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From: Bob Flowers
Sent: Friday, September 13, 2002 8:54 AM
To: CDL-All-Corps of Engineers
Subject: PMBP

Dear Corps Team Members:

By now some of you have had an opportunity to view the first compact discs (CDs) of the PMBP curriculum - Introduction and Why PMBP. As I travel to field offices, I see and hear about great things that are going on to cover the curriculum and remain focused on the everyday project work. Many of you have been trained to lead small group discussions and others of you are instructing the training classes. Still others are helping to ensure the CDs work on the assortment of computers we have at the Corps and to make the curriculum available to those who do not have access to the Internet. Many of you are beginning to develop program and project management plans and to form teams for implementing the PMBP and its various components - the curriculum, the business processes, P2 and ER 5-1-11. I applaud each and every one of you for taking the initiative to play a role in helping your organization in successfully implementing the PMBP. You have risen to the challenge.

As you know, it has been my goal that we implement the business processes (BP) manual beginning FY 03. It is my highest priority. I believe the PMBP - the systematic teaming approach with supporting doctrine, processes, tools, and corresponding curriculum - is key to the Corps' continued relevance to the Army and the Nation. PMBP is synonymous with a flexible, adaptable, learning organization - made possible by teamwork and capable people - who are you.

For those who have not yet become engaged in the PMBP curriculum, there are plenty of opportunities. There are eight courses in all planned for PMBP- each consisting of a self-study component, a small group discussion component, and a formal training component. The 8 courses are being delivered as they are developed over the next 18 months. In fact, the Introduction and Course 1 has been issued for some time, and just last week we started distribution of Courses 2 and 3 throughout the Corps.

Each of you received an album containing the introduction and course 1. With each successive distribution of remaining 7 PMBP courses, you will be equipped with the information and understanding of PMBP, and forge our path to complete our cultural change to PMBP. I believe PMBP is so important to our future that I want to give you flexibility for maximum opportunity to view the CDs as it suits your own schedule and location. Having your own copy of the curriculum allows you to make repeated reference to what you learn in the curriculum as you put it into practice.

My intent is for each of you to share what you are learning with others on your teams, including, where appropriate, your customers and other stakeholders. You may wish to use excerpts of the courses in team meetings, learning together about how to manage your work to best meet the needs of your customers. When you receive course - 6 - Working in the PDT - it will present to you an in depth training in the business processes manual and using the P2 tool - key enablers of the PMBP.

Now I would like to stress the importance curriculum small group discussions, which I consider vital to the success of the PMBP. I ask you to take these small group discussions seriously. Why? They offer us, individually and organizationally, the opportunity to develop shared understanding of PMBP, how it works, how it affects each of us and what role we each play. That shared understanding is essential for us to develop the agility we need to meet today's and the future's challenges. Inherent in your participation in small group discussions is the team discipline of learning from each other - of forming those third alternatives I talk about and of being a continuously learning, improving - and relevant - organization. To help make small group discussions successful, we are training facilitators throughout the Corps to assist in conducting

them. Find out who they are in your organization and engage them in your group discussions. Such sessions are best done in small numbers with sufficient time for meaningful discussion on course topics of most relevance to your particular group. I recommend your groups be cross-functional to best facilitate shared learning and to emphasize the team environment - the heart of the PMBP.

To assist in the continual reinforcement of PMBP principles, there is a mentoring program associated with the curriculum. Training for this program is available online through the curriculum web site - soon to be accessible directly through the PMBP Portal. In my third year as the Chief of Engineers, I plan to focus on institutionalizing mentoring and coaching of our people.

With the implementation of the PMBP program, we are well on our way to becoming a learning organization and to realizing our Strategic Vision. I ask each of you to get involved in this important time in the Corps' future. Start asking questions. Be persistent to get your copy of the PMBP curriculum CDs, view them, participate in small group discussions, and share what you learn with your coworkers, customers, and others. Last but not least, apply the PMBP principles to your work every day.

I will be checking in with you from time to time to find out how you are doing. I look forward to talking with you and to receiving your feedback.

Essayons!

Bob Flowers