

# TEACHING OURSELVES RISK INFORMED PLANNING

## PCoP WEBINAR SERIES

Judy McCrea, SPD  
Matt Rea, NWD  
Tim Fleeger, NWD  
Leigh Skaggs, HQUSACE  
Susan Conner, NAO

13 December 2018



US Army Corps  
of Engineers®





# HOW DO YOU KEEP UP WITH NEW GUIDANCE AND REQUIREMENTS? (CHECK ALL THAT APPLY)



I read the guidance

National webinars

Planning Toolbox,  
Hot Topics,  
Planning Ahead

MSC activities

District/PDT  
activities

I can't keep up

What new guidance?



# SPD TRAINING ACTIVITIES



1. Regional PCoP / sub-CoP activities
2. Planning Manual Book Club
3. SPD Introduction to Planning Course





# SPD REGIONAL PCOP / SUB-COP ACTIVITIES



## **SPD PCoP:**

- Bi-annual workshop
- Monthly Regional Planning Board call
- Regional telecons/webinars as needed

## **Plan Formulation:**

- Monthly webinars
- Special training upon request

## **Economics:**

- Econ lead monthly call
- All-hands calls
- District economist presentations
- Occasional in-person workshop

## **Environmental:**

- Quarterly Env sub-CoP call
- Monthly Cultural Resources call
- Monthly Curation and Regionalization MCX call

## **Tribal and Other Partnership Programs:**

- FPMS-PAS 101 Training
- Watershed Planning Training
- Regular check in calls: TPP, Regional Tribal Coordinators, FPMS-PAS



# SPD REGIONAL PCOP / SUB-COP ACTIVITIES

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## METHODOLOGY

- **Format**
  - Regular monthly timeslot
  - 1 hour
  - Facilitated by MSC PF lead, guest speaker, or substitute
  - Webinar – show and tell
- **Participants** – anyone in SPD
- **Agenda**
  - Keep running list between webinars, embed items
  - Highlight topics w/reminder
- **Notes**
  - Detailed discussion notes and embedded items emailed to invitees
  - Stored on ProjectWise

**Plan Formulation:**  
Monthly webinars

Tribal and Other Partnership Programs

- **Announce:**
  - Personnel changes
  - Jobs/dev. Assignments
  - Career development
- **Synopsize:**
  - PCoP webinars
  - Planning Hot Topics
  - Planning Toolbox postings
  - Planning Ahead
- **Discuss:**
  - National guidance
  - Regional guidance
  - News from other CoPs
- **Share:**
  - Recent and upcoming milestones
  - Lessons learned
- Hold **special sessions**, e.g.:
  - Climate assessment tools
  - Plan form strategies for ER

## AGENDA





# SPD PLANNING MANUAL BOOK CLUB



**What:** Webinar series

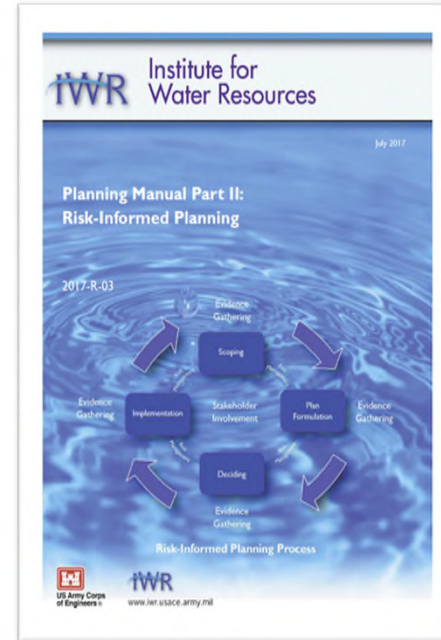
**When:** Monthly, from Oct 2017 – July 2018

**Who:** MSC organized, 7 volunteer facilitators, open to all SPD districts and disciplines

**How:** Facilitators determined format

For more information, see PCoP Lessons Learned Sharepoint:

- <https://cops.usace.army.mil/sites/PLAN/PCoP%20Lessons%20Learned%20and%20Examples/Home.aspx>



**Monthly topics** (may be adjusted based on pace of discussion):

**October 24:** Ch 1-2 (Introduction; Planning)

**November 28:** Ch 3 (Planning Team)

**December 12:** Ch 4-5 (Introduction to Risk; Uncertainty)

**January 23:** Ch 6 (Task One – Scoping)

**February 27:** Ch 7 (Gather Evidence)

**March 27:** Ch 8 (Task Two – Plan Formulation)

**April 24:** Ch 9 (Task Three – Deciding)

**May 22:** Ch 10 (Task Four – Implementation)

**June 26:** Ch 11 (Tell your Story)

**July 24:** Ch 12 (Stakeholder Involvement)

Find the Planning Manual at:

([https://planning.erc.dren.mil/toolbox/library/Guidance/PlanningManualPartII\\_IWR2017R03.pdf](https://planning.erc.dren.mil/toolbox/library/Guidance/PlanningManualPartII_IWR2017R03.pdf))

FOR MORE INFORMATION, CONTACT:

Judy McCrea (SPD) at [Judy.Mccrea@usace.army.mil](mailto:Judy.Mccrea@usace.army.mil) / (415) 503-6854

Rhiannon Kucharski (SPK) at [Rhiannon.L.Kucharski@usace.army.mil](mailto:Rhiannon.L.Kucharski@usace.army.mil) / (916) 557-7258



# SPD PLANNING MANUAL BOOK CLUB



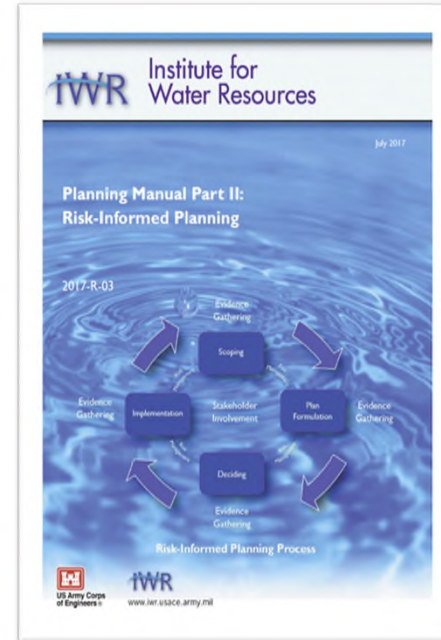
## Lessons learned:

### 1. Facilitation:

- Rotate facilitators
- Schedule up front, have back up plan
- Encourage newer staff to facilitate

### 2. Participation:

- Invite broadly
- Create book club feel, but offer different participation options
- Encourage active participation, but plan for conversation gaps
- Send out a summary afterwards



Find the Planning Manual at:

([https://planning.ercd.dren.mil/toolbox/library/Guidance/PlanningManualPartII\\_IWR2017R03.pdf](https://planning.ercd.dren.mil/toolbox/library/Guidance/PlanningManualPartII_IWR2017R03.pdf))

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## WHICH TOPICS SHOULD BE COVERED IN A NATIONAL PCOP WEBINAR? (SELECT TWO)



Ch 1-2 (Introduction; Planning) \_\_\_\_\_

Ch 3 (Planning Team) \_\_\_\_\_

Ch 4-5 (Introduction to Risk; Uncertainty) \_\_\_\_\_

Ch 6 (Scoping) \_\_\_\_\_

Ch 7 (Gather Evidence) \_\_\_\_\_

Ch 8 (Plan Formulation) \_\_\_\_\_

Ch 9 (Deciding) \_\_\_\_\_

Ch 10 (Implementation) \_\_\_\_\_

Ch 11 (Tell your Story) \_\_\_\_\_

Ch 12 (Stakeholder Involvement) \_\_\_\_\_





# SPD INTRODUCTION TO PLANNING CLASS



**What:** 2-3 day regional training, complements PCCs (PCC 1 prerequisite)

**Major Topics:** Regional who's who, Teams, Study process, Quality management, Careers

**When/where:** Annually or as needed, rotating through District offices

**Who:**

Instructors: MSC, Planning Chiefs, SMEs

Students: Any planning PDT members with 1-3 years experience



Contact Judy McCrea for:

- Agenda
- Presentations
- Potential train-the-trainer auditing opportunities
- Next class – week of 15 April 2019 @ SPL

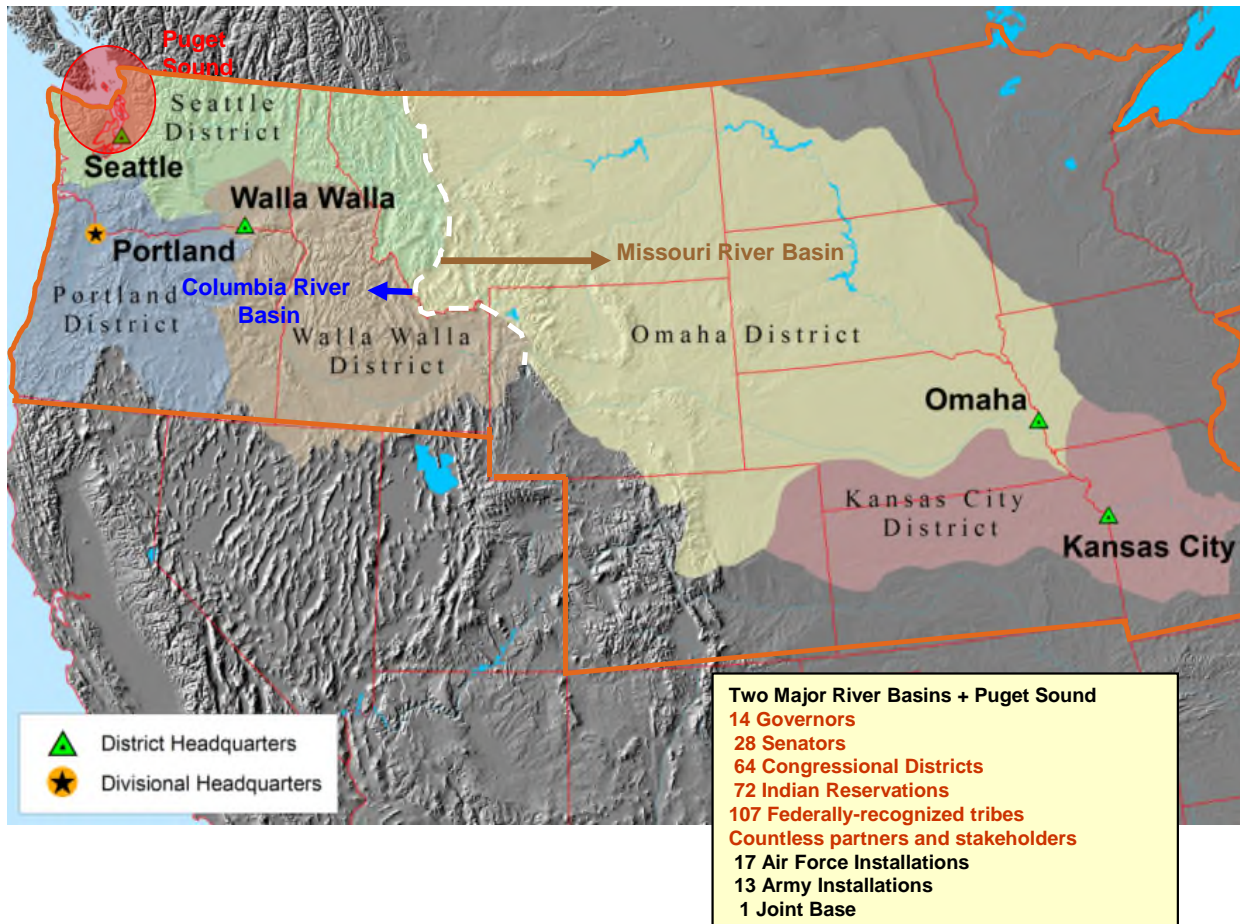


# NORTHWESTERN DIVISION TRAINING ACTIVITIES

Matt Rea, Plan Formulation Specialist



# Northwestern Division



## NWD Planning CoP Training Activities

- Regional Planning Advisory Board (RPAB)
- Planning Sub-CoPs (PF, Econ, Env and Cult Res)
- Workshop



