DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CECW-P

2 0 DEC 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Planning Excellence Program, Submittal of Major Subordinate Commands Plans of Action

1. References:

a. E-mail, dated 24 June 2002, subject: Planning Leadership Development, from Jim Johnson to the Major Subordinate Commands (MSC) Planning Chiefs.

b. E-mail, dated 7 July 2002, subject: Planning Capability Plan, from Major General Robert H. Griffin, Director of Civil Works, to MSC;

c. Memorandum, dated 11 Jul 2002, subject: Resource Allocations for Planning Training; from LTG Robert B. Flowers to Commanders, MSC;

d. E-mail dated 12 July 2002, subject: MSC Planning Training Plans, from Jim Johnson to MSC Civil Works Senior Leaders (SES).

2. As you know, HQUSACE has underway a number of initiatives intended to restore our Civil Works planning capability. Collectively, these initiatives have been designated as the Planning Excellence Program (PEP). Enclosure 1 describes the PEP initiatives.

3. Four of these initiatives require development of plans of action by MSC Commanders and submittal to HQUSACE, after which plans will be updated annually and progress monitored quarterly. In each case, draft plans have either been submitted to HQUSACE in draft form, or should be on file at each MSC. However, MSC Commanders are expected to update all plans of action to assure consistency with the Planning Excellence Program initiative.

4. Planner Training and Development. Each MSC Commander has been requested (reference c) to assure their organization has allocated the training resources necessary to successfully accomplish their planning mission. To assist in developing a training program, we requested that each MSC complete a worksheet to summarize MSC and district plans and schedules for resourcing planner training. To monitor our progress, each MSC will prepare a Planner Training and Development Plan, to include core curriculum, New Planning Associates Program, and the Masters in Water Resources Planning and Management. We will monitor progress quarterly as described in Enclosure 2.

5. Planning Leadership Development. The Planning Leadership Development Plan is the missing link needed to build capable planners into future planning leaders. Based on your original submissions and subsequent discussions, we have developed a framework for your use (Enclosure 3). Utilizing this framework as the basic foundation, each MSC should prepare a leadership development plan that specifically reflects its needs, including recommended performance measures.

6. Centers of Specialized Planning Expertise. Each MSC Commander has submitted a regional plan that identifies opportunities for concentrating specialized capability over time. These plans were presented and discussed at the MSC Planning and Policy Chiefs' Meeting in August 2002 and a three-tiered approach was identified. A description of this three-tiered approach is at Enclosure 4. More recently, OMB has provided guidance to USACE indicating its interest in having one USACE national center of planning expertise. In response, we have agreed to provide OMB a proposal in support of regional centers of planning expertise in March 2003. Accordingly, each MSC shall revise its plan consistent with the three-tiered approach. The plan of action should include (a) planning communities of practice; (b) communities of specialized planning expertise; and, (c) regional (physical) centers of expertise as appropriate to address present and future requirements for specialized planning expertise.

7. Quality Assurance/Quality Control. MSCs will prepare Quality Assurance (QA) Plans that include district Quality Control (QC) Plans and submit to HQUSACE. QA Plans must assure delivery of quality reports and projects. District QC Plans must (1) involve technical chiefs and their organizations in review and approval of decision documents; (2) involve planning chiefs and planning organizations in the development, review and approval of planning documents, and specifically in ensuring policy compliance; and, (3) have Independent Technical Reviews (ITR) conducted by specialists and/or organizations outside the district. For new feasibility studies that, as of 3 March 2003, do not have signed Feasibility Cost Sharing Agreements, the ITR shall be conducted by specialists from organizations outside the districts responsible for the study. This will not be required for projects being performed under the Continuing Authorities Program. The goal is to fully utilize the ITR process to ensure we have a sound defendable analysis and project recommendations that are fully supported.

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SUBJECT: Planning Excellence Program, Submittal of MSC Plans of Action

8. MSC Commanders will submit each plan of action described above to HQUSACE (ATTN: CECW-P) by 3 March 2003. Progress in preparing these plans will be reviewed at the MSC Planning and Policy Chiefs meeting in February.

FOR THE COMMANDER:

ROBERT H. GRIFFIN
Major General, USA
Director of Civil Works

4 Encls
1. Planning Excellence Program
2. Planner Training Action Worksheet
3. Planning Leadership Framework
4. Centers of Specialized Expertise

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The Planning Excellence Program initiative is absolutely essential to the future success of our Civil Works program. The quality of your MSC plans directly affects how well we achieve USACE-wide success!

PLANNING EXCELLENCE PROGRAM

Strengthen Planning Capability and Leadership

Planner Training & Development. MSCs will prepare *Planner Training and Development Plans*, to include core curriculum, New Planning Associates Program, and the Masters in Water Resources Planning and Management. Plans will be submitted to HQUSACE and updated annually.

Planning Leadership Development (Includes Senior Expert Positions). MSCs will prepare *Planning Leadership Development Plans* to include (a) establishment of GS-14 division plan formulator, economist and environmental planner positions, and GS-13 planning technical specialist positions in selected districts; and (b) specific actions to develop MSC and district future planning leaders. Plans will be submitted to HQUSACE and updated annually.

Centers of Specialized Planning Expertise. MSCs will prepare regional plans for concentrating over time the advance planning expertise needed for the 21st century. Plans should include (a) planning communities of practice as a first step; (b) communities of specialized planning expertise as a second step; with (c) regional (physical) centers of expertise as the final step, and a natural evolution reflecting concentration of workload and associated expertise in a few locations. Plans will be submitted to HQUSACE for certification.

Modernize Planning Processes and Tools

Quality Assurance/Quality Control. MSCs will prepare *Quality Assurance Plans (QA)* that include district *Quality Control Plans (QC)* and submit to HQUSACE for certification. QA Plans must assure delivery of quality reports and projects. District QQ Plans must (1) involve the technical chiefs and their organizations in review and approval of decision documents; (2) involve the planning chiefs and planning organizations in the development, review and approval of planning documents; and (3) have Independent Technical Reviews (ITR) conducted by specialists and/or organizations outside the districts.

Delegation of Approval Authority. HQUSACE will prepare guidance providing for delegation of approval authority to MSC Commanders for all post-authorization decision documents that are in accordance with policy, and Project Cooperation Agreements that follow an approved model agreement. MSC Commanders will prioritize staff resources and capability to assure policy and legal compliance, while HQUSACE will refocus its resources and capability to provide upfront and continuous advice, support, training, and guidance to MSCs and districts.

Planning Model Improvement. IWR will carry out a process to review, improve and validate analytical tools and models for USACE civil works business functions in coordination with HQ, MSCs, ERDC and other Federal agencies, in order to improve their quality and consistency in supporting USACE plan formulation and evaluation.

Environmental Benefit Evaluation Procedures. IWR will carry out a continuing program to improve environmental benefit evaluation; with a focus on completing development of a protocol for assisting USACE planners in carrying out environmental plan formulation and evaluation.

Environmentally Sustainable Project Formulation. HQUSACE will complete the development of specific policies and procedures to implement the Chief's environmental operating principles by assisting field planners in formulating environmentally sustainable civil works projects.

Re-establish National Water Policy Review

Office of Water Policy Review. HQUSACE will re-establish a strengthened national water policy review under the overall direction of the Chief, Planning and Policy Division, Civil Works Directorate.

PLANNER TRAINING ACTION PLAN WORKSHEET

For each district and MSC office(separate worksheet is tabbed for each), report number of participants for each training session.
At start of fiscal year, enter the scheduled number of participatents
for each district and MSC office, by training session.
Each quarter, report the actual number of attendees.

	FY 2003										FY 2004					FY 2005				
	Scheduled					Actual					Scheduled					Scheduled				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
PLANNERS CORE CURRICULUM																				
Planning Orientation Workshop					0					0					0					0
Planning Process Workshop					0					0					0					0
Plan Formulation Workshop					0					0					0					0
Environmental Considerations in Planning					0					0					0					0
Economic Analysis in Planning					0					0					0					0
H&H Considerations in Planning					0					0					0					0
Public Involvement & Teaming in Planning					0					0					0					0
										0										
ADVANCED TRAINING										0										
Planning Associates Program					0					0					0					0
Masters in Water Resources Planning & Management					0					0					0					0
										0										
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage Performance	#####	#####	#####	#####	#####															

Add additional tabs for each additional district.

Planning Leadership Development Framework

Goal. To develop the planning leadership necessary to successfully carry the Civil Works program forward.

Strategy. A two-pronged effort focusing on the development of planning leaders and the development of the requisite organizational capability.

Components.

Development of Individual Leaders

Formal Training – Short- and long-term; both within and outside the Corps including personal leadership training, team-building, Planning Associates program;

Informal Training - Mentoring, coaching, shadowing, regularly scheduled "brown-bag" breakfasts or lunches;

Developmental assignments - Short and long-term, including participation on regional team projects;

Development of Organizational Capability

MSCs – Senior (GS-14) economist, environmental planner and plan formulator (Establish, recruit and fill positions)

Districts – Regional technical (GS-13) specialists in a broad spectrum of economics, environmental and plan formulation areas appropriate to the district program. (Establish, recruit and fill positions)

Centers of Specialized Planning Expertise

Communities of Practice will electronically link all districts, MSCs, IWR and HQUSACE as virtual planning communities of practice to enhance skill areas such as plan formulation, economic analysis and environmental analysis.

Communities of Specialized Planning Expertise will electronically link select functional expertise among MSC district representatives, IWR and HQUSACE chief economist, and chief environmental planner; functional areas may include navigation, flood protection, ecosystem restoration and specialization within those and similar business functions.

Regional Centers of Expertise (Physical) provide for a physical concentration of planning expertise in one location, although linked virtually to user districts. It represents further improvement in specialized functional planning expertise, reflecting concentration of workload and associated expertise in a few locations.