

CERM-P

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No. 5-1-13

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Management
U.S. ARMY CORPS OF ENGINEERS POLICY ON REGIONAL BUSINESS
CENTERS (RBC)

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Glossary

* This ER supersedes ER 5-1-13, dated 30 June 2017.

1. Purpose. This regulation establishes a standard structure of the Division headquarters and establishes U.S. Army Corps of Engineers (USACE) doctrine and policy for managing the RBC.
2. Applicability. This regulation applies to all Headquarters U.S. Army Corps of Engineers (HQUSACE) elements and all USACE commands.
3. Distribution Statement. Approved for public release, distribution is unlimited.
4. References.
 - a. AR 570-4, Manpower Management
https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=3335
 - b. AR 702-11, Army Quality Program
https://armypubs.army.mil/ProductMaps/Pubform/Details.aspx?PUB_ID=1005792
 - c. ER 5-1-10, Corps-wide Areas of Work Responsibility
https://www.publications.usace.army.mil/Portals/76/Publications/EngineerRegulaions/ER_5-1-10.pdf?ver=2013-09-08-233246-750
 - d. ER 5-1-11, USACE Business Process
https://www.publications.usace.army.mil/Portals/76/Users/227/19/2019/ER_5-1-11.pdf?ver=2018-09-27-142333-540
 - e. ER 5-1-14, USACE Quality Management System (QMS)
https://www.publications.usace.army.mil/Portals/76/Publications/EngineerRegulations/ER_5-1-14.pdf?ver=2013-09-08-233249-517
 - f. ER 5-1-15, Strategic Management System (SMS)
https://www.publications.usace.army.mil/Portals/76/Publications/EngineerRegulations/ER_5-1-15.pdf?ver=2016-05-03-125039-530
 - g. ER 10-1-22, Organization and Functions US Army Engineering and Support Center, Huntsville
<https://www.publications.usace.army.mil/Portals/76/Users/182/86/2486/ER%2010-1-22%20.pdf?ver=2019-01-24-094906-893>
 - h. ER 25-1-8, USACE Communities of Practice
https://www.publications.usace.army.mil/Portals/76/Publications/EngineerRegulations/ER_25-1-8.pdf?ver=2013-09-08-233213-550
 - i. ER 37-1-24, Operating Budgets
https://www.publications.usace.army.mil/Portals/76/Publications/EngineerRegulations/ER_37-1-24.pdf?ver=2013-09-08-233219-753
 - j. ER 37-1-32, Regional Operating Budgets
https://www.publications.usace.army.mil/Portals/76/Publications/EngineerRegulations/ER_37-1-32.pdf?ver=2016-10-28-095401-660

k. ER 1110-1-8158, Corps-wide Centers of Expertise (CX) Program

https://www.publications.usace.army.mil/Portals/76/Publications/EngineerRegulations/ER_1110-1-8158.pdf?ver=2013-09-08-233412-167

l. Permanent Orders No. 246-01, 24 October 2003, subject: Change in USACE Military Construction Boundaries

[https://cops.usace.army.mil/sites/RM/CERM-P/Shared%20Documents/ER%205-1-13%20Revision/PO%20246-01%20Military%20Construction%20Boundaries%20WALSH%20\(24Oct2003\).PDF](https://cops.usace.army.mil/sites/RM/CERM-P/Shared%20Documents/ER%205-1-13%20Revision/PO%20246-01%20Military%20Construction%20Boundaries%20WALSH%20(24Oct2003).PDF)

m. Memorandum, CEMP-ZB, 20 May 2013, subject: Adherence to Mission Assignments and Alignment of Acquisitions with Missions-Directorate Policy

[https://cops.usace.army.mil/sites/RM/CERM-P/Shared%20Documents/ER%205-1-13%20Revision/CEMP%20-%20Adherence%20to%20Mission%20Assignments%20and%20Alignment%20of%20Acquisitions%20with%20Missions%20\(20May2013\).pdf](https://cops.usace.army.mil/sites/RM/CERM-P/Shared%20Documents/ER%205-1-13%20Revision/CEMP%20-%20Adherence%20to%20Mission%20Assignments%20and%20Alignment%20of%20Acquisitions%20with%20Missions%20(20May2013).pdf)

n. Memorandum, CECS, 23 May 2016, subject: Administration of USACE Enterprise Personnel with Duty in Major Subordinate Commands (MSC) Policy

https://cops.usace.army.mil/sites/RM/CERM-P/Shared%20Documents/ER%205-1-13%20Revision/CECS_CPM-16-003_Administration_of_USACE_Enterprise_Personnel.pdf

o. USACE 2012 – Aligning the U.S. Army Corps of Engineers (USACE) for Success in the 21st Century, published Oct 2003

<https://cops.usace.army.mil/sites/RM/CERM-P/Shared%20Documents/ER%205-1-13%20Revision/Final%202012%20Main%20Report.pdf>

p. USACE Command Guidance

<https://intranet.usace.army.mil/hq/rm/Pages/cg.aspx>

5. General. The Division is a Major Subordinate Command (MSC) of USACE and consists of a Division headquarters, subordinate Districts, and Enterprise Forward Offices (formally, National Staff Organizations). The Division executes its missions within assigned geographical boundaries, and cross boundaries for specifically assigned programs. Division boundaries may differ slightly for Civil Works (CW) and/or Military Programs and the Division is often referred to as a region or a RBC. Effective mission execution involves integration of enterprise program assignments, centers, regional technical specialists and Centers of Expertise (CXs). Program execution and operations are integrated with HQUSACE to ensure policy compliance, professional standards of programs delivery, and authorization for projects and services for the Nation. The Division is responsible for regional relationships and command oversight, including execution, of all USACE activities in assigned areas of responsibility.

a. Regional Business Center. The RBC is the operational implementation of a regional business model where the Division headquarters, Division subordinate Districts and USACE Centers join together as a regional business entity for mission delivery. A Division employs its RBC for delivering all programs, projects and services that the Division is responsible for. HQUSACE enables the execution of programs and projects by Districts and Centers. Divisions are responsible for synchronizing the Command's capabilities to professionally deliver programs, projects and services on time and within budget and scope.

(1) The essence of the RBC is the integration of the Division organizational assets and capabilities to operate as a unified business entity to deliver the Division's mission and programs. It ensures the sharing and integration of support, technical expertise and project management to achieve the best outcome. The Division provides oversight and management of regional resources through its regional governing bodies. USACE Centers and CXs act interdependently as enablers in the single RBC business entity to deliver programs, projects, and products/services efficiently and effectively.

(2) To achieve this aim, the Division seeks optimization of its regional capabilities within mission areas and corporate capabilities. The RBC model enables the delivery of USACE's mission projects and services on schedule and within budget, while meeting required engineering standards or specifications, safety, legal and policy compliance.

(3) The five standard RBC regional governing bodies orchestrate integration of organization resources: Regional Management Board (RMB), Regional Command Council (RCC), Program Management Review (PMR), Regional Program Budget Advisory Committee (RPBAC), and the Regional Acquisition Board (RAB). The regional governing bodies are interdependent and are responsible for maintaining an affordable, technically competent workforce that supports program and project delivery, forecasting and managing workload fluctuations, assuring regional cost control, managing availability of technical expertise requiring regional-level management or oversight, and preparing for future trends.

(4) The regional governing bodies oversee regional implementation plans, program execution, workload and workforce management, resource management, stakeholder engagement, and other regional business activities as required for delivery of the programs.

b. Division Headquarters. Divisions are responsible for the five elements of Executive Direction and Management (ED&M) which are specifically, 1) Command and Control – Exercise of command and control within their Area of Responsibility (AOR); 2) Policy and Guidance – Regions implement and enforce compliance with higher headquarters policies and guidance; 3) Program Management and Execution; 4) Regional Level Coordination – Coordination consistent with civil works and military missions; and 5) Quality Assurance – Assurance that Programs are being executed according to with law, policy and guidance. HQ owns enterprise engagements and regions own regional engagements, unless assigned an enterprise function.

c. Districts. Districts execute projects, operate projects, and deliver services assigned by their Division, or assigned based on specific authorities and/or laws, or specifically assigned as enterprise missions. Districts focus on delivering quality projects by working in collaboration with partners and stakeholders. District senior leaders continuously evaluate workload projections, staffing capacity, technical expertise and capability, and plan appropriate action in conjunction with their Division's RBC to address workload to workforce developments. District leaders serve on RBC governing bodies.

d. Regional Resources. The RBCs, as the core element of the USACE business model, enable effective, efficient sharing and leveraging of technical and support resources across the region.

e. Enterprise Forward Offices/ Personnel. The aim of Enterprise Forward Offices/Personnel is to reduce operating cost structures by increasing efficiencies via the standardization of business processes. Enterprise Forward Offices/Personnel provide support and advisory services at the MSC Headquarters level. Although, MSC leadership is not within the official supervisory chain for Enterprise Personnel, MSC Commanders will be asked for performance input throughout the year and at the end of the performance appraisal cycle. The MSC leadership sets MSC priorities of work for Enterprise Personnel, collaborates with the Enterprise Office Chiefs on appropriate performance elements for performance plans, and provides feedback to the Enterprise Office Chiefs on performance and quality of support. HQ Enterprise Forward Office Chiefs may assign national, regional, and/or local resources to provide integrated support services throughout USACE. (For a list of Enterprise Forward Offices, see Reference 4.n.)

f. HQUSACE. In addition to command and control functions, HQUSACE provides Executive Management and Direction of the enterprise execution of missions and programs to include legislative development and implementation, policy, planning, programming, budget, execution, stakeholder management and performance of the

Command. HQUSACE is responsible for national level relationships and engagements as well as for oversight of uniquely critical projects and activities.

6. Doctrine. MSCs optimize resources, increase efficiency and effectiveness of project, program and services delivery, integrate regional capabilities, and ensure consistent business processes operating as an RBC. Resource optimization is achieved by standardizing Division headquarters structure, missions and functions; conducting regional governance; sharing resources; assessing and refining business processes; employing quality and knowledge management frameworks; workload/workforce (WLWF) management; evaluating regional operational and strategic performance; and supporting USACE strategic plans.

a. Strategic Management. The Division's role in strategic management includes support to the USACE Campaign Plan (UCP) and priority actions via the development and management of a Division Implementation Plan (IPLAN) and its Districts' Operational Plans (OPLAN). The Division IPLAN contains the key implementation actions that are linked to funding requirements, measures, and targets in support of the UCP and program area strategic and performance plans. The District OPLAN contains specifications, measures and targets that are linked to the Division IPLAN and UCP thereby ensuring vertical and horizontal alignment in the planning, executing and reporting processes.

b. Workforce Management. Workforce management is a key component of regional doctrine. The RBC governance enables cost and performance analysis and reporting, implementation of strategy, risk mitigation, and resource allocation on a regional basis. The RBC-centric interdependence provides tools and capabilities beyond those available in a District-centric framework.

(1) An engaged, well-balanced/diverse workforce has significant opportunity for contributing to enhanced level of productivity and mission accomplishment. Workforce agility is key in today's constantly changing environment, and an expeditionary capability within elements of the workforce is important to the broader USACE strategic capability. Therefore, maintaining an affordable, well-led, technically competent, and agile workforce is an essential requirement for a Division and for preparedness for evolving missions.

(2) Workforce planning and development includes organizational planning, recruitment, manpower management, training, leader development programs, and other processes that support maintaining a technically competent workforce. This includes assessing regional workload sharing and balancing in-house and outsourcing strategies, as well as conducting workforce assessments that measure competency, balance and capacity of the workforce. These assessments allow the Division to align capacity and capability.

c. Organizational Standardization. The Division consists of a Division headquarters and subordinate Districts, as well as assigned Enterprise and regional centers. The Division is supported by Enterprise Forward Offices/Enterprise Personnel assigned

organically in the Division. Divisions also routinely utilize support from other USACE centers and field operating activities.

d. Standard Division Headquarters Organization Structure. USACE has a standard Division headquarters organizational structure based on the Corps' missions. This structure includes a Division Commander, Deputy Division Commander, two distinct directorates and support services. Headquarters, Department of the Army (HQDA) approves each Division headquarters' organization manpower structure and requirements based on manpower studies and this standard structure. Appendix A includes this standard Division headquarters organizational structure.

(1) Deviations from the standard Division headquarters' organization structure or the most recent HQDA-approved manpower structure will be submitted by the Division Commander through the HQUSACE Director of Resource Management to the Deputy Commanding General (DCG) via the following three options: a change management request, Command Implementation Plan (CIP), or a concept plan. Documentation for these changes is addressed in Appendix D. The waiver authority for deviations from the standard Division headquarters directorate structure and/or the HQDA-approved manpower structure lies with the DCG, USACE. All new (permanent) program requirements involving the hiring of personnel, must be submitted in a concept plan through HQUSACE for HQDA approval. Also, any "permanent" movement of missions or functions from one directorate to another to support a new program requires HQUSACE endorsement and HQDA approval.