# NWD PLANNING TRAINING WORKSHOP

- **When:** Tues. – Thurs., October 16-18, 2018
- **Where:**
  - Portland District Office Conference Facility
  - Webinar
- **Who:**
  - +/- 50 Planning staff from NWD and 5 Districts
    - Mix of new → journeymen → senior planners
    - Representation from PF, Econ and Env Sub-CoPs
  - HQUSACE, NWD-RIT, PCXs, other MSCs
- **Approval Process:**
  - Support from District Planning chief's (RPAB)
  - Eng Form 6090 – Exemption Determination
  - NWD Director of Regional Business



# NWD PLANNING TRAINING WORKSHOP

## Logistics

- Workshop Steering Committee
- Funding
  - NWD: General Expenditure
  - Districts: Overhead Training and Travel
- Lodging
- Coffee and Snacks
- Social Activities
  - Morning coffee social
  - Happy Hour





# NWD PLANNING TRAINING WORKSHOP

**Theme:** “Risk-Informed Decision-Making in Planning”

**Objectives:**

- a. Increase the effective implementation of the Director of Civil Works vision for the future of the Corps' Civil Works program for *Further Advancing Project Delivery Efficiency and Effectiveness of USACE Civil Works*.
- b. Train members of the NWD Planning Community of Practice on recent updates or changes in USACE planning policy and procedures, particularly related to embracing and operationalizing risk-informed decision-making.
- c. Build on the “community” aspects of the NWD Community of Practice by establishing and maintaining professional relationships amongst NWD planners;
- d. Increase effective utilization of SMART Planning Principles by regionally sharing Lessons Learned.
- e. Leverage existing processes to improve regional and national workload sharing consistent with NWD Planning's Shared Capability Enhancement Plan.



# NWD PLANNING TRAINING WORKSHOP

## Agenda / Content

- Implementation of Director's Policy  
Memorandum 2018-05: Improving Efficiency and Effectiveness in USACE CW Project Delivery
- Updated modules on RIDM from PCC 2
- Panel on Risk Communication in Study Initiation
- Project Case Studies
- NWD Planner Recognitions
- Sub-Cop Breakout sessions
- Implementation of LOE #5: Incorporation of Environmental & Social Benefits into USACE Decision Making
- CAP Update: Draft Appendix F
- Panel: Roles and Responsibilities of PDT members
- Planning's Role in Dam Safety Studies
- Happy Hour Social Event
- Civil Works 101 – Planning Program Overview
- Administrative Record and Knowledge Management
- Tribal Partnership Program / Section 203 Changes in WRDA
- Environmental Considerations in Planning
- Analysis of CE/ICA across NWD Projects
- Review Policies and Procedures: What's new in EC 1165-2-217
- Updated Expectations for Planning Process: What to expect for Formulation and Evaluation, Milestone Meetings, and Report Development and Format



# NWD PLANNING TRAINING WORKSHOP

## After Action Review / Lessons Learned

1. The workshop was definitely worth doing. The feedback top to bottom was entirely positive. Objectives were met.
2. The support and commitment of District and MSC planning chiefs was critical.
3. Give yourself plenty of time in advance to plan and prepare
4. The dedicated Steering Committee with representation from Districts was extremely helpful
5. The program lead must review and direct the presentations to make sure that they are consistent and coherent
6. Have a really good venue in a Federal facility and provide snacks
7. Consider increasing numbers in the future to include other disciplines critical to planning PDTs



# NWD PLANNING TRAINING WORKSHOP



For copies of the agenda, presentations, visitor guide, administrative documents and AAR from the NWD workshop look at the PCoP Training Workshop sharepoint site under Workforce Development

<https://cops.usace.army.mil/sites/PLAN/PCoPtrn/default.aspx>



# PLANNING ESSENTIALS (PCC 2)

Tim Fleeger, District Support Planner





# PLANNING ESSENTIALS (PCC 2)



## Background:

- Developed in 2014-2015
- Charge was to develop a course that combined on-demand instruction with facilitated virtual instruction
- Replacement for Planning Principles and Procedures, incorporated elements of other previous PCC courses (environmental, economics, public involvement)
- 8 week online course, 40 hours, mix of self-directed lessons, webinars, and assignments
- Beta session deployed in FY15, 2-3 courses each FY since

