ethic of service, honesty, transparency, and a commitment to continual learning and knowledge sharing. These values align with, and leverage, the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

STRATEGY MAP



STRATEGIC GOALS

These three strategic goals are mutually supportive of meeting the E&C mission and vision. Note that the E&C strategic goals are not discrete nor linear; but instead overlap and influence each other.

Goal 1: Deliver quality consistently.



USACE E&C will deliver efficient program/project execution with a focus on **quality**, **cost**, and **schedule**.

- 1.1 Empower E&C to reinforce high expectations and build mission success.
- 1.2 Know your guidance.
- 1.3 Reinforce systems of redundancy - Plan, Do, Check, Act.

Goal 2: Develop and enable the workforce.



USACE E&C will acquire, develop, and enable our workforce through effective tools and resources.

- 2.1 Recruit, develop, and retain top talent.
- 2.2 Provide our workforce with state-of-the art tools.
- 2.3 Recognize and reward excellence.

Goal 3: Leverage collaboration and ingenuity.



USACE E&C will focus on getting the right information to the right people at the right time.

- 3.1 Harness the power of the enterprise.
- 3.2 Embrace innovation to prepare for tomorrow.
- 3.3 Foster and strengthen mutually beneficial relationships.

OBJECTIVE 1.1

EMPOWER USACE E&C CHIEFS TO REINFORCE HIGH EXPECTATIONS AND BUILD MISSION SUCCESS.



We must empower and equip every level of leadership, beginning with our E&C Chiefs, to lead by example, advocate for our teams, and build the benches as our workforce transforms and changes in the coming years. We must preserve a continuity in baseline knowledge. Reinforcing high expectations for our leadership is vital to ensuring that USACE E&C delivers efficient program/project execution, with a focus on quality, cost, and schedule.

Our E&C Chiefs are the front lines of leadership. They, along with our Technical Leads, must speak out for quality consistently and clearly. We all must acknowledge that being “red” isn’t necessarily reflective of skill level, especially against the backdrop of overwhelming workloads and increasingly aggressive schedules. It is imperative that we communicate risk and workload honestly, especially regarding capacity and schedule concerns.

We must ensure our voice influences schedule and budget. Speak out for the true level of project design maturity, especially when there are significant scope unknowns. Uncertainty in scope leads directly to uncertainty in cost estimates. We know that based on current design guidance, defining maturity of design can be challenging, and we are working to implement change to our delivery model across many internal regulations to ensure our agency can make balanced, risk-informed decisions.

CONTINUED ON PG. 11

OBJECTIVE 1.1

EMPOWER USACE E&C CHIEFS TO REINFORCE HIGH EXPECTATIONS AND BUILD MISSION SUCCESS.

CONTINUED FROM PG. 10

Use the tools that we have developed, and are continuing to develop, to communicate actual design maturity. We cannot use an assumed state of design maturity according to where a project “should be” in the process. Don’t self-constrain; **advocate for the true time and resources you need to achieve quality on a project** and speak up when your project may need a Vertical Team Alignment Memo (VTAM) because you know it carries significant design risk. Advocate for the time and resources required to have a well-developed scope at each phase that can be relied upon for meaningful cost estimates.

Elevate your voice to communicate which elements of a feasibility, design, or construction milestone 1) may not be sufficiently advanced, 2) may carry risk for schedule compression at the end of the process, and 3) may carry risk of errors and omissions that may be realized during construction or operations and maintenance (O&M).

We must formally document when risks are accepted, including who accepted the risk and the logic that was given to support that decision. This means elevating issues as soon as they are discovered, and sometimes documenting decisions in more detail than a line in the risk register. We will continue to take appropriate risks, and some of those risks will be realized. Proper documentation helps our agency and future generations understand “the why” behind the decision-making.

HQ E&C is working on tools to help standardize and formalize this process to empower all levels of USACE E&C to leverage their voice in this way to advocate and advise for quality.

Lean on the following tools:

- CECW-EC Memorandum, Guidance on Cost Engineering Products update for Civil Works Projects in accordance with Engineer Regulation 1110-2-1302 – Civil Works Cost Engineering, 05 June 2023
- Design Maturity Determination for Cost Certification form, 15 September 2023
- Engineering Construction Bulletin (ECB) 2023-9, Civil Works Design Milestones Checklists, 20 July 2023
- CECW-P Memorandum, Vertical Team Alignment Memorandum (VTAM) Guidance, 29 July 2022
- ECB 2023-11, USACE Mega Projects – Overall Project Delivery Guidance
- Technical Lead ECB – coming out soon!