(2) Consolidating, adding, or restructuring functions and/or organizations within the Division headquarters will follow these principles:

- (a) Improving service and responsiveness to stakeholders.
- (b) Providing more effective and efficient accomplishment of the mission.
- (c) Sustaining and improving USACE expertise.
- (d) Improving quality of services.
- (e) Improving strategic alignment.
- (f) Improving teamwork and empowering cross-functional teams.

(3) The Division Commander has authority to reorganize District level functions and missions, but cannot create nor close a District.

(4) Division Commanders have the authority to temporarily reorganize missions or functions of the Division provided: the Commander notifies HQUSACE DCG through the Director of Resource Management (DRM); HQUSACE, acting through the DCG, does not object to the reorganization; and, the reorganization is in line with the

requirements of applicable statutes and regulations, and with policy guidance. A temporary reorganization will not exceed 3 years in duration. See Appendix D for further guidance.

(5) Generally, the USACE enterprise organizes its tasks for execution of individual programs and projects at the District level.

e. Regional Governance. The Regional Command Council aids the Division Commander in exercising command and control of the Division, and in the management of resources available to the command and across the elements of the RBC. The Programs and Regional Business Directors exercise regional management through two regional governance boards, the RMB and the PMR. The RCC and RMB are the primary management and decision-making boards for the Division regarding assignment of work and resources, and other command and control actions. Charters for these boards are found in Appendix B. Division Commanders have the authority to add additional members to these Boards given the diversity of their missions.

(1) The RCC serves as the guiding corporate body and makes decisions requiring region-wide, Command-level attention and participation. Regional IPLAN approved by the RCC are executed by designated regional teams and/or Districts, normally with the RMB providing oversight and direction. The RMB manages the regional business operations to optimize resources, increase efficiency and effectiveness, and ensure consistent business processes. The RMB also provides oversight and management of regional actions to ensure RCC decisions and guidance is effectively implemented.

(2) Other governance boards and committees are used to manage various programs and activities. The PMR conducts regional oversight for the Civil Works and Military Programs. The RPBAC develops and manages the Regional Command Operating Budget (RCOB), sets and manages regional overhead rates and ensures consistent financial and accounting practices. The RAB manages regional procurement strategy, acquisition plans and tools to enable mission execution and project acquisition. The RPBAC and RAB support other regional boards. Because of the importance of these committees/boards, the charters are included in Appendix C.

(3) Other regional business (with management and fiscal purpose) and technical forums may be formed as necessary.

(4) For RBC issues that have a major effect on the USACE enterprise, the USACE Management Action Group (UMAG) and the USACE Command Council may address through their quarterly Executive Governance Meetings (EGM).

f. Regional Business Processes. The standardization of regional business processes is a fundamental necessity for achieving an efficient Division. The Division uses a variety of standard processes contained in the references cited to enhance program and project delivery. Divisions use the following set of regional business

processes as standard RBC operating procedure: Regional Workforce Planning, Project Management Delivery Process ((PMDP) Regional Process 6000); Regional Rates and Regional Operating Budget (PMDP Regional Process 6001); Regional Acquisition Planning (PMDP Regional Process 6002); and Regional Workload Planning (PMDP Regional Process 6003). Additional standard regional business processes are highly encouraged.

g. Quality and Knowledge Management. The RBC uses Quality and Performance Improvement (QPI) and Knowledge Management (KM) to continuously improve the delivery of programs, projects, and services. Standard regional processes based on PMDBP and applicable ERs provide the foundation of the QPI and KM frameworks and enable the institutionalizing of best practices and lessons learned across the Division. Standard regional processes provide the ability to work across the region as a team as well as share work and expertise for achieving consistency and operational optimization. Knowledge management tools and techniques are used to connect people to people and people to content.

h. Metrics. Metrics are used as a means for measuring strategic and operational performance consistent with the Command Guidance. Subordinate commanders are accountable for the performance of their organization. Performance will be measured based upon stakeholder satisfaction, program execution, and compliance with the policies of higher headquarters. Accountability will be monitored and enforced on an ongoing basis, and specifically through the Command Management Review Process and the USACE organizational inspection programs.

7. Responsibilities/Procedures. The USACE DCG has the responsibility for changes to and approval authority for exceptions to RBC policy.

FOR THE COMMANDER:

4 Appendices
(See Table of Contents)



KIRK E. GIBBS
COL, EN
Chief of Staff

Appendix A

Missions, Functions and Organizational Structure, Division Headquarters

1. Mission. Divisions are responsible for the five elements of ED&M which are specifically, 1) Command and Control – Exercise of command and control within their AOR; 2) Policy and Guidance – Regions implement and enforce compliance with higher headquarters policies and guidance; 3) Program Management; 4) Regional Level Coordination – Coordination consistent with civil works and military missions; and 5) Quality Assurance – Assurance that Programs are being executed accordance to law, policy and guidance. HQ owns enterprise engagements and regions own regional engagements, unless assigned an enterprise function.

a. The Civil Works mission includes responsibility for the protection, management, and development of water resources in the watersheds within the region and emergency response.

(1) Support commercial navigation programs and restoration, protection and management of aquatic ecosystems. Administering and enforcing Regulatory Program authorities pertaining to the protection of the aquatic environment and navigable waters in line with Section 10 of the Rivers and Harbors Act, Section 404 of the Clean Water Act, and Section 103 of the Marine Protection Research and Sanctuary Act, as amended.

(2) Performing intra- and inter-regional coordination with other federal and state agencies for effective flood risk management and river forecasts per the Flood Control Act of December 1944, Section 7.

(3) Executing response and recovery missions arising from natural disasters and mobilization support during national emergencies.

b. Military Programs mission consists of military construction, installation support, reimbursable military work, environmental programs to include the Regional Environmental and Energy Office where co-located with an MSC, Real Estate, and International and Interagency Services (IIS) programs.

(1) Providing military support through the continued development and execution of planning, design, engineering and construction, real estate, energy and sustainability, and installation support of Army, Air Force and other government and overseas facilities.

(2) Conducting environmental remediation of contaminated areas on active and closing installations and formerly used defense sites, as well as providing engineering and environmental support for other non-Department of Defense (DoD) federal agencies.

(3) Training and fielding Outside the Continental United States regional support teams in support of Military Programs.