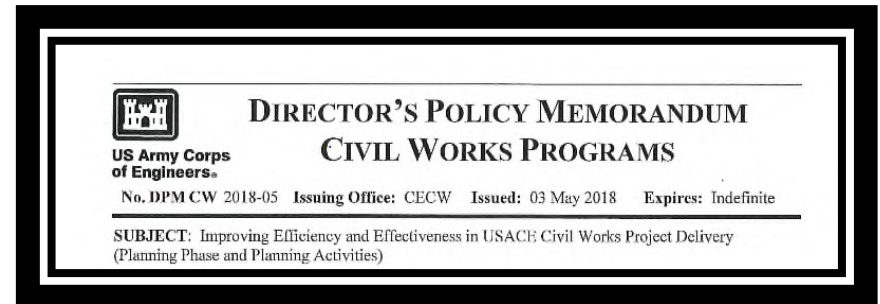
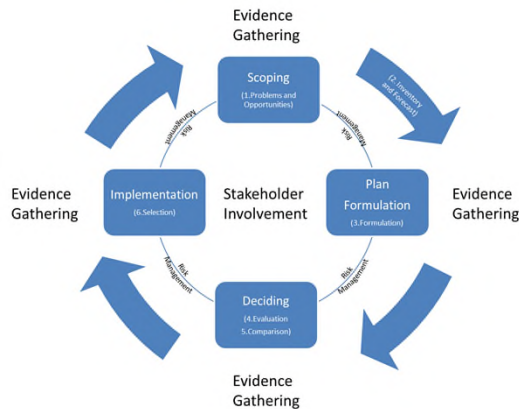
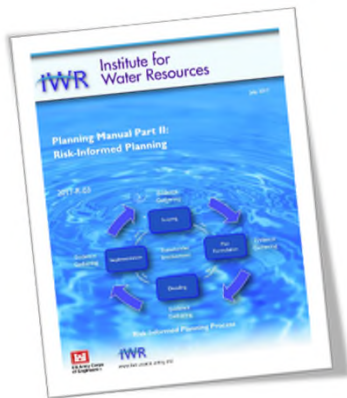




# PLANNING ESSENTIALS (PCC 2)

## Challenges:

- Immediately after deployment, guidance began to change rapidly (esp after FY17)
- Webinars and assignments could be updated easily, but on-demand lessons were much more difficult
- 8 week instruction period – sometime new guidance would come out in the middle of a class





# PLANNING ESSENTIALS (PCC 2)



Revamp to address Risk Informed Planning:

- Convened PCC2 team, PCC3 team, and PCX guild in DC in May 2018
- Set objectives between PCC2 and PCC3 for RIP topics to cover
- Initiated development of material and plan to execute
- Biggest change: added multiple new webinars to address RIP, removed pared down on-demand instruction and assignments to accommodate
- Adding content in webinars allows us to respond to changes more rapidly



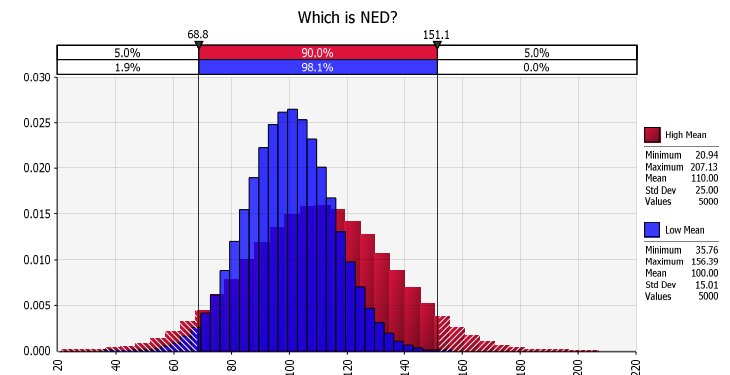


# PLANNING ESSENTIALS (PCC 2)



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- Set objectives between PCC2 and PCC3 for RIP topics to cover
- Initiated development of material and plan to execute
- Biggest change: added multiple new webinars to address RIP, removed pared down on-demand instruction and assignments to accommodate
  - Risk Informed Planning
  - Forecasting, Scenarios, and Climate Change
  - Risk Assessment Tools and Techniques
  - Risk Communication and Milestone Meetings

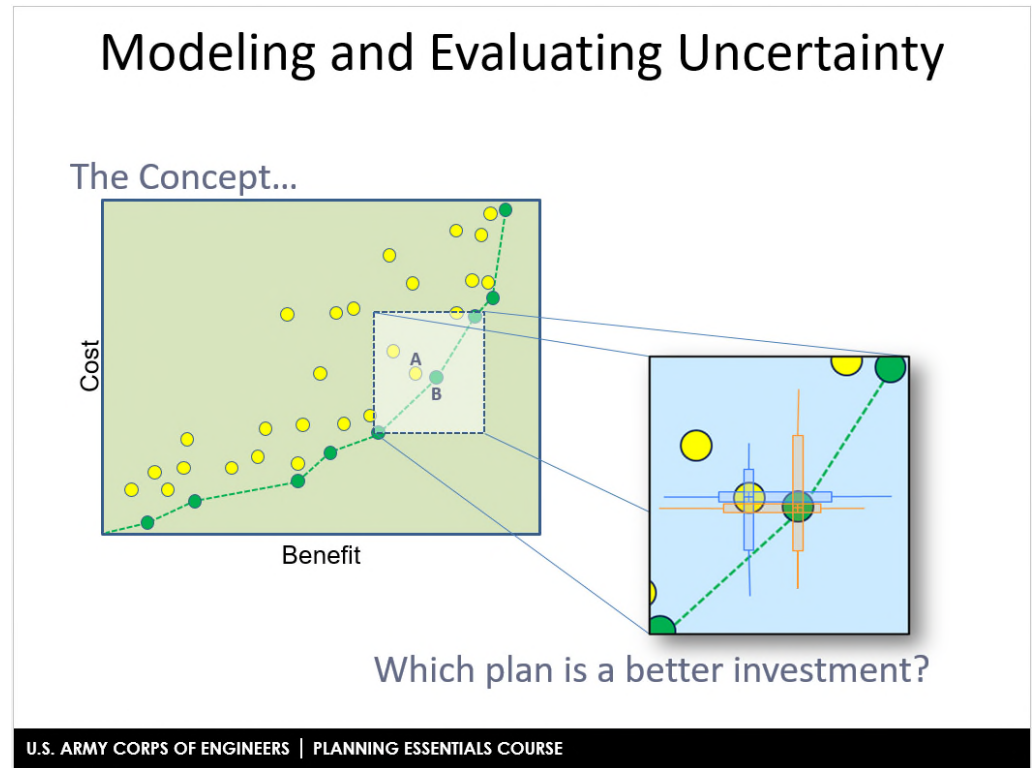




# PLANNING ESSENTIALS (PCC 2)

Focal areas for new content:

- Risk Informed Planning Process
- Terminology
- Planning Iterations
- Risk Identification and Management
- Risk Communication
- Tools to Incorporate Uncertainty
- Scenario Based Planning
- Updates on Guidance



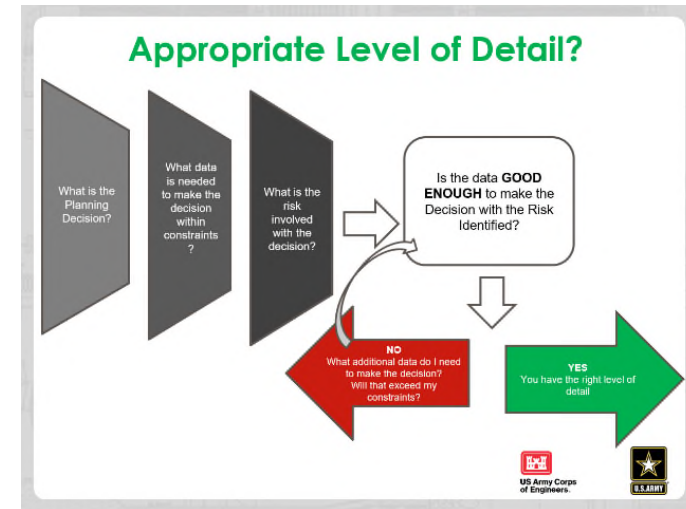




# PLANNING ESSENTIALS (PCC 2)

## Training Challenges

- Keeping up with changing guidance
  - e.g. Milestone approvers changed twice in 4 months
- Lack of definitive guidance in some areas
  - e.g. bounding BCRs with uncertainty
- Some confusion around multiple process graphics
  - 6-step, RIP wheel, SMART planning phases / milestones
- Difficult concepts
  - e.g. How much detail is sufficient at different stages?





# PLANNING ESSENTIALS (PCC 2)

Resources: Webinar content has been deployed for multiple purposes

- New webinars posted online with other course materials for PCoP use:
  - <https://gateway.erdcdren.mil/plan/PlanningEssentials/index.cfm>
- Used for training at:
  - Planning Charrettes
  - District / PDT Training Sessions
  - MSC Workshops
  - Webinars
- If you need material, just reach out!

**Planning Community Toolbox**  
US Army Corps of Engineers

Home | Planner's Library | SMART Guide | Project Delivery | People | Tools | Processes | Training | Search/Index | Contact Us

**PLANNING LINKS**

**Categories**

- Planning Community Webinar Series
- 2015 Planning Community Training - Working Together to Modernize Planning
- Planning Associates Program
- USACE Learning Center
- Planning Core Curriculum and Other PROSPECT Training
- Water Resources Training and Education
- Corps References
- Libraries
- Additional Corps and Other Federal Agency Training
- Formal Army Training
- Professional Development

**Training Resources - Planning Core Curriculum and Other PROSPECT Training**

- **Planning Core Curriculum** The Planning Core Curriculum (PCC) is being streamlined and revised to provide new and experienced Corps Planners with essential skills. Planners are encouraged to take additional PROSPECT courses related to their field of interest / expertise. Archived presentations from previous PCC courses are available.
- **USACE Civil Works Project Development Process** - This Distributed Learning online course introduces students to the life-cycle of Civil Works projects and an understanding of the Corps of Engineers civil works program. It is designed for Corps employees who are relatively new to Civil Works or individuals who require an overall understanding of, and the procedural stages involved in, the development of civil works projects. This online course is available without course credit online and open to all. (This class replaces the former Civil Works Orientation class.)
- **Planning Essentials** - This course enhances the students knowledge and awareness of the planning process by providing training on the USACE Six-Step Planning Process and how to integrate engineering analysis, public involvement, and environmental and economic considerations into that process during the development and evaluation of alternative plans for the USACE water resources development missions. Review the [Planning Essentials Syllabus](#). View [Lessons 1-11](#) (This class replaces the former Planning Principles and Procedures class.)
- **Plan Formulation and Evaluation Capstone** - This is the third course of the Planning Core Curriculum, providing the experienced planner an opportunity to apply the critical thinking and decision making skills necessary to be a successful planner. This course enhances the students planning knowledge, critical thinking ability, communication skills, and capability to use planning tools and techniques to successfully lead a study to a quality decision document. Through case studies and participatory activities, the course provides the opportunity for planners with some training and experience to apply the critical thinking and decision making skills necessary to be a successful planner.



# PLAN FORMULATION AND EVALUATION CAPSTONE (PCC 3)

Leigh Skaggs, HQ OWPR Plan Formulation Reviewer



# PLAN FORMULATION & EVALUATION CAPSTONE (PCC 3)



**What:** 4.5 day PROSPECT in-person course, PCC 1 & 2 prerequisites

**Major Concepts:** **Experiential**, interactive, learn by doing and sharing, small groups work as PDT's, risk-informed planning and **case study-focused**

**Major Topics (new RIDM modules in bold red):** **Risk-informed Planning Process, Risk and Uncertainty, Scoping**, POOC's – **new techniques, Evidence Gathering**, FWOP, Plan Formulation Strategies, Evaluation Criteria, Plan Selection, **TSP Risk Assessment**, RIDM Tools, Study Process & Milestones, Developing a Placemat

**When/where:** 2-3 times per year, located at District office with nearby case study or field trip sites

**Who:**

Instructors: from HQ, District Planning Chiefs, SMEs, RTSs

Students: Targeted to any PDT members (not just Planning) with 3-5 years experience



