



**US Army Corps  
of Engineers®**

# ENGINEERING AND CONSTRUCTION BULLETIN

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**Subject:** USACE Commander's Direction on Requirement to Perform Appropriate In-House Engineering Design Work Needed for Building a GREAT Engineering Force

**Applicability:** Information

1. The purpose of this Engineering and Construction Bulletin (ECB) is to provide information on new directions from LTG Van Antwerp to USACE Commanders on the requirement to perform an appropriate amount of technical engineering design work in-house. This guidance applies to all USACE organizations and all USACE programs, and this initiative is supported by the Military Programs and Civil Works Program Integration Division chiefs at HQUSACE.
2. Reference:
  - a. Memorandum, CECW-ZA/CEMP-ZA, 4 May 2010, subject: Requirement to Perform Appropriate In-House Engineering Design Work Needed for Building a GREAT Engineering Force.
  - b. USACE Campaign Plan, Objective 4a: "Identify, develop, maintain and strengthen technical competencies among the USACE workforce."  
(<http://www.usace.army.mil/about/campaignplan/Pages/Home.aspx>).
  - c. ER 1110-345-100, Design Policy for Military Construction, 15 Feb 1994.
3. Background and Key Points.
  - a. Reference 2a. requests that Commanders establish their minimum District, Region, and Center targets for number and types of engineering and design projects that are to be performed annually by in-house workforces, starting with FY11 workload planning. These targets are to be reported up through regional business processes in synchronization with annual workload and workforce planning cycles. Commands will be measured against these targets via the Directorate Management Review process during the year of execution, beginning with FY11.
  - b. Contracting for engineering, construction, and other services is and will continue to be the principal method for accomplishing the USACE mission. Performing an appropriate amount of technical engineering design work in-house is one important element in our overall initiative to maintain the competency and technical expertise that are essential to properly define, manage, and review the work of A-E contractors and successfully fulfill our inherently governmental roles.
  - c. The responsibility for maintaining an appropriate balance of contracting for engineering design work is a corporate responsibility, not strictly a Community of Practice, District or Headquarters' responsibility. Similarly, in-house design work is one aspect of building a GREAT Engineering Force, along with staffing, equipping, training, development, professional registration,

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mentoring, leadership, and a variety of other activities that play important roles in achieving the USACE Campaign Plan Goals while delivering the products and services needed by USACE's customers/partners.

d. Commanders and Directors have mature planning processes (e.g., annual acquisition planning) in place to meet metrics such as execution rates, small business goals, and other guidelines. A similar planning process needs to analyze current and future roles of each organization, their staffing levels and composition, methods of delivery, income, technical competencies, and technical capacities needed by their organizations in the future.

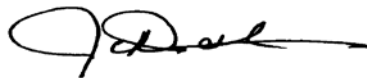
e. When determining the appropriate portions of the overall technical engineering work to be performed in-house, Commanders and Directors should also consider the development of the expertise required to meet emerging technical competency needs and work required to strengthen technical competencies at risk.

f. Existing Centers of Standardization-based delivery methods for specific MILCON facility types will continue. LTG Van Antwerp's expectation is that Commanders will find the right balance between enhancing technical competence and use of the great tools we have developed recently to save delivery time and cost to our customers.

g. The role, workload and workforces of USACE Districts vary greatly, and accordingly, it is not possible to provide an effective single USACE-wide metric for this in-house engineering design aspect of our overall performance. Accordingly, each level of the Command is expected to analyze its present and future workloads, workforce, in-house technical competencies, in-house technical capacities, and other factors, and then develop the most appropriate target that is both achievable and contributes in a meaningful way to reach Goal 4a. of the USACE Campaign Plan.

h. CoP and Sub-CoP staffs at HQUSACE have developed lists of important technical occupations and projects that can enhance the technical competencies and capacities associated with USACE's technical occupations. These lists and other documents such as a spreadsheet to help report projects planned for in house design are at (<https://hqintra1.hq.ds.usace.army.mil>). A list of engineering and construction occupations and related project activities was also developed to help USACE Commanders to select projects for in-house engineering and design that will build and develop the workforce for the future in accord with Objective 4a. of the Campaign Plan. This list is attachment 1 to reference 2a. This information should be used by all MSCs to enhance their Implementation Plans in support of the USACE Campaign Plan.

4. HQUSACE contact for this ECB is Jim Lovo, CECW-CE, (202)761-0505. HQUSACE Community/Sub-Community of Practice (CoP) leaders are the points of contact for issues related to specific technical competencies and overall engineering programs in their assigned roles. These CoP/Sub-CoP leaders are listed in Attachment 3 of reference 2a.



JAMES C. DALTON, P.E.  
Chief, Engineering and Construction  
Directorate of Civil Works