Deliberate Utilization of Informal Learning for Planner Development

Kim Carsell, CFM, PMP
Planning Associate 2015

Chief, Flood and Storm Risk Reduction Section, Planning Division, Sacramento District

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Agenda

- Planner Development in Context
- The Issue
- CTP Approach
- Findings
- Recommendation/Actions

USACE Campaign Plan
As of: 1 May 2015

USACE Vision
Engineering solutions for the Nation's toughest challenges.

USACE Mission
Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce risk from disaster.

Goal 1: Lloyd Caldwell
Support National Security
Deliver innovative, resilient, and sustainable solutions to DoD and the Nation.

Objective 1a: Ray Alexander
Support the Combatant Commands' security activities, and the efforts of other U.S. government agencies around the globe, to advance the Nation's interests.
- Action 1a1: Achieve a Comprehensive Engineering...
- Action 1a2: Engage and Integrate USACE C...
- Action 1a3: Deliver R&D, S&T, and Geospatial...
- Action 1a4: Establish and Sustain the Engineer...

Objective 1b: ...
Partner...

Objective 1c: Environmental SES
...and the Army in achieving security and sustainability goals.
- Action 1c1: Achieve Federal sustainability and energy goals and targets.
- Action 1c2: Support Army energy programs.
- Action 1c3: Successfully design and construct sustainable facilities.

Objective 1d: BG Funkhouser / COL Raymer
Support the Engineer Regiment so it is designed, equipped, organized, manned, led, trained, and enabled by doctrine to meet Army and Joint Force needs.
- Action 1d1: Expand Career Opportunities and Credentialing for Soldiers.
- Action 1d2: Improve USACE partnership and outreach.
- Action 1d3: Improve Interagency and Joint Services integration.

Goal 2: Steve Stockton
Transform Civil Works
Deliver enduring and essential water resource solutions using effective transformation strategies.

Objective 2a: Theodore Brown
Modernize the Civil Works project planning program and process.
- Action 2a1: People - Enhance the capability and competency in the Planning Community
- Action 2a2: Process - Improve and develop efficient and cost effective processes
- Action 2a3: Projects - Deliver timely, cost effective, and high quality products
- Action 2a4: Program – Develop and manage the Planning Program

Objective 2b: Mark Mazzanti
Enhance the Civil Works budget development process with a systems approach.
- Action 2b1: Implement a watershed-informed budget development process.

Objective 2c: James Dalton
Deliver quality solutions and services.
- Action 2c1: Deliver on commitments.
- Action 2c2: Improve Technical Competency and Methods of Delivery.
- Action 2c3: Develop, restore, and protect waters, wetlands, and natural resources.
- Action 2c4: Improve CW portfolio performance in changing climatic conditions.
- Action 2c5: Accessible and efficient regulatory and permit decision-making.

Objective 2d: Edward Belk
Deliver reliable, re... sustainable infrastruc...
- Action 2d1: Implement the USACE Infrastruc...
- Action 2d2: Apply life-cycle portfolio manage...
- Action 2d3: Optimize Operations and Maintenan...
- Action 2d4: Develop and implement alternative...
- Action 2d5: Coordinated system based investm...

Goal 3: Karen Durham-Aguilera
Reduce Disaster Risks
Deliver support that responds to, recovers from, and mitigates disaster impacts to the Nation while ensuring sustainable operations.

Objective 3a: Karen Durham-Aguilera
Enhance interagency disaster response and risk reduction capabilities.
- Action 3a1: Maintain and Improve Readiness contingency capabilities.
- Action 3a2: Improve linkage with USNORTHCOM / ARNORTH on DSCA missions.
- Action 3a3: Update, maintain, and train in accordance with established doctrine.
- Action 3a4: Increase physical security for critical infrastructure.

Objective 3b: Karen Durham-Aguilera
Enhance interagency disaster recovery capabilities.
- Action 3b1: Enhance support to National Disaster Recovery Framework (NDRF).
- Action 3b2: Develop All-Hazards recovery capacity for USACE authorities / programs.