# CAPSTONE – SPECIFIC RIDM ACTIVITIES

*Entire week is basically 1 rapid iteration of the planning process!*

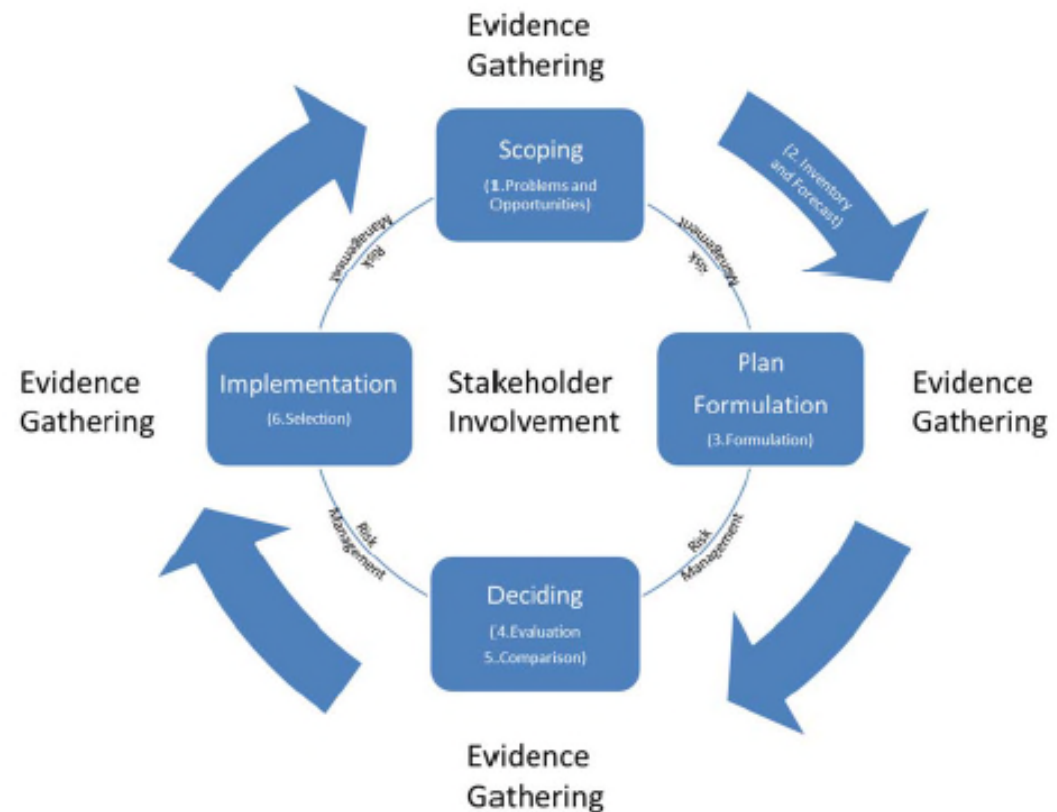
Intro to Risk Informed Planning **NEW!**

Intro to Risk and Uncertainty **NEW!**

Scoping **NEW!**

Developing 6 Pieces of Paper **NEW!**  
(case study-driven)

- Problems & opportunities
- Objectives & constraints
- Future without project condition
- Decision criteria
- Unique questions
- Key uncertainties







# CAPSTONE – SPECIFIC RIDM ACTIVITIES (CONT'D)

Developing POOC's for case studies – ***NEW techniques!***

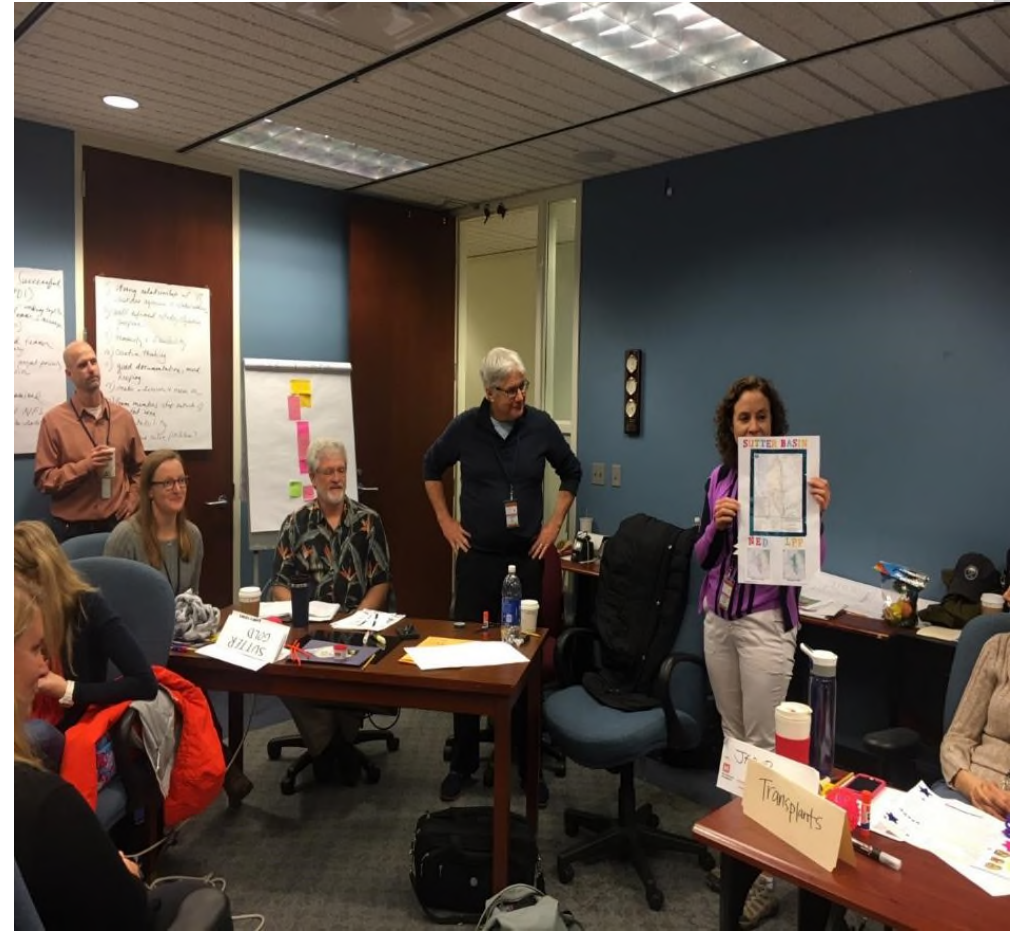
Gathering Evidence (FWOP) - ***NEW material!***