OBJECTIVE 1.2

KNOW YOUR GUIDANCE.

Embedding quality throughout the E&C and broader project lifecycle is rooted in the successful implementation of our existing policy and guidance. This is the essence of back to basics. **Everyone in E&C must not only know and understand our existing guidance, but also follow the process.**

Recent workforce transformations and an influx of new teammates create additional considerations and opportunities. Make time and space to accommodate institutional learning. It's ok to not know something, as long as you recognize this gap, ask for help, and seek to learn what you do not know. We must encourage an attitude of active pursuit; remember, we can only deliver a quality project when we deliver together.

This objective is intertwined with Objective 1.1, empower E&C to reinforce high expectations and build missions success. When schedule or budget pressures are mounting, and there is a temptation to bend existing policies and processes to meet milestones, USACE E&C must leverage our voice to speak out for quality. Our guidance exists for a reason – we cannot let schedule and/or budget usurp our processes to the detriment of quality.

We acknowledge this may be a difficult or uncomfortable request for some. Strong leadership sometimes requires us to be comfortable with the uncomfortable when it is right. Refer to the E&C Chief's Vision at the beginning of this plan and know that when you know your guidance, and elevate and document issues and risks accepted against existing guidance, policy, and/or technical advice, HQ E&C will support you.

Lean on the following tools:

- ER 1110-3-1300, Military Programs Cost Engineering, 26 Aug 1999
- ER 1110-345-100, Design Policy for Military Construction
- ER 1165-2-217, Civil Works Review Policy, 1 May 2021
- ER 1110-1-1300, Cost Engineering Policy and General Requirements, 26 March 1993
- ER 1110-2-1150, Engineering and Design for Civil Works Projects, 31 August 1999
- ER 1110-2-1302, Civil Works Cost Engineering, 16 July 2016
- ER 1110-3-12, Quality Management, 25 March 2021
- United Facilities Guide Specifications (UFGS) and United Facilities Criteria (UFC)
- USACE Engineering and Construction Bulletins

OBJECTIVE 1.3

REINFORCE SYSTEMS OF REDUNDANCY - PLAN, DO, CHECK, ACT.

ER 1110-3-12, ER 1165-2-217, and ER 415-1-11 outline policies regarding review requirements to ensure quality products are delivered in our Military Programs and in Civil Works. This includes District Quality Control (DQC), Independent Technical Review (ITR) or Agency Technical Review (ATR), Independent External Peer Review (IEPR), Safety Assurance Reviews (SAR), and Biddability, Constructability, Operability, Environmental, and Sustainability (BCOES) Reviews.

The foundation of all design quality begins with you and DQC. DQC includes everything from checking computations to cross-checking narrative documentation, as well as identifying key risk-informed decisions. This includes reviewing not only our own work, but also products prepared for us by others. DQC provides invaluable mentorship and learning opportunities for technical team members.

If DQC is insufficient, however, all subsequent levels of review will suffer. Reviewers outside of the District must place inherent trust in the DQC process, believing that every calculation has been verified just like each page has been spell-checked.

We acknowledge that currently, DQC is not specifically scheduled and resourced as it should be, even though it is a cornerstone of the Corps QA/QC process. These limited milestones and metrics can make DQC a tempting place to look to save time when schedule pressures are mounting.

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OBJECTIVE 1.3

REINFORCE SYSTEMS OF REDUNDANCY - PLAN, DO, CHECK, ACT.

CONTINUED FROM PG.13



SYSTEMS OF REDUNDANCY IN USACE QUALITY PROCESSES REDUCES RISK.

Additionally, accurate and thorough DQC requires senior level staff, who are often challenged with competing priorities and limited review time.

While USACE as an agency expects engineers to be able to accomplish basic engineering tasks, younger and more novice engineers are not as apt to catch and manage the idiosyncrasies of more complex systems, studies, and projects.

We need the “Second Set of Eyes” with experience to ensure we are making good design choices and analyses.

Quality is a culture, not a milestone. We must develop and foster this culture of quality where we all understand and believe, truly, that it is our RIGHT to be checked. Your work – our work – deserves a Second Set of Eyes.

Effective BCOES reviews are also vital to delivering quality consistently and can minimize issues found during the construction phase significantly. Similar to DQC, BCOES considerations must be incorporated throughout the project’s lifecycle rather than thought of as a single milestone in project delivery.