(4) Providing technical assistance to non-DoD federal agencies, state and local governments, tribal nations, international organizations, and foreign governments through the IIS Program. USACE provides engineering and construction services, environmental restoration and management services, real estate, research and development assistance, management of water and land related natural resources, relief and recovery work, and other management and technical services.

2. Division Headquarters Structure. A standard Division headquarters consists of a Division Commander, a Deputy Division Commander, a Programs Director, and a Regional Business Director, and is supported by the Enterprise Forward Offices/Personnel. Figure A-1 shows the standard Division headquarters organizational structure. Deviations are permissible so long as an MSC documents deviations in line with Appendix D.

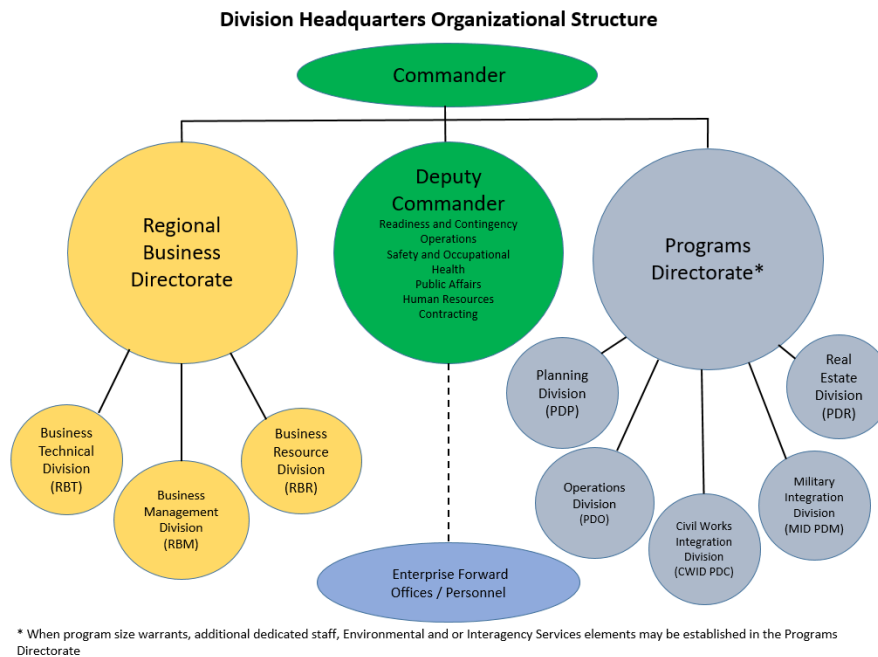


Figure A-1 Standard Division Headquarters Structure. The Structure shown here was validated through Manpower Studies and may vary from Division to Division.

a. The two Division directorates have distinct purposes; the Programs Directorate is responsible for Civil Works and Military Programs program management, and the

Regional Business Directorate is responsible for strategic and business management to sustain capability and enable the operation as a Regional Business Center (RBC).

b. The Directorates are led by Senior Executives. In instances approved by the Commander, USACE, a Division may be assigned only one Senior Executive who will be responsible for the functions normally performed by both directorates.

3. Functions of Executive Office.

a. Division Commander:

(1) Provides command leadership for the Division which consists of all of the Districts within its AOR as well as the Division headquarters. Within the authorities delegated by the Chief of Engineers, assigns missions, assures program execution, allocates resources, establishes command policies and sets Division performance goals and expectations. Assures appropriate mission performance review and staff advisory services for District organizations and oversees the operations of the RBC.

(2) Represents the Division at Congressional testimony hearings regarding Civil Works activities. Represents the USACE and the Division with federal, state and local government, the media and public interests, and non-government organizations concerned with water resources development and related watershed resources within the region; for emergency response, military construction, and compliance with USACE policy.

(3) Directs District commands and provides leadership to the Division headquarters' office staff to assure primary missions and programs of the region are properly executed. Through various advisory review boards, the Division Commander assures effective command and control and conducts a variety of regularly scheduled performance reviews to assure mission and program execution. Provides stewardship of Division resources and ensures necessary management controls are in place and operating throughout the Division to safeguard resources and to assure effective and efficient use.

b. Deputy Division Commander:

(1) Performs various duties and focuses on specific issues, areas, or functions as directed by the Division Commander and in coordination with the regional directors. The Deputy Commander directly oversees the Division's programs for public affairs, readiness and contingency operations, and safety and occupational health, and security and personnel protection. Ensures the Division headquarters and the Enterprise Forward Offices/Personnel are integrated and effectively executing routine staff, management, administrative and logistical activities.

(2) Manages the Division headquarters' office staff to assure primary missions and

programs of the region are properly executed. Serves as organizational spokesperson in governance forums.

(3) Oversees staff operations and the planning of response and recovery during contingency operations.

(4) Represents the Division Commander at ceremonies and events as delegated. These include but are not limited to standard meetings, delivering remarks to civic groups, and representing the Division at various functions and events.

c. Programs Director:

(1) Provides overall direction, program management and execution of the Division's Civil Works and Military Programs. Provides congressional liaison for Division CW programs and develops technical capabilities within the environmental, operations, regulatory, real estate, and planning functions. Assures adherence to DA commitments made to Congress, Major Commands, installations, and local sponsors.

(2) Directs the execution of planning, engineering design and construction, water management, real estate, environmental, and program/project management functions.

(3) Co-chairs the RMB responsible for executing strategic planning, corporate initiatives management (quality and knowledge management), and strategic performance measurement and management.

(4) Directs a) implementation of policies, guidelines, and processes to sustain the quality of technical products; b) program execution in line with appropriations, and Corps policy; c) allocation of program resources to the Districts; d) technical performance within the Division; and acquisition strategies for major projects.

(5) Represents the Division as an authorized technical representative with other regional federal and non-federal entities within the Division boundaries. Participates with the Division Commander for Congressional engagements.

(6) Establishes a working relationship with various functional chiefs, Congressional members and their staffs for CW programs, other federal departments, and state and local government officials within the Division AOR.

(7) Represents the Division on boards, committees and external entities.

d. Regional Business Director:

(1) Leads the strategic direction, business functions, financial operations, technology transfer, and development and sustainment of technical engineering and construction capability and competency of the RBC. Advises the Division Commander

on matters pertaining to the RBC capability.

(2) Directs implementation of strategic actions, performs strategic and operational evaluations of long-term workload trends, shapes and develops the regional workforce, and promotes and manages workload sharing between districts.