- Narrative, level of detail
- Scenarios

Developing plan formulation strategies & management measures for case studies - ***NEW techniques!***

Developing decision/evaluation criteria for case studies

Developing decision management plan & risk register using IWR-APT





# CAPSTONE – SPECIFIC RIDM ACTIVITIES (CONT'D)



## Plan selection exercise

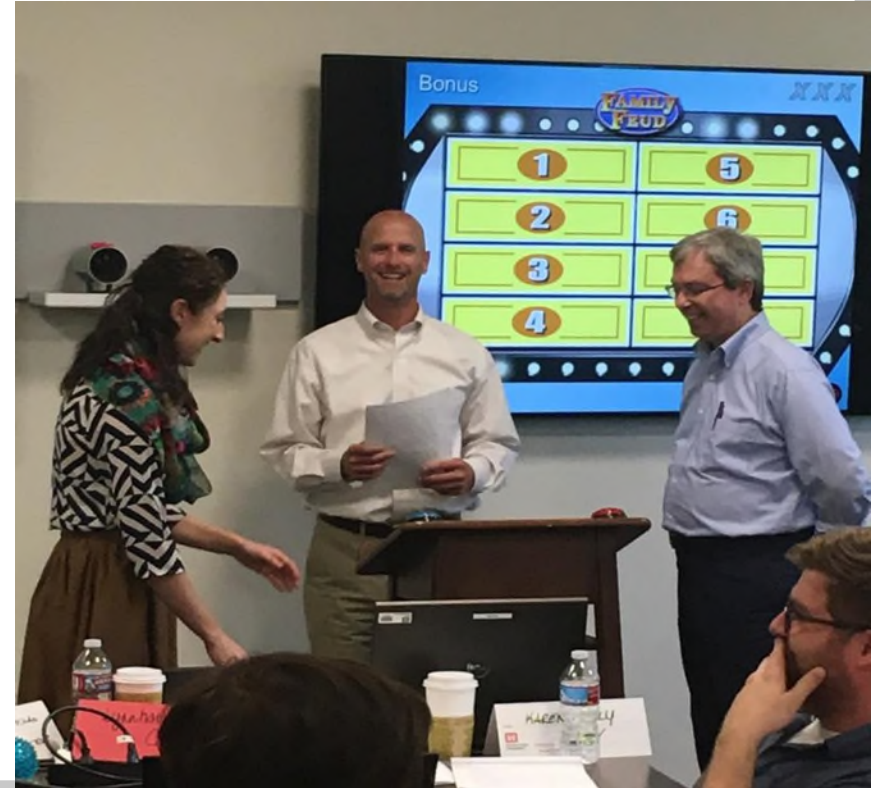
- TSP qualitative risk assessment (study, implementation, outcome risks) **NEW!**

## Developing Placemats for case studies (senior leaders briefing)

- Bringing together rationale for TSP
- Emphasis on risk story-telling **NEW!**
- Presentation by all group members
- Essential to course credit

## Other elements

- Morning reviews are interactive games
- Family Feud & Kahoots reinforce lecture materials
- NEPA w/ exercise
- Feasibility level design w/ exercise
- Concurrent (& delegated) review