Objective 3c: Karen Durham-Aguilera
Enhance interagency disaster mitigation capabilities.
- Action 3c1: Develop capacity to support the National Mitigation Framework.
- Action 3c2: Enhance capacity to reduce the Nation's Flood Risk.
- Action 3c3: Improve State-level collaboration with the Silver Jackets program.

Objective 3d: Ray A...

Goal 4: Sue Engelhardt / Jeff Holland
Prepare for Tomorrow
Build resilient People, Teams, Systems, and Processes to sustain a diverse culture of collaboration, innovation, and participation to shape and deliver strategic solutions.

Objective 4a: Jeff Holland
Maintain and advance DoD and Army critical enabling technologies.
- Action 4a1: Develop new Science and Technology (S&T).
- Action 4a2: Improve Knowledge Creation / Sharing and Technology Transfer.
- Action 4a3: Improve Technology Infusion Policy and Innovation.

Objective 4b: Bob Kazimer / Curry Graham
Enhance trust and understanding with customers, stakeholders, teammates, and the public through strategic engagement and communication.
- Action 4b1: Improve integrated Strategic Engagement and Communication.
- Action 4b2: Improve communication delivery and quality.
- Action 4b3: Enhance Cyber Security in USACE Culture and Technology.

Objective 4c: Wes Miller / Stuart Hazlett
Streamline USACE business, acquisition, and governance processes.
- Action 4c1: Mature our Quality and Performance Improvement (QPI) Framework.
- Action 4c2: Improve USACE Governance processes and systems.
- Action 4c3: Improve Acquisition execution w/ policy, processes, certified professionals.
- Action 4c4: Transform to USACE Logistics Enterprise.

Objective 4d: Sue Engelhardt / James Dalton
Build ready and resilient people and teams through innovative talent management and leader development strategies and programs.
- Action 4d1: Shape our future workforce.
- Action 4d2: Increase STEM and Wounded Warrior initiatives.
- Action 4d3: Improve USACE Competencies and Capacities.
- Action 4d4: Prepare agile leaders to operate in the Army's complex environment.

Legend: Priority Action: Mandatory MSC / District Action for inclusion in IPLANS / OPLANS. Supporting Action: MSC / District may align w/ this ... Objective Network.

Action 2a1. People – Enhance the capability and competency in the Planning Community

Action 4d3. Improve USACE Competencies and Capacities

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BUILDING STRONG®

USACE Human Capital Strategic Plan

What will YOU do to Build our People Pipeline to Continue Building Strong®?

US Army Corps of Engineers
BUILDING STRONG®

HC Goal 1
PREVENT

Determine current and future competency requirements, define the causes of competency gaps, and execute effective solutions to close the gaps.

HC Objective 1.1:

Mitigate gaps in competencies

HC Objective 1.2:

Provide developmental and career opportunities that support the USACE mission and employment enrichment

END STATE: Employees have requisite competencies that are described in terms of specific requirements and are demonstrated by superior performance in the workforce.

HC Goal 2
SHAPE

Perform agile and adaptable human capital planning that can respond to changing mission requirements and employee needs.

HC Objective 2.1:

Sha...

END STATE: ...xible, dynamic talent ...ool that can quickly deliver the necessary competencies at the right time, as dictated by mission requirements.

HC Goal 3
SHAPE

Prepare the next generation of leaders to face the transformational challenges that lie ahead.

HC Objective 3.1:

Establish a continuity of

END STATE: A cadre of leaders who are self-aware, adaptive, and agile; who set challenging expectations while achieving results even when faced with adversity.

