

# Plan Formulation Roadmap and KSAs

10 March 2022

# Planning Workforce Development Guide

- The Planning Workforce Development Guide (PWDG) was released a short time ago and outlines a planner's development from a novice/beginner all the way through potential Senior Executive Service.
- Each level of career development corresponds with a certain grade – for example, a journey-level planner is typically a GS-9/11
- For each level, there are standard categories for development:
  - Expectations and Responsibilities
  - Technical Training
  - Mentoring
  - Leadership Training
  - On-the-job Training
  - Self Development

# Planning Workforce Development Guide

- There are numerous appendices included in the PWDG.
- In this webinar, we'll be discussing the Career Roadmaps and KSAs (Knowledge, Skills, and Abilities).
- Other appendices apply to specific aspects of the Planning program:
  - Agency Technical Review Certification
  - Water Resources Certified Planner program
  - Planning Associates
  - Leadership Development
  - Developmental Assignments

# Process

- For the Plan Formulation Career Roadmap and KSAs, a HQUSACE Workgroup was formed to evaluate each both documents and update different criteria. The Workgroup include personnel from the Regional Integration Teams, Office of Water Project Review, and Centers of Expertise.
- The revisions were provided to the Senior Formulator Group for feedback. The Senior Formulator Group is composed of HQUSACE plan formulation personnel from the RITs, OWPR, and P&P, as well as the PCXs and MSCs.
- The KSA Workgroup incorporated the comments and compiled the documents.
- Finally, the documents were coordinated and reviewed by the Planning Advisory Board, which is composed of HQUSACE and MSC P&P Leadership.

# Career Roadmaps

- There are four career roadmaps that are based on a planner's concentration:
  - **Plan Formulation – Completed**
  - Environmental/Ecosystem - TBD
  - Economics – Under Development
  - Cultural Resources – Under development

# PF Career Roadmap and KSAs

- The Career Roadmap is essentially a how-to guide for using the KSAs.
- The KSAs are the knowledge, skills and abilities (KSAs) used in plan formulation.
- The table indicates the point in one's career at which each KSA will likely be acquired or significantly upgraded.
- The table also provides recommended sources of training and guidance to assist in acquiring each KSA.

# PF Career Roadmap and KSAs

- The KSAs are not intended to be a checklist of skills or abilities required to be endorsed as a plan formulator or required for qualification for a particular job description.
- They are a target and are not mandatory.
- Critical thinking skills should also be learned and applied. These skills will help you properly scope, execute, and deliver water resources solutions.

# PF Career Roadmap and KSAs

- The KSA table in Appendix B.4 provides training methods that are available to support each KSA.
- It also lists the most relevant guidance related to each KSA, so it may serve as a reference for self-learning and on-the-job training.
- Informal on the job (OJT) training and maintenance of skills and knowledge are the responsibility of the planner.
- OJT should include mentorship and technical assistance from senior planners as needed to improve basic skills.
- Planners are expected to seek out and keep knowledgeable of current guidance, policy and laws throughout their career.

# KSAs

- The first column places each KSA in one of the following categories:
  - 1 Policy: Corps processes, policy & authorities
  - 2 6-Step: Six-step planning process steps
  - 3 Com: Communication
  - 4 LM: Leadership & management
  - 5 Econ: Economics
  - 6 Eng: Engineering
  - 7 Env: Environmental
  - 8 Tools: Technical tools
  - 9 Cont: Contracting

# KSAs

- The next four columns indicate career progression from Novice to Expert and identify the point at which a KSA should be acquired or substantially upgraded. The stages of planner development are:
  - Novice: is an inexperienced and untrained newcomer to planning.
  - Apprentice: is learning the craft of planning – not quite a beginner, but still requiring close supervision.
  - Journey-level: is experienced and capable of performing all but the most complex planning assignments independently with little direct supervision.
  - Expert: is a highly skilled subject-matter expert capable of handling planning tasks at the highest level of difficulty.

# KSAs

- The table uses an “A” to indicate the stage at which a KSA begins to be acquired, and a “U” indicates an expected upgrade. It is recognized that every career encounters opportunities in a different order, but the primary KSAs are required earlier, while more specialized KSAs may not be needed until later, if at all.
- The table makes no distinction between the various Corps mission areas, i.e., flood risk management, aquatic ecosystem restoration, navigation, coastal storm risk management, etc.
- The KSAs are general and apply to leading teams through the plan formulation process regardless of the specific problems to be addressed.
- While it is desirable to gain experience in a wide variety of mission areas, one can develop all of the KSAs needed to perform basic plan formulation while working in any mission area.

# KSAs

- The next column provides the training method (with a Prospect Course Number where appropriate).
- Next, there is a column that provides guidance references for the KSA.
- The guidance references can actually be very beneficial when you are working on a study and need to find WHERE guidance is located. If you've navigated all the Engineers Regulations, Engineering Circulars, Planning Bulletins, etc., then you realize how difficult it can be to find certain guidance.
- Lastly, there is also a "Comments" column that provides additional info.

# New KSAs and Training Gaps

- New KSAs
  - Understand/Characterize/Communicate Risk & Uncertainty in the Planning Process (line 44)
  - Public Health and Life Safety Risk (line 45)
- Training Gaps
  - Floodplain Management requirements (line 14)
  - Principles & Guidelines (or new PR&G) Accounts Evaluation Procedures (line 16)
  - Cost Allocation (multi-purpose projects) (line 25)
  - Negotiation Skills (line 60)
  - Other Social Effects Analysis (line 73)
  - Shared Vision Models (line 85)

# Important Points

- This table should be extremely valuable for beginning planners. We have been working to develop other tools such as the Feasibility Report and Content Guide to assist in initial development.
- This is NOT just a tool for planners that are looking to advance their careers. Use it to gain specific knowledge that may want to acquire.
- Supervisors, particularly first-level, should be extremely familiar with the KSAs and should utilize this information to complete Individual Development Plans for staff.
- The training tabs can be very helpful for determining a series of courses that may be necessary for someone that, for example, is at an entry level and needs more development in water resources policies and procedures, cost sharing, and other novice level courses.