(3) Co-chairs the RMB responsible for executing strategic planning, corporate initiatives management (quality and knowledge management), and strategic performance measurement and management.

(4) Participates in USACE enterprise governance forums to establish command policy and guidance from a corporate perspective.

(5) Establishes working relationships with various functional chiefs, Federal and State departments and agencies.

(6) Represents the Division in meetings/conferences with representatives of HQUSACE, other Divisions, Districts, and other Federal, State and municipal agencies.

(7) Participates in regional mobilization, emergency activities, and coordination of regional technical needs and capabilities among Districts, other Divisions, and governmental agencies.

(8) Coordinates the Division's research activities with ERDC's liaison.

(9) Leads Division Engineering and Construction quality assurance function and provides support to the HQs Design and Construction Evaluations.

Appendix B
Regional Governance Charters

Regional Command Council
XX Division

1. Name. Regional Command Council (RCC).
2. Authority. ER 5-1-13.
3. Date Revised. February 2019.
4. Purpose. The RCC is responsible for the stewardship of the Division. It is the primary forum for achieving regional synergy and strategic direction between and across Division headquarters and its subordinate Districts.
5. Roles and Missions. The RCC will:
 - a. Serve as the guiding corporate body and make decisions requiring region-wide Command-level attention and participation.
 - b. As a minimum, quarterly review and approve a strategic planning process and strategic directions arising from the process, taking into account, among other things, the opportunities and risks of the command.
 - c. Engage in strategic dialogue and further command understanding of enterprise wide issues, including critical factors and their impacts on the strategic directions of the command.
 - d. Review and decide strategic directions for addressing region wide issues. Strategic plans approved by the RCC are implemented directly by the RCC or through the RMB and/or Districts.
 - e. A substantial portion of the analysis and work of the RCC is done by other subordinate governance structures. The primary forum for analytical assessment of region wide issues is the Regional Management Board. The RCC may, from time to time, establish or maintain additional governance forums as necessary or appropriate.
6. Membership.
 - a. Voting Members: (May be modified at Commander's discretion).

Chair	Division Commander
Members	Deputy Division Commander

Programs Director
Regional Business Director
District Commanders

Executive Director Chief, Business Management Division (may vary per MSC)

b. Non-voting Members:

(1) Regularly attending advisors include participation from Resource Management, Division Counsel and Human Resource Management who are not voting members but whose advice, counsel, and perspective are often needed by the Division Commander.

(2) Subject and knowledge matter experts may be asked to attend but are not voting members.

7. Direction and Control. The Division Commander will exercise overall direction and control of the RCC. The Executive Director will manage all routine RCC activities.

8. Operation and Administration.

a. Meeting Schedule and Agenda. The RCC will generally meet after the completion of the PMR and RMB or at the call of the Chair.

(1) Any RCC member, with the approval of the Chair, may request a special meeting to address an urgent topic.

(2) Members are required to attend all meetings. If for extenuating or compelling reasons members are unable to attend, they should coordinate with the Chair prior to the meeting to designate an alternate.

(3) The Chair may invite other Division and District staff members to participate in discussion, as needed.

(4) CEXXD-Regional Business Management will coordinate all administrative details such as preparation and distribution of the agenda, all read-ahead materials, and record of the meeting.

b. Decisions. Decisions required of the RCC should be identified in the agenda objectives. All board members will have an equal voice and are encouraged to openly present and defend their position on all topics. Each topic will be openly discussed and members will try to reach a consensus. However, if a consensus cannot be reached, the Chair can call for a voice vote and make a decision/recommendation based on the input received. In order to promote free and open discussion with no

retribution, comments will not be attributed to specific individuals in RCC deliberations, as discussed outside the RCC. Once a decision is reached, all members will support the decision. All decisions will be enumerated and documented in the meeting minutes signed-off by the Chair and posted in an appropriate electronic location. Decisions requiring more formal documentation such as a policy memo or regulation will be assigned to the appropriate proponent office for action.

c. Meeting Minutes. The meeting minutes will be documented and published. The minutes will include the meeting objectives and topics, significant points discussed, all dissenting opinions, recommendations and other actions and taskings, along with the responsible party and a suspense date for completion. The draft minutes will be sent via email to all board members in a timely manner after the meeting. Approval of minutes will be accomplished by the Chair upon consideration of any comments members submitted virtually.

9. Communications. Communications with the RCC will be by written, telephonic, or electronic and may be directed to the Chair or through any member to the Chair.

10. Resources. The cost of attending the RCC meetings (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for Division headquarters personnel. Where possible, the use of technology (e.g., Video Teleconference, Web meeting, etc.) is highly encouraged.

Regional Management Board
XX Division

1. Name. Regional Management Board (RMB).
2. Authority. ER 5-1-13.
3. Date Revised. February 2019.
4. Purpose. The RMB manages the regional business operations to optimize resources, increase efficiency and effectiveness, and ensure consistent business processes.
 - a. The RMB is the analytical and decision making forum in support to the RCC. It focuses on region-level strategy and policies that influence the Division's organization, management and performance cutting across all organizational elements and activities. Its scope crosses functional lines and District boundaries.
 - b. The RMB provides a forum for regional level discussion of enterprise and region wide issues and recommends decisions to the RCC requiring region-wide Command-level attention and participation.
5. Mission, Authorities, Roles and Responsibilities.
 - a. Mission. Serve as the governance board for the Division's regional business center. The RMB is a strategic business forum focused on internal policies, processes and procedures to ensure consistent regional business operations and delivery of quality programs, projects and services. The RMB scope crosses functional lines and District boundaries and addresses issues at the regional level which may be dealt with by the UMAG as enterprise issues.
 - b. Authorities. The RMB has delegated decision authority as directed by the Commander to formulate and implement initiatives for business and/or technical policies, procedures and processes that do not require region-wide Command-level attention and participation.
 - c. RMB Roles and Responsibilities.
 - (1) Make decisions on regional matters and recommends to the RCC decisions that require Command-level attention.
 - (2) Evaluate, analyze and implement the UCP and the Division IPLAN. Monitor progress and performance of the UCP and IPLAN.
 - (3) Manages workload and workforce initiatives to optimize use of regional and

District resources and prepare for future mission requirements. The Human Resource Communities of Practice dashboard allows WL/WF planners to analyze workforce trends in their business segment.

(4) Implement best practices and policies across the Division.