HQ E&C is working to review these gaps and set improved conditions for the field. Initiatives include developing quality risk indicators to help us communicate risk more clearly and effectively and taking a hard look at P2 milestones to drive better schedules and budget that allow appropriate time for DQC, and the redesign activities that may be required as a healthy output of our review processes.

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OBJECTIVE 1.3

REINFORCE SYSTEMS OF REDUNDANCY - PLAN, DO, CHECK, ACT.

CONTINUED FROM PG.14



It will take our entire USACE E&C community, leveraging our voices together, to advocate for a disciplined follow-through of the QA/QC process. We must communicate clearly and persistently the expectations and requirements of our guidance, policy, and positions.

We must speak out and be heard when our review processes are incomplete, shortchanged, underfunded or rushed. Reviews exist for a reason: to ensure quality and accuracy of our reporting, our analyses, and our engineering. Understand and document the time requirement for each activity. This will become relevant should schedule become the principal driver.

Reinforcing other critical systems of redundancy, including implementing the Plan-Do-Check-Act (PDCA) cycle, District Quality Visits, and successful implementation of continuous improvement cycles must be applied across the enterprise. These actions provide a checks and balances approach needed to embed quality throughout the E&C lifecycle and ensure the Standard of Care.

Lean on the following tools:

- EM 5-1-11, Project Delivery Business Process, 1 September 2022
- ER 5-1-11, USACE Business Process, 31 July 2018
- ER 1110-3-12, Quality Management, 25 March 2021
- ER 1165-2-217, Civil Works Review Policy, 1 May 2021
- ER 415-1-11, BCOES Reviews, 1 January 2013

OBJECTIVE 2.1

RECRUIT, DEVELOP, AND RETAIN TOP TALENT.



Delivering the USACE mission is not possible without a world-class workforce. If we want to deliver quality projects, we must recruit, develop, and retain quality talent. This objective aligns with the USACE People Strategy, the USACE Diversity, Equity, and Inclusion Strategy, and the Army People Strategy – Civilian Implementation Plan.

At the HQ level, we're working to help set conditions for recruitment and retention efforts at the MSC and District levels by expanding the Special Salary Rate (SSR) to applicable positions. We must work together as an enterprise E&C CoP to create an environment that allows our workforce to thrive, from providing quality training to promoting workload balance and appropriate resource planning and staffing.

We must also set conditions in new ways for the incoming generations of our future workforce to thrive as we work toward “building the bench” and proactive succession planning. We must modernize our training platforms and courses to deliver quality, effective training, including new just-in-time training solutions.

We cannot ask our workforce to deliver quality projects without providing them effective, nimble training resources in flexible delivery methodologies to meet a variety of needs. Effective training will also ensure a common level of baseline awareness across USACE E&C from which we can build.

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OBJECTIVE 2.1

RECRUIT, DEVELOP, AND RETAIN TOP TALENT.

CONTINUED FROM PG.16

Workload balance and resource planning helps forecast future workload requirements and complete informed succession planning through analysis of workforce capacity, competency, and balance. Communicate funding needs clearly, prioritize hiring actions, and consider honestly the impacts an imbalanced workload can have on employee morale, job satisfaction, and ultimately, retaining quality technical expertise to deliver quality projects.

We also encourage all of E&C to build a culture of constant personal and team development. **Seek growth opportunities and the agency will invest in you.** Take advantage of training opportunities, keep current, get licensed, and mentor less experienced teammates.

Seek out leadership opportunities, participate in CoP meetings, pursue USACE and Army Leadership Development Programs, achieve professional licensure and/or credentialing, and take advantage of the many continuing education opportunities offered throughout the agency.

Lean on the following tools:

- USACE HR Knowledge Management Portal
- USACE Talent Acquisition Recruitment Platform
- USACE Direct Hire Authorities
- ER 690-1-1203, Corporate Recruitment & Selection Policy, 30 November 2019
- USACE Leadership Development Program (LDP)
- USACE Emerging Enterprise Leader (EEL) Program
- USACE Senior Leader Academy
- Army Civilian Education System (CES)
- USACE Workload/Workforce Assessment Website
- Udemy Business via Army Civilian Career Management Activity
- E&C Educational Resources

OBJECTIVE 2.2

PROVIDE OUR WORKFORCE STATE-OF-THE-ART TOOLS.

Taking care of our workforce and producing quality work also means giving our workforce access to quality tools, technology, software, and resources, as well as leveraging and implementing the latest science and solutions from our R&D efforts.

