

The State of Collaboration in the Corps: A Field Perspective in 2014

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Institute for Water Resources

The Institute for Water Resources (IWR) is a U.S. Army Corps of Engineers (USACE) Field Operating Activity located within the Washington DC National Capital Region (NCR), in Alexandria, Virginia and with satellite centers in New Orleans, LA; Davis, CA; Denver, CO; and Pittsburg, PA. IWR was created in 1969 to analyze and anticipate changing water resources management conditions, and to develop planning methods and analytical tools to address economic, social, institutional, and environmental needs in water resources planning and policy. Since its inception, IWR has been a leader in the development of strategies and tools for planning and executing the USACE water resources planning and water management programs.

IWR strives to improve the performance of the USACE water resources program by examining water resources problems and offering practical solutions through a wide variety of technology transfer mechanisms. In addition to hosting and leading USACE participation in national forums, these include the production of white papers, reports, workshops, training courses, guidance and manuals of practice; the development of new planning, socio-economic, and risk-based decision-support methodologies, improved hydrologic engineering methods and software tools; and the management of national waterborne commerce statistics and other Civil Works information systems. IWR serves as the USACE expertise center for integrated water resources planning and management; hydrologic engineering; collaborative planning and environmental conflict resolution; and waterborne commerce data and marine transportation systems.

The Corps recognizes the value of, and need for, collaboration, partnering, and public participation in water resources decision making. To assist the Corps in implementing this collaborative approach, IWR staff created the Collaboration & Public Participation Center of Expertise (CPCX) as well as the affiliated Community of Practice with the same name (abbreviated CPP CoP). CPCX's mission is to enable Corps staff to anticipate, prevent, and manage water-related conflicts through collaboration while ensuring that the interests of the public are addressed in a fair and transparent manner. CPCX includes a focus on collaboration, defined broadly as working with internal and external stakeholders and the public in each aspect of the decision process; alternative dispute resolution processes (ADR); and the integration of public participation techniques with decision support and technical modeling, known as Collaborative Modeling for Decision Support. CPCX's Shared Vision Planning (SVP) program incorporates collaborative modeling techniques to improve the economic, environmental and social outcomes of water management decisions.

For further information on the Institute's Collaboration & Public Participation Center please contact CPCX Director Dr. Hal Cardwell at 703-428-9071 or via e-mail at hal.e.cardwell@usace.army.mil. The Director of IWR is Mr. Robert A. Pietrowsky, who can be contacted at 703-428-8015, or via e-mail at: robert.a.pietrowsky@usace.army.mil. Additional information on IWR can be found at: <http://www.iwr.usace.army.mil>. IWR's NCR mailing address is:

U.S. Army Engineer Institute for Water Resources
7701 Telegraph Road, 2nd Floor Casey Building
Alexandria, VA 22315-3868

THE STATE OF COLLABORATION IN THE CORPS: A FIELD PERSPECTIVE IN 2014

Courtney Greenley & Stacy Langsdale
USACE Collaboration and Public Participation Center of Expertise

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Acknowledgements

The format of this assessment was built on the foundation of the 2009-10 work by Marci Dupraw of SRA International Inc. This time, CPCX staff (Stacy Langsdale and Courtney Greenley) led the initiative with support from Web & Writing Services Co. for executing the on-line survey.

CPCX's designated Major Subordinate Command (MSC) liaisons, who have tirelessly served as ambassadors for collaboration, played a significant role in both the surveys and the workshops. They distributed the survey to recruited respondents, then custom designed and led workshops for their regions. The liaisons in 2014 were: Don Groh (North Atlantic Division), David Bauman (South Atlantic Division), Cindy Tejada (South Pacific Division), Douglas Lilly (South Western Division, Tulsa District), David Vigh (deceased) and Diane Karnish (Mississippi Valley Division), Michael Saffran (Lakes and Rivers Division), Michael Coffey (Northwestern Division), and Cindy Barger and Linda Hihara-Endo (Pacific Ocean Division).

We also appreciated feedback from MSC liaisons on the report, particularly Cindy Tejada and Linda Hihara-Endo. IWR colleagues who also provided invaluable reviews on the report included: Lisa Bourget, Hal Cardwell, Andrea Carson, Maria Lantz, and Cindy Wood. Brooke Angel provided review and edits to the survey tool.

Several senior leaders helped to magnify the impact and success of this effort. Director of Civil Works, Mr. Steve Stockton, a constant champion for collaboration and public participation in the Corps, endorsed this effort and provided the keynote address during the National Collaboration Summit, a culminating workshop that synthesized results across MSCs. SPD had quite significant participation this time due to actions of two of their leaders. Mr. Clyde Okazaki, Chief of the Business Technical Division, championed the engineering and construction community of practice to respond to the survey, while the Commander, Brigadier General Turner, encouraged senior leader participation in the National Collaboration Summit.

Most importantly, all the participants in the surveys, regional workshops and the National Summit who contributed their time and ideