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of Engineers

Today

- **USACE 2012 Summary**
- **Strategic Communications**
- **Develop Action Plans**
 - Power and Importance of Partnerships for Recreation and Stewardship Programs

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USACE 2012 Bottom Line Up Front

- **Problem: Insufficient Resources**
- **Opportunity: Transform Headquarters**
 - Smaller, leaner and more responsive
 - Eliminate layers and redundancy
 - Institute Project Management in Headquarters
 - Align Support with Mission
- **HQUSACE 2012 Study**
 - Makes Case for Change
 - Defines Ideal Future State
 - Presents Structural Alternatives

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Study Objective

- **Create the Ideal Future Corporate Design for the U.S. Army Corps of Engineers**
 - Engage USACE stakeholders in the process
 - Determine Essential Headquarters Missions and Functions
 - Develop future corporate and HQ ideal design to accomplish assigned missions and align all 7S elements (Skills, Strategy, Style of Leadership, Systems, Stakeholder Values, Shared Values and [Structure](#))
 - Advise decision-makers how to close the gaps between the ideal future design and today's reality

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The Case For Change

- **Insufficient Resources to Sustain Existing Organizational Structure**
- **Too Many Levels**
- **Unclear, Fragmented Responsibilities**
- **Confusing Business Practices**
- **HQ Too Operational, Not Strategic**
- **Slow, Costly, Redundant, Unresponsive**
- **Not Fully Leveraging Technology**
- **Stakeholders, Congress, Public and Corps Team Members Desire Change**

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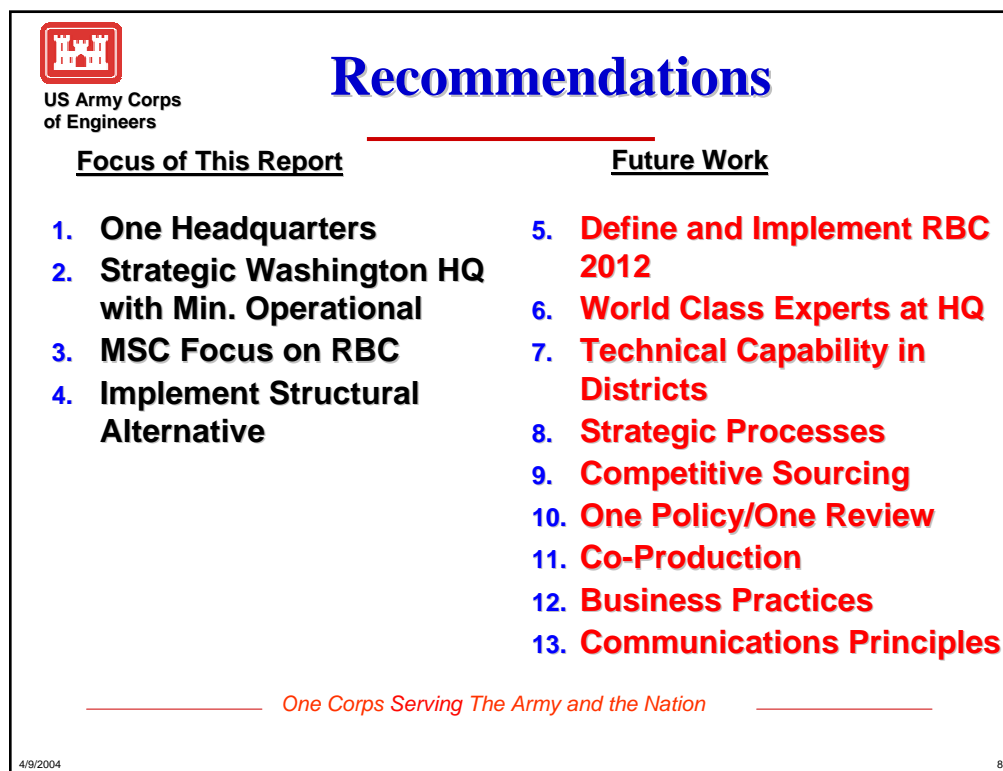
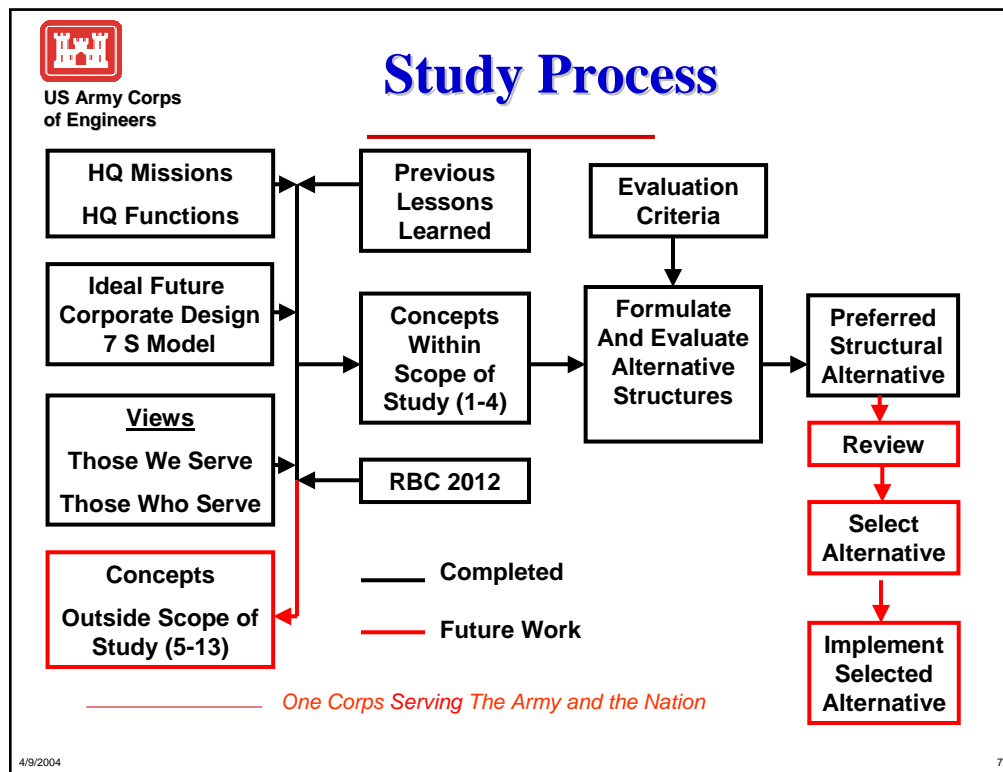
What Customers, Partners and Stakeholders Say