In USACE E&C, we must **embrace the change and evolution that staying current and state-of-the-art implies**. At the HQ level, we're working on setting conditions for all USACE E&C by pursuing enterprise standard design resources and tools to help align USACE's design approach with modern industry practices.

We're also working to adopt cloud and AIS solutions and modernization throughout USACE E&C, in partnership with the enterprise, to ensure the right people have the right information and tools at the right time. We must continue our identification and use of respective CoP portfolios of preferred software and tools.

We acknowledge that cybersecurity requirements will, at times, impact our ability to embrace some cutting-edge technology. We also acknowledge current funding constraints, and must identify sustainable funding sources to build and/or access the tools and systems we need to produce quality work and provide quality services. We will continue to advocate for and help the enterprise to adopt the tools we need to deliver the program. Together, we will succeed.

Lean on the following tools:

- CoP portfolios of preferred software and tools
- USACE Climate Preparedness and Resilience Applications and tools
- DoD Climate Assessment Tool (DCAT)
- Levee Screening Tool 2.0 and other D&LS toolboxes
- Enterprise purchased on-demand training resources



OBJECTIVE 2.3

RECOGNIZE AND REWARD EXCELLENCE



We must take care of our people. Our teams ensure we can deliver quality projects. **Take time to celebrate and communicate our successes, and specifically make time to celebrate and communicate your team's successes.**

Awards inspire and motivate your workforce. Don't wait until someone retires to recognize their excellent work.

Honorary or monetary incentive awards can be presented at any time for significant noteworthy achievement throughout an Army Civilian's career. Nominate your best and brightest for both internal and external awards.

We acknowledge that workloads are high across the enterprise, but taking time to recognize hard work and dedication can make the difference between retaining or losing your brightest stars.

Maximize the use of recognition tools, not just the high-level enterprise-wide awards (though certainly pursue those for your deserving team members as well).

At the HQ level, we're going to set the conditions for the field with a formal senior level review of the awards program and processes available within E&C, as well as the E&C Fellowship program.

Lean on the following tools:

- USACE Awards Program and Resources
- USACE Honorary Awards FAQ
- AR 672-20, Incentive Awards, 17 February 2021

OBJECTIVE 3.1

HARNESS THE POWER OF THE ENTERPRISE.

In USACE E&C, we must strategically leverage collective resources to solve challenges that are bigger than us. Our projects and our work quality improve when we can incorporate diverse enterprise expertise across traditional District and MSC boundaries.

Today's projects require harnessing the power of the enterprise from Day 1, using subject matter expertise outside of a single District and proactively including centers of expertise and multiple communities of practice in the vertical team. Look to our Regional Business Centers and Centers of Expertise to help work across District boundaries and leverage the full suite of technical talent and capacity when necessary. Continue these collaborative activities and embrace the principles of engineering without borders to **ensure our teams are comprised of the right expertise to solve each unique problem with which our agency is tasked.**

Champion networking, continuous improvement, and effective knowledge management both within and across our communities of practice. Our guidance specifies that PDTs must conduct after-action reviews and document lessons learned. However, all too often, lessons learned and after-action results are not well executed, managed, or evaluated throughout the enterprise, to the detriment of project quality.

We must close these vital feedback loops enterprise-wide, beginning with E&C. Discuss and exchange best practices, lessons learned, challenges, regulatory or policy requirements, costs and benefits, and new approaches and tools routinely to help USACE E&C collaborate both internally and externally.

Ensure your teams are holding after-action reviews and documenting lessons learned, and then share those lessons learned with the enterprise. Continuous learning is paramount for enterprise growth and evolution.

Lean on the following tools:

- EM 5-1-11, Project Delivery Business Process, 1 September 2022
- ER 1110-1-8158, Centers of Expertise Program, 1 April 2022
- ER 5-1-11, USACE Business Process, 31 July 2018
- ECB 2023-4, Engaging Centers of Expertise in Project Delivery Teams and New Website, 17 April 2023
- USACE E&C Knowledge Management Portal

OBJECTIVE 3.2

EMBRACE INNOVATION TO PREPARE FOR TOMORROW.

In USACE E&C, we must be the tip of the spear in championing and advancing the state-of-the-art throughout all levels of our community of practice, not just within our labs and centers. We must **continue to embrace new and emerging technology and acquisition methods**, and look internally and externally for inspired ways to apply innovation appropriately to our projects and programs.