HC Goal 4
WIN

Cultivate an engaged, empowered, diverse, and motivated workforce in this challenging environment while ensuring accountability and fairness.
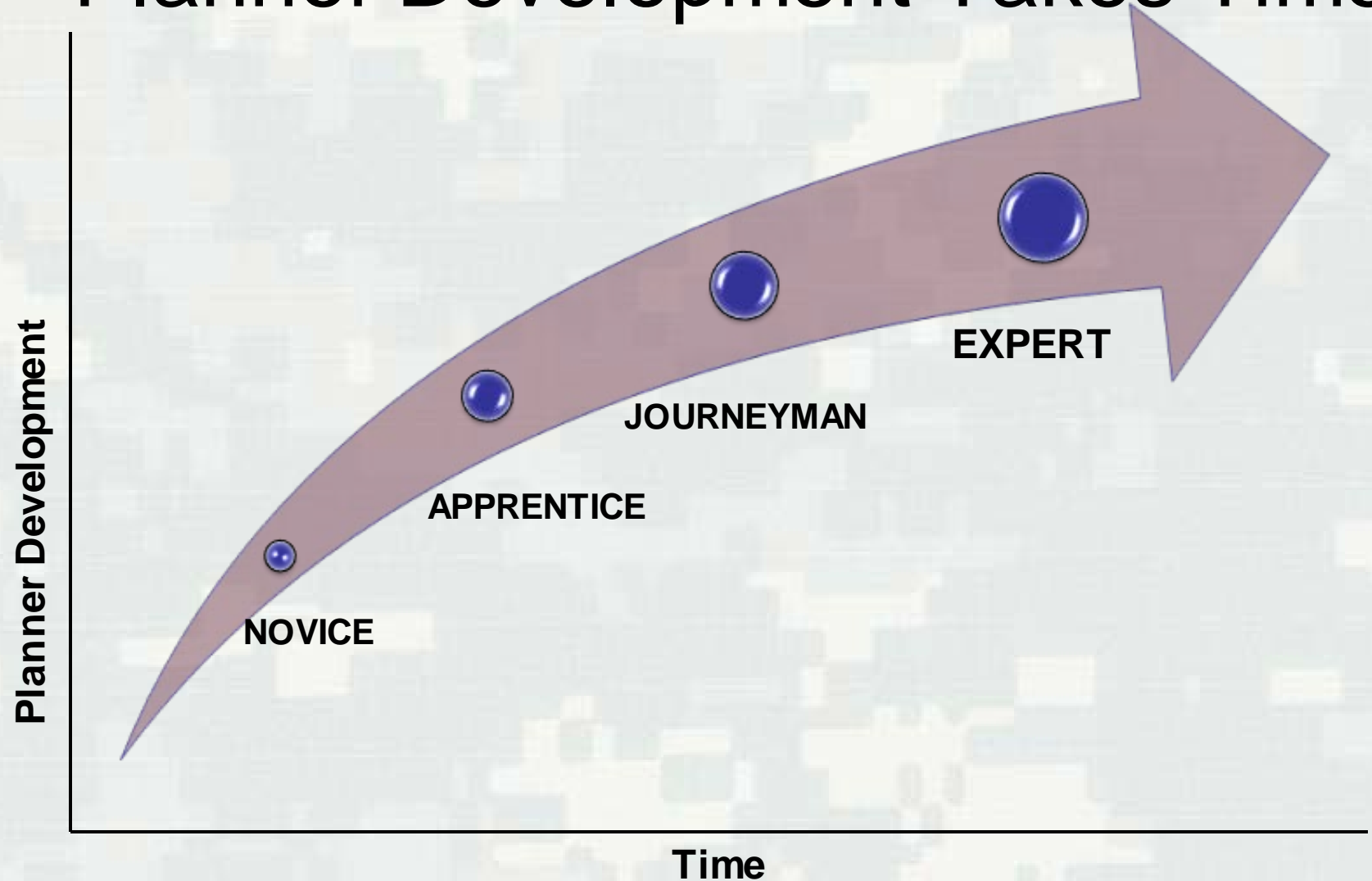
HC Objective 4.1:

END STATE: A USACE culture driven by innovation, in a collaborative environment with strong leadership inspiring commitment to mission accomplishment.
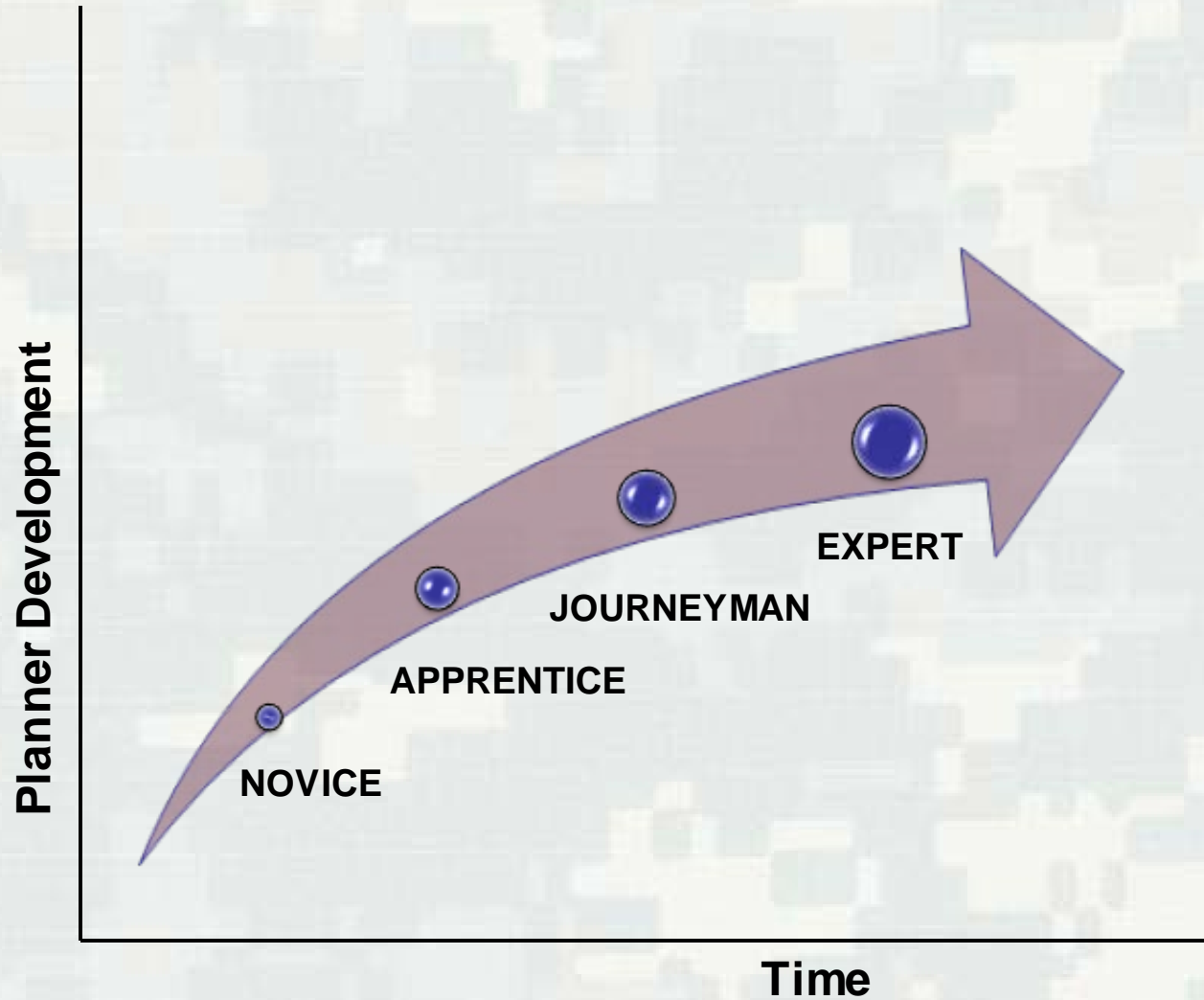
Objective 1.1. *Mitigate gaps in competencies*

Objective 1.2. *Provide developmental and career opportunities that support the USACE mission and employee enrichment*

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Planner Development Takes Time