- **Change or be changed.**
- **We are partners - treat us that way. Be inclusive.**
- **Reduce project cost and delivery time.**
- **Corps internal processes take too long.**

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Recommendation 11

Co-Production

**Include stakeholders and partners
on our Project Delivery Teams and
make them full partners.**

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What Does This Mean for YOU?



- Decision-making authority closer to project execution
- Reduced project delivery costs
- Improved Partner satisfaction
- Common business practices
- Uniform regional overhead
- Broadened knowledge and experience platforms
- Enhanced technical capability



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Desired USACE 2012 Skills

- Motivation to learn
- Interpersonal rapport with others, ability to establish relationships
- Agility, flexibility, and openness in response
- Commitment to shared corporate values
- Employing the diversity of thought and work styles of team members
- Integrating leadership, technical excellence, and business skills
- Tolerance for ambiguity, uncertainty, able to bring focus out of complexity and chaos
- Willing to accept responsibility, empowerment, be self-starters
- Team collaborative in spirit and practice
- Recognize systems thinking and respond to it

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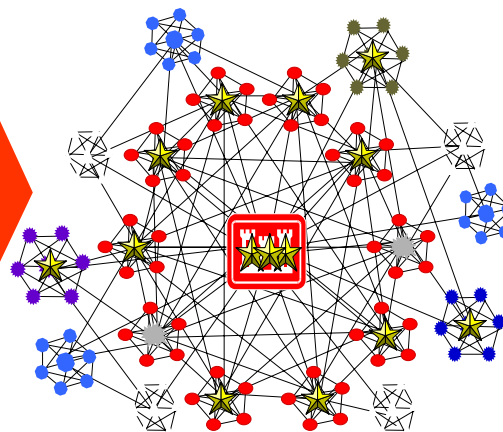
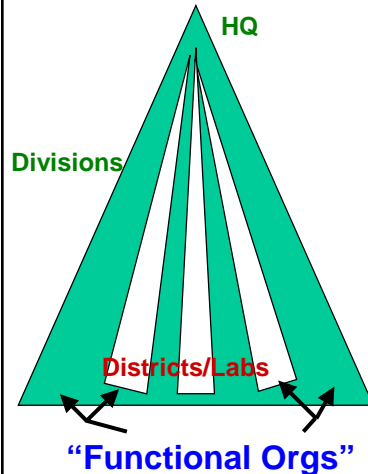
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The Challenge

To move from this...