We know we have people in our community who are hungry to bring these new tools and emerging technology to our projects. Create environments for innovation where you are and communicate and encourage participating in those innovative environments with your team. Leverage innovative enterprise opportunities like the Technical Innovation Forum to foster continuous growth and improvement of your teams and our agency.

Creating these environments is just the first step, however – we must also embrace innovation by incorporating technology transfer into our processes, products, and solutions. We must demonstrate and incorporate the outcomes of internal and external research and development initiatives strategically to advance our agency's missions while also preparing for future ones.

Technology transfer is fundamental to engineering solutions for adapting to and increasing resilience to climate change. USACE adaptation and resilience strategies must be responsive to the latest actionable science from the field.

Successful technology transfer benefits all facets of our enterprise and fosters growth through innovation, enabling us to provide more effective, efficient, resilient solutions for our nation.

Lean on the following tools:

- Technical Innovation Forum
- USACE Climate Preparedness and Resilience Public Tools
- USACE Centers of Expertise and Labs



OBJECTIVE 3.3

FOSTER AND STRENGTHEN MUTUALLY BENEFICIAL RELATIONSHIPS.

It goes without saying that our success as an agency is built upon developing and maintaining mutually beneficial relationships. **Solving our nation's shared challenges, from adapting to a changing climate and ensuring environmental justice to responding to our Nation's needs in peace and war, rests upon the shoulders of successful partnerships.**

Mutually beneficial relationships allow us to leverage the limited resources and expertise of a single agency or organization and achieve greater results than those reached when working alone. In E&C, we echo the USACE Command Philosophy:

USACE success depends on developing and maintaining partnerships with its stakeholders. It is important that we recognize the value that a diverse set of people, groups, and organizations can bring to mission delivery and actively seek out and invest in enduring partnerships across the mission delivery life cycle.

Sound partnerships require proactive engagement at all echelons of the organization and the embracement of a partnering mindset which embodies a set of behaviors rooted in three interdependent and mutually supportive elements: Commitment, Communication, and Collaboration.

To maximize the benefits, partnering must be continually promoted and embraced to ensure a mutually beneficial culture remains ingrained within USACE at every echelon and practiced consistently and effectively across the entire project life cycle. We encourage all of E&C to embrace the three "C's" of successful partnering: collaboration, communication, and commitment.

3Cs of Successful Partnering — Essential Partnering Behaviors



CONTINUED ON PG. 23

OBJECTIVE 3.3

FOSTER AND STRENGTHEN MUTUALLY BENEFICIAL RELATIONSHIPS.

CONTINUED FROM PG. 22

Our relationship building must extend far and wide, from supporting enterprise relationships with foreign partners, industry, and academia to the whole of government, including other federal agencies and State, Local, Tribal, and Territorial governments.

Look for opportunities to place USACE subject matter expertise strategically in professional organizations and encourage other similarly mutually beneficial relationship building practices within your teams.



Partnering is not just externally focused. We must **continue to foster and strengthen our internal relationships as well**. For example, collaboration between Operations and E&C is vital to understand how projects will be operated in the long term and can be a force multiplier for innovation. Likewise, continue to take this collaborative approach with Planning, Project Management, and others. Accompany your teammates in critical engagements with sponsors and partners to provide support for topics related to E&C quality. These internal partnerships can also provide valuable insight and experience that should be considered during project delivery and as we seek to implement innovative practices, tools, and materials appropriately into our future solutions.

Lean on the following tools:

- EP 34-1-1, Construction Project Partnering Playbook, 30 April 2022
- Command Policy Notice CECG 34-1-5, Command Partnering Philosophy, 22 October 2021
- Construction Project Partnering Resources Knowledge Management Portal
- USACE Collaboration and Public Participation Center of Expertise (CPX) Knowledge Management Portal
- AE Relationship Playbook - (under development)



CONCLUSION

The Corps of Engineers is a world-class Engineering and Construction organization that delivers world-class projects, and this strategic plan will ensure that we continue this legacy of dedicated public service.

We understand that meeting the Nation's engineering needs now, while simultaneously preparing for the future will take the entire enterprise, not just USACE E&C. There are steps we can take together in USACE E&C that will help us all achieve this overarching goal.

This strategic plan outlines a framework and path forward for USACE E&C to impact the long-term success of our Communities of Practice and our agency at large. That success, however, is in your hands.

Every team member in USACE E&C must take ownership in this strategic plan and make it their own, embodying and embracing our enduring goals and vision. Together, we will be the world class, mission-ready organization able to take on the challenges of today and tomorrow.

Essayons! 