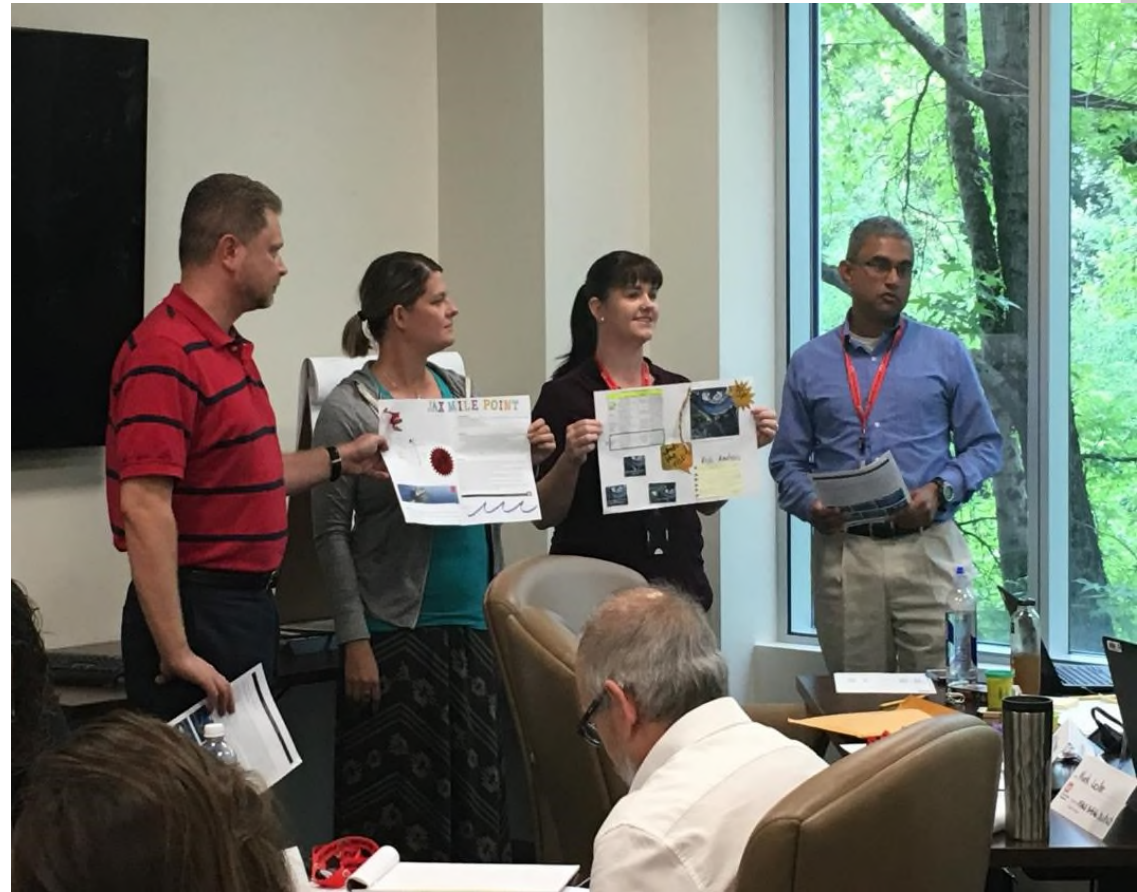




# CAPSTONE – MORE ON DELIVERY OPTIONS



- Will continue to offer through PROSPECT, 2-3 times per year
- Can be delivered (same as PROSPECT course) on-demand, on-site at District/ MSC offices
  - Host office covers instructor costs
  - St. Paul hosting in 2019
- Could be delivered on-demand, on-site to PDT's – e.g., geared to a particular study
  - Would require some additional investment by instructors to shift from existing case studies to host District study





# NORFOLK DISTRICT

Susan Conner, Planning Branch Chief





# RISK INFORMED DECISION MAKING: NORFOLK DISTRICT WORKSHOP

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Purpose: As multiple new studies are beginning in our District, provide the tools and knowledge to the **entire** PDT to navigate the risk-informed decision making process. In addition, evaluate our recent work to capture positive and negative lessons learned.



Started with RD James “Move Dirt” video – was great opener. Then did an ice breaker activity to ease into the teamwork sessions.



# RISK INFORMED DECISION MAKING: NORFOLK DISTRICT WORKSHOP

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- Off-site
- Instructed by CWRPs and Planning Mentor
- Targeted at all Civil Works Employees (especially non-Planners!)
- Recruited the resource Chiefs (Real Estate, H&H, OC)
- Focused on interactive group activities
- Full 2 hour iteration of the planning process using an example
- Used readily available risk slides to create presentation and then tailored to this workshop
- After the workshop, made risk slides available to Planning Mentors



# TAKING IT TO THE NEXT LEVEL: BEYOND THE WORKSHOP

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GOAL: To teach risk informed decision making to a broader audience to include other CoPs and District leadership.



Use every opportunity to spread the word:

- Lunch and learns for Engineering and Construction Division
- Providing the workshop for other Districts – Charleston District Training
- Working within NAD to reach beyond the Planning CoP within the MSC
- Within PDTs – discuss whenever the opportunity arises 😊





# LESSONS LEARNED: RECURRING THEMES

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- Risk informed decision making means different things to different CoPs
- The risk messaging at higher levels is not always consistent across CoPs
- Performing planning iterations very helpful to learning process
- One must “do” to “learn”
- Confusion remains on intent and functionality of risk register – especially outside of Planning
- Sharing success is important!! When risk informed decisions have provided value, share the good news!





# LESSONS LEARNED: CAPTURED ON SHAREPOINT<sup>37</sup>



The screenshot shows a SharePoint page titled "Study Execution Lessons Learned" under the "Communities of Practice" section. The page is viewed by "Conner, Susan L CIV (USA)". The left sidebar contains a "Planning CoP Calendar" and a "Discussions" section with links to "PCoP Discussion Boards", "Economics Discussions", "Ecosystem Restoration Discussions", "Plan Formulation Discussions", "PCoP SharePoint Resources", "Shared Documents", and "PCoP Lessons Learned and Examples". The main content area displays a table with the following data:

Study Name	District	Study Type	Study Purpose	Lesson Learned Category	Issue Overview
District Hosted Risk Informed Planning training	NAO	CAP; Feasibility; GRR; Dam Safety Modification; Levee Safety Modification; Validation Study; Section 902	Any/All	Policy; Technical; Process; Risk-Informed Decision Making; Vertical Team Engagement; PDT Teamwork	Last week at the Norfolk District, we conducted a Risk Informed Planning workshop for staff who work on civil works studies/projects.

At the bottom of the page, there is a footer with links: Accessibility/Section 508 | External Links Disclaimer | Privacy & Security | Support & Services | Content Managers and Leads | SharePoint Skills Center |

<https://cops.usace.army.mil/sites/PLAN/Lists/Feasibility%20Study%20Lessons%20Learned/DispForm.aspx?ID=10&Source=https%3A%2F%2Fcops%2Eusace%2Earmy%2Emil%2Fsites%2FPLAN%2FPCoP%2520Lessons%2520Learned%2520and%2520Examples%2FHome%2Easpx&ContentTypeId=0x010085627B13EDC1AD489513AA7A63830448&RootFolder=%2Fsites%2FPLAN%2FLists%2FFeasibility%20Study%20Lessons%20Learned>



# CONCLUSIONS

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- Keep pushing!!! At every opportunity, remind your teams to put on their risk hats.
- Don't assume that other team members have the same risk knowledge. Be willing to teach them – change happens from the ground up.
- Use available information – reach out to presenters on this webinar and use the already developed material to spread the good word.
- Rapid planning iterations are a great teaching tool and force participants to plow through the process.
- We have *ALWAYS* done risk informed decision making. We just have better tools to document the risks and are more deliberate about it now.

# Questions?

Type questions in the chat box.  
We will answer as many  
as time allows.

This webinar will be posted to the  
Planning Community Toolbox:  
<http://www.corpsplanning.us>



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