CTP Approach

- Consultation with USACE experts (22)
- Discussions throughout year (~60)
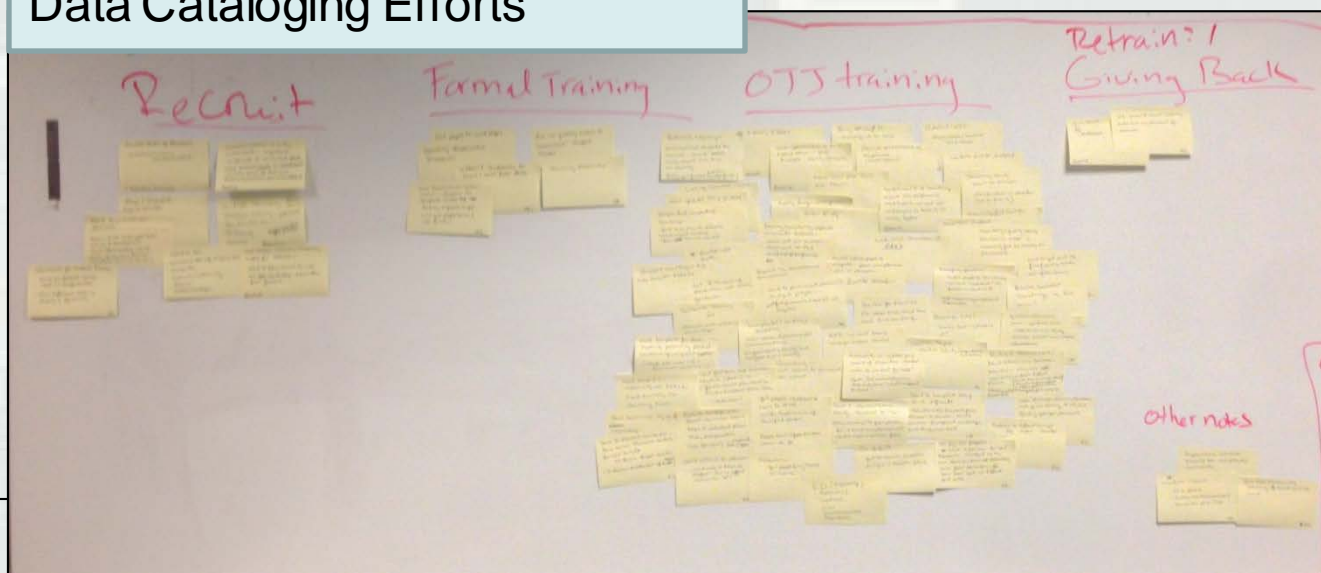- Review of USACE documents
- Review of relevant literature

Findings

- Informal learning presents the greatest opportunity for PCoP to influence the efficiency of planner development

Data Cataloging Efforts

Informal Learning

Deliberate experiential, on-the-job, and peer-to-peer learning that has defined learning goals with intentional time and activities set aside for acquiring new knowledge and experience

EXAMPLES OF INFORMAL LEARNING

Expert-Junior Partnering on Studies	Technical Mentoring
Understudy on Reviews	Shadowing
Topic Focused One-on-One Time with Expert(s)	Webinars/Brown bags
Developmental, Reverse, and Milestone Details	Cross training
Completing ALL phases of a study	Experience with a diverse portfolio of business lines, studies, authorities

Across district, division, discipline boundaries

Overarching Recommendation

- Increase focus on informal learning across the PCoP
  - ▶ Need an advocate!
    - Opportunity
    - Funding
    - Communication

Short-term, immediate actions

- Develop Informal learning guide for supervisors and managers

- Develop review understudy program

Summary

- Becoming an expert planner has traditionally taken a long time.

- PCoP must reduce the amount of time it takes to become an expert planner.

- To do that successfully, PCoP must <u>strategically plan for informal education</u> of planners across USACE.

Thank You

"GIVE a ~~man a fish~~, *Planner the answer*
you feed him for a day.

TEACH a ~~man how to fish~~, *Planner how to plan*
you ~~feed him for a lifetime.~~" *ensure we have a bench to continue our mission*

- Proverb

U.S.ARMY

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