6. Membership.

a. Voting Members: (May be modified at Chair's discretion)

Co-Chairs Programs Director
 Regional Business Director

Members Chief, Business Resources,
 District Deputies for Programs and Project Management,
 District Technical and/or Resource Management Chief(s), as
 required

Executive Director Chief, Business Management Division (may vary per MSC)

b. Non-voting Members:

(1) Regularly attending advisors include participation from, Enterprise Forward Office/Personnel such as, Division Counsel, Regional Contracting Chief, and Human Resource Management who are not voting members, but whose advice, counsel, and perspective the Division needs.

(2) During the course of the RMB other members such as District Staff, District SMEs, Contracting, USACE Logistics Activity (ULA), etc. may be invited to participate depending on the subject matter being presented.

7. Direction and Control. The Co-Chairs, the Regional Business Director and the Regional Programs Director, will coordinate closely and exercise overall direction and control of the RMB. The Executive Director will manage all routine RMB activities.

8. Operation and Administration.

a. Meeting Schedule and Agenda.

(1) The RMB will meet at a minimum, quarterly or at the call of the Chairs.

(2) Any RMB member, with the approval of the Chairs, may request a special meeting to address an urgent topic.

(3) Members are required to attend all meetings.

(4) The Chairs may invite other Division and District staff members to participate in discussion as needed.

(5) The Executive Director will coordinate all administrative details such as preparation and distribution of the agenda, read-ahead materials, and record of the meeting.

b. Decisions or Recommendations. Agenda topics requiring the RMB's decision or recommendation for RCC approval will be noted on the agenda. All board members will have an equal voice and are encouraged to openly present and defend their position on all topics. Each topic will be openly discussed and members will try to reach a consensus. If a consensus cannot be reached, the Chairs can call for a voice vote and make a decision/recommendation based on the input received. In order to promote free and open discussion with no retribution, comments will not be attributed to specific individuals in RMB deliberations, as discussed outside the RMB. Once a decision is reached, all members will support the decision.

c. Meeting Minutes. The meeting minutes will be documented and published. The minutes will include the meeting objectives and topics, significant points discussed, decisions and/or recommendations for RCC approval made, and other actions and taskings. Approval of minutes will be accomplished by the Chairs upon consideration of any comments submitted by members. The record of each meeting will be posted appropriately.

9. Communications. The XXX SharePoint RBC page will be used to publicize RMB actions and minutes of all meetings. RMB members are responsible for keeping Commanders informed on all actions of the committee, soliciting and providing input on topics to be discussed, and after meetings, to convey decisions and/or other pertinent information.

10. Resources. The cost of attending the RMB meetings (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for Division headquarters personnel. The use of technology (e.g., Video Teleconference, Web meeting, etc.) is recommended where feasible.

Appendix C

Other Board/Committee Charters

Program Management Review XX Division

1. Name. Program Management Review (PMR).
2. Authority. ER 5-1-13.
3. Date Revised. February 2019.
4. Purpose. The purpose of the PMR is to review the Civil Works and Military programs and projects, provide current year workload management and advise the Division Commander on issues that have a regional impact.

5. Mission, Authorities, Roles, and Responsibilities

a. Mission. The PMR is the management forum focused on managing scope, schedule, and budget on delivering programs, projects and services.

b. Authorities. The Program Director exercises decision authority to formulate and implement initiatives concerning program development and execution across the region, except those requiring Division Commander approval.

c. Roles and Responsibilities

(1) Manages regional performance metrics and overall program performance.

(2) Shares successful strategies for mission execution and identifies challenges affecting mission execution to be resolved by other regional forums.

6. Membership

a. Voting Members: (May be modified at Chair's discretion)

Chair	Programs Director
Members	Regional Business Director Chief, Military Integration Division Chief, Civil Works Integration Division Division Technical, Management and Resource Chiefs

Executive Director Chief, Military Integration Division, or
Chief, Civil Works Integration Division

b. Non-voting Members: District Deputies for Programs and Project
Management

7. Direction and Control. The Programs Director will exercise overall direction and control of the PMR. The Executive Director will coordinate all administrative details and conduct routine business.

8. Operation and Administration.

a. Meeting Schedule and Agenda.

(1) The PMR will meet at least quarterly or at the call of the Programs Director. Any PMR member, with the approval of the Programs Director, may request a special meeting to address an urgent topic.

(2) Members are required to attend all meetings. If for extenuating or compelling reasons a member is unable to attend, he/she should coordinate with the Programs Director.

(3) The Programs Director may invite other Division and District staff members to participate in discussion, as needed.

(4) CEXXD-PD will coordinate all administrative details such as preparation and distribution of the agenda, all read-ahead materials, and record of the meeting.

b. The meeting minutes will be documented and published. The minutes will include the meeting objectives and topics, significant points discussed, all dissenting opinions, recommendations and other actions and taskings, along with the responsible party and a suspense date for completion. The draft minutes will be sent via email to all attendees in a timely manner after the meeting. Approval of minutes will be accomplished by the Programs Director upon consideration of any comments submitted virtually by members.

9. Communications. Communications regarding the PMR will be directed to the Programs Director, Chief, Civil Works Integration Division or Chief, Military Integration Division. The District Deputies for Programs and Project Management are responsible for keeping District Commanders informed.

10. Resources. The cost of attending a PMR (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for Division headquarters personnel. The use of technology (e.g., Video Teleconference, Web meeting, etc.) is recommended where feasible.

Regional Program and Budget Advisory Committee
XX Division

1. Name. Regional Program and Budget Advisory Committee (RPBAC).
2. Authority. ER 5-1-13, ER 37-1-24 and ER 37-1-32.
3. Date Revised. February 2019.
4. Purpose. The RPBAC is the committee for recommending appropriate overhead rates and other financial measures to support Division priorities and objectives. The RPBAC provides a forum to arrive at regional solutions to fiscal challenges.
5. RPBAC Mission, Authorities, Roles, and Responsibilities.
 - a. Mission. The RPBAC is a business forum focused on the development and issuance of planning, programming and operating budget execution guidance and aligns regional budget formulation with strategic objectives.
 - b. Authorities. The RPBAC has delegated decision authority as directed by the Commander to formulate and implement initiatives for resource business and/or fiscal policies, procedures, and processes. For highly sensitive issues and/or political in nature, the RPBAC provides recommendations to the RMB. The RPBAC makes overhead rate adjustments as delegated by the RMB/RCC.
 - c. Roles and Responsibilities.
 - (1) Share, evaluate and plan implementation of best practices across its respective region and provide oversight of initiative implementation.
 - (2) Develop and recommend annual regional budget guidance.
 - (3) Develop and recommend the RCOB to the RMB/RCC for approval.
 - (4) Develop budgetary, finance and accounting, manpower and business standards for the Division.
 - (5) Synchronize the budget with achievement of regional objectives.
 - (6) Identify potential risks associated with RCOB funded levels; develop course(s) of action to mitigate risks should they materialize during the course of the fiscal year.
6. Membership.
 - a. Voting Members: (May be modified at Chair's discretion)

Chair	Regional Business Director
Executive Director	Chief, Business Resources Division
Members	District Resource Management Officers

b. During the course of the RPBAC other members may be invited to participate depending on the subject matter being presented.

7. Direction and Control.

a. The Regional Business Director will exercise overall direction and control of the RPBAC. Routine RPBAC business will be directed and controlled by the Chief, Business Resource Division.

b. The RPBAC is supported by the Working Program Budget Advisory Committee (WPBAC). The WPBAC is chaired by the Division budget officer and membership consists of the District budget officers. The WPBAC generally meets twice per fiscal year to analyze and discuss individual Districts' initial and midyear operating budgets and develop a recommended RCOB for review and discussion by the RPBAC and decision by the RMB/RCC.

8. Operation and Administration.

a. Meeting Schedule and Agenda.

(1) The RPBAC will meet at least semi-annually or at the call of the Chair.

(2) Any RPBAC member, with the approval of the Chair, may request a special meeting to address an urgent topic.

(3) Members are required to attend all meetings. If for extenuating or compelling reasons members are unable to attend, they should coordinate with the Chair prior to the meeting to designate an alternate.

(4) The Chair may invite other Division and District staff members to participate in discussion as needed.

(5) CEXXD-Regional Business Resources will coordinate all administrative details such as preparation and distribution of the agenda, all read-ahead materials, and record of the meeting.

b. Decisions. Decisions and/or recommendations required of the RPBAC should

be identified in the agenda objectives. All board members will have an equal voice and are encouraged to openly present and defend their position on all topics. Each topic will be openly discussed and members will try to reach a consensus. However, if a consensus cannot be reached, the Chair can call for a voice vote and make a decision/recommendation based on the input received. In order to promote free and open discussion with no retribution, comments will not be attributed to specific individuals in RPBAC deliberations, as discussed outside the RPBAC. Once a decision is reached, all members will support the decision. All decisions will be enumerated and documented in the meeting minutes and posted in an appropriate electronic location. Decisions requiring more formal documentation, such as a policy memo or regulation, will be assigned to the appropriate proponent office for action.

c. Meeting Minutes. The meeting minutes will be documented and published. The minutes will include the meeting objectives and topics, significant points discussed, decisions and/or recommendations for RMB approval made, and other actions and taskings. The draft minutes will be distributed in a timely manner and coordinated with all committee members before official publication.

d. Communication. The XXX SharePoint RBC page will be used to publicize RPBAC minutes and actions of all meetings. RPBAC members are responsible for keeping their Commanders informed on all actions of the committee, soliciting and providing input on topics to be discussed, and after meetings to convey decisions and/or other pertinent information.

e. Resources. The cost of attending the RPBAC meetings (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for Division HQs personnel. The use of technology (e.g., Video Teleconference, Web meeting, etc.) is recommended where feasible.

Regional Acquisition Board
XX Division

1. Name. Regional Acquisition Board (RAB).
2. Authority / References. ER 5-1-11, ER 5-1-13
3. Date Revised. February 2019.
4. Purpose and Structure. The Regional Acquisition Board assesses the Division's current and future workload projections to ensure adequate contract vehicles and capacities are in place to support project and project execution. As part of the calculus, the RAB will ensure sustainment of technical competencies and identify opportunities for small business. Assessments and recommendations will be presented to the Regional Management Board (RMB) for approval.
5. Mission, Authorities, Roles, and Responsibilities.
 - a. Mission. The RAB is a strategic business forum focused on developing and implementing effective, efficient, and consistent acquisition strategies and processes to meet the needs of the Region. The RAB will monitor the Region's acquisition planning processes ensuring acquisition goals are met and technical competencies are sufficient for future requirements.
 - b. Authorities. The RAB functions as an integral part of the RBC and has decision authority to formulate and implement initiatives concerning contracting planning and execution across the region, except those requiring RMB and/or RCC approval.
 - c. Roles. The RAB periodically reviews and evaluates the Division's contracting management relationships, systems, products, processes, practices, and resources to seek out more effective and efficient methods of operations. The RAB ensures stakeholders are considered before decisions are made.
 - d. Responsibilities.
 - (1) Identify sufficient "in-house" work to maintain the Division's technical competencies and capabilities.
 - (2) Identify Region-wide shared needs for the Current Fiscal Year (CFY), CFY+1 and the Future Years Defense Program (FYDP).
 - (3) Develop and recommend innovative acquisition strategies and methods to enhance mission execution, better support stakeholders, and other items of regional concern.

(4) Promote achievement of Division's Small Business and competition goals.

6. Membership.

a. Voting Members: (May be modified at Chair's discretion)

Co-Chairs Programs Director
 Regional Business Director

Executive Director Regional Chief of Contracting

Members Chief, Civil Works Integration Division
 Chief, Military Integration Division
 Chief, Operations Division
 Chief, Business Technical Division
 Assistant Director, Office of Small Business Programs
 District Deputies for Program and Project Management or
 Representatives

b. Non-voting Advisors:

Chief, Planning & Policy Division
Chief, Real Estate Division
Chief, Human Resources
Division Counsel
Chief, Business Resources Division
Principal Assistant Responsible for Contracting (PARC)
Assistant Deputy, Director for Small Business
District Contracting Chiefs

(1) Chair may invite subject matter and knowledge experts to participate, either in person or virtually.

(2) To minimize expenses, briefings should be provided virtually where possible.

7. Monitor Performance Measurement. Prepare and brief an annual assessment of the Division's contracting strategy to the RMB and Division Commander. Contracting efforts are measured in the following areas:

a. Amount of in-house work set aside to maintain technical competencies.

b. Percent contract execution to budgeted program.

c. Competition goal achievement.

d. Small Business and subcategories goal achievement.

e. Number of shared contracting tools in-place.

f. Establishment of new enterprise initiatives resulting from the Division-wide overall contracting strategy.

8. Directions and Control. The co-chairs will exercise overall direction and control of the RAB. The Executive Director will direct and control routine RAB business.

9. Operation and Administration.

a. Meeting Schedule and Agenda.

(1) The RAB will meet at least semi-annually or at the call of the Chair.

(2) Any RAB member, with the approval of either co-chair, may request a special meeting to address an urgent topic.

(3) Members are required to attend all meetings. If for extenuating or compelling reasons members are unable to attend, they should coordinate with either co-chair prior to the meeting to designate an alternate.

(4) The co-chairs may invite other Division and District staff members to participate in discussion as needed.

(5) CECT-XXD will coordinate all administrative details such as preparation and distribution of the agenda, all read-ahead materials, and record of the meeting.

b. Decisions. RAB decisions and/or recommendations should be identified in the agenda objectives. All board members will have an equal voice and are encouraged to openly present and defend their position on all topics. Each topic will be openly discussed and members will try to reach a consensus. However, if a consensus cannot be reached, the Chair can call for a voice vote and make a decision and/or recommendation based on the input received. In order to promote free and open discussion with no retribution, comments will not be attributed to specific individuals in RAB deliberations, as discussed outside the RAB. Once a decision is reached, all members will support the decision. All decisions will be enumerated and documented in the meeting minutes and posted in an appropriate electronic location. Decisions requiring more formal documentation such as a policy memo or regulation will be assigned to the appropriate proponent office for action. RAB recommendations will also be documented in the minutes and sent forward to the RMB and RCC as appropriate.

c. Meeting Minutes. The meeting minutes will be documented and published. The minutes will include the objectives, attendees, topics, and significant points discussed,

actions taken, recommendations and decisions made, and taskings along with the responsible party and suspense for completion. The draft minutes will be distributed in a timely manner and coordinated with all committee members before official publication.

9. Communication. Communications with the RAB will be written, telephonic, or electronic and may be directed to a co-chair or through any member to the Chair.

10. Resources. The cost of attending the RAB meetings (travel and labor) is the cost of doing business and is appropriately charged to home office overhead accounts or ED&M for Division HQs personnel and Enterprise Forward Office Personnel (RCC, Deputy RCC, Small Business Chief). The use of technology (e.g., Video Teleconference, Web meeting, etc.) is recommended where feasible.

Appendix D

Deviation Documentation

1. Deviations. Deviations from the standard Division headquarters' organization structure or the most recent HQDA approved manpower study will be submitted by the Division Commander through the HQUSACE DRM to the DCG via the following three options: a change management request, CIP, or a concept plan. Permanent movement of missions or functions from one directorate to another requires HQDA approval.

2. Change Management Request. A change management request is a memorandum signed by the Division Commander, submitted to the HQUSACE DRM, formally requesting documentation of changes to job title, grade and/or job series or Army Management Structure Code (AMSCO)/Management Decision Package (MDEP) within the scope of workload validated in the most recent HQDA approved manpower study.

a. A change management request will be submitted when the Division headquarters is changing a job series, title and or a grade, provided the changes:

(1) Are consistent with the workload validated in the study (e.g., engineering workload will continue to be performed by an engineering job series or could reasonably be expected to be performed by the new proposed job series), and

(2) Have been approved by Civilian Personnel Advisory Center to include rewriting position descriptions where necessary.

b. Component of a change management request includes a memorandum to HQUSACE DRM.

3. Command Implementation Plan (CIP). A CIP is used to reorganize an organization, but has no new requirements or reprogramming. A CIP is an internal movement of requirements from one existing paragraph to another within the organization.

a. A CIP may be submitted in lieu of a detailed concept plan if:

(1) An organization is reorganizing a single Unit Identification Code (UIC) or several UICs residing on the same installation, with no net increase to total requirements and authorizations; and

(2) No changes are being made at AMSCO/MDEP/Civilian - TYPE/level of detail.

b. Components of a CIP include an executive summary, crosswalk spreadsheets and proposed TDA.

4. Concept Plan. A concept plan is a detailed proposal to create or change one or more organizations. It is a means to request approval for organizational structure and

manpower requirements.

a. A concept plan is required when organization structure (paragraph level either by creating, deleting or renaming) is changed through decisions made internal to the command;

(1) When a single requirement (or multiple requirements) change job series (e.g., 00343 to 00501);

(2) When new, enduring workload develops, whether military or civil funded, direct or reimbursable, that was not validated in the HQDA approved manpower study; or

(3) When an organization is requesting an increase in requirements.

b. Components of a concept plan include: executive summary, workload, crosswalk spreadsheets, bill payer strategy, cost-benefit analysis, mission analysis, execution, manpower analysis and summary of changes.

5. Proponent. HQUSACE G-31 is the proponent for all concept plans and CIPs for the Corps and is responsible for submission to HQDA G-37/FMP for HQDA staffing.

6. Review Responsibility. HQUSACE CERM-M is responsible for reviewing workload, crosswalk and the Schedule 8 documents for concept plans and CIPs that are staffed thru HQUSACE G-31.

Glossary

Abbreviations and Terms

AMSCO	Army Management Structure Code
AOR	Area of Responsibility
CFY	Current Fiscal Year
CIP	Command Implementation Plan
CW	Civil Works
CX	Center of Expertise
DCG	Deputy Commanding General
DOD	Department of Defense
DRM	Director of Resource Management
ED&M	Executive Direction and Management
EGM	Executive Governance Meeting
ER	Engineer Regulation
FMP	Force Management Program
FYDP	Future Years Defense Program
HQDA	Headquarters Department of the Army
HQUSACE	Headquarters U.S. Army Corps of Engineers
IIS	International Interagency Support
IPLAN	Implementation Plan
KM	Knowledge Management
MDEP	Management Decision Package
MM	Military Programs
MSC	Major Subordinate Command
OPLAN	Operations Plan
PDO	Programs Directorate, Operations
PMDP	Project Management Delivery Process
PMR	Program Management Review
QMS	Quality Management System
QPI	Quality and Performance Improvement
RAB	Regional Acquisition Board
RBC	Regional Business Center
RBM	Regional Business Management
RCC	Regional Command Council
RCOB	Regional Command Operating Budget
REEO	Regional Environmental and Energy Office
RMB	Regional Management Board
RPBAC	Regional Program Budget Advisory Committee
SMS	Strategic Management System
TDA	Tables of Distribution and Allowance
UCC	USACE Command Council
UCP	USACE Campaign Plan
UIC	Unit Identification Code

UMAG	USACE Management Action Group
USACE	U.S. Army Corps of Engineers
VTC	Video Teleconferencing
WL/WF	Workload/Workforce
WPBAC	Working Program Budget Advisory Committee