the Regional Business Center
- a NETWORK of NETWORKS -

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Major Components

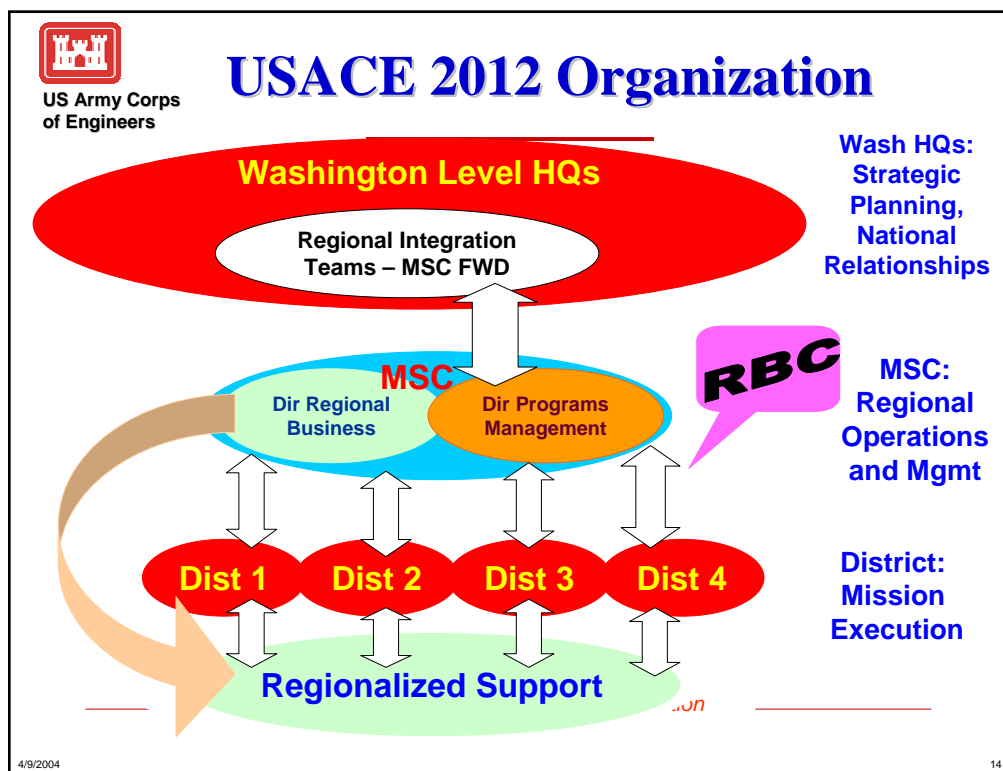


- Change from 3 levels to 2
- Convert from hierarchical structure to independent teams
- Create Communities of Practice
- Create Regional Business Centers



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Strategic Communications

One of three elements in Corps Campaign Plan

Why?



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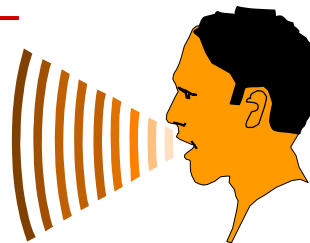
Strategic Communications

IT'S NOT

**"Just Getting the
Message Out"**

"Just about PAO"


**RELATIONSHIPS are
the key to Strategic
Communications**




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Strategic Communications means...

- Anticipating issues; getting out front
- Identifying who is affected by the project and who affects the project.
- Listening to better understand expectations, problems, concerns and issues.
- Having a communication strategy for each interested party linked to project milestones.
- Having a media strategy that lets you respond quickly
- Knowing who your spokespersons are and what's their role
- Writing it down so everyone knows the plan.

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Telling the Corps Story

FORMAL

- Interpretive Activities/Visitors Centers
- Web site
- Media tours
- Invitations for dignitaries to visit
- Great photos on your web site and as teasers
- Groundbreaking and Dedications
- Celebrate successes
- User testimonials
- Focus on the people

INFORMAL

- Church groups
- Neighborhood gatherings
- Cocktail parties
- Professional & civic organizations
- One-on-one meetings
- Family and friends
- Standing in line & sitting on the plane!
- Professional publications



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Communications Principles

1. **Listen** to all constituencies both inside and outside USACE regarding issues of importance to them, respecting their viewpoint. Seek opportunities for synergy.
2. **Communicate early, clearly, completely, honestly, accurately, and often** with all constituencies on issues of importance.
3. Incorporate communication as an **integral part of the project management business process**.
4. **Be accessible to all** constituencies and respond promptly without censorship or misinformation.
5. **Proactively inform** the public and other constituencies of the Corps vital role in areas where we have special expertise.
6. **Do what we say we will do.**

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Communication is a contact sport



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Let's get ready to rumble

- You have what it takes to win.
- Do you have what it takes to play?



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Campaign Strategy for Communication

1. Develop key messages
2. Develop a work climate that is open, informed and actively engaged in listening and being responsive.
3. Build effective relationships
4. Integrate strategic communications into our business process.
5. Create a Communications COP

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Generic Communications Plan

- Intro
- Goals
- Target audiences
- Key messages
- Timeline
- Budget
- Implementation
- Actions
- Assignments



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Communications Planning

The 5-step dance

- Step 1 – Identify Stakeholders
- Step 2 – Identify Issues
- Step 3 – Research: Listen, understand and verify expectations problems, concerns and issues.
- Step 4 – Communicate
- Step 5 – Evaluate and Update



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Ready to Rumba?

Here's Your Challenge...

- **Develop communication plans to--**
 - Educate Corps colleagues about the power of partnerships for recreation and stewardship programs.
 - Identify key themes and strategies for Recreation and Stewardship Programs.
 - ◆ Step 1 – Identify Stakeholders
 - ◆ Step 2 – Identify Issues
 - ◆ Step 3 – Research: Listen understand and verify expectations problems, concerns and issues
 - ◆ Step 4 – Communicate
 - ◆ Step 5 – Evaluate and Update



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Questions?

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USACE Environmental Operating Principles

1. Strive to achieve Environmental Sustainability. An environment maintained in a healthy, diverse, and sustainable condition is necessary to support life.
2. Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.
3. Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.
4. Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.
5. Seeks ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work.
6. Build and share an integrated scientific, economic, and social knowledge base that supports a greater understanding of the environment and impacts of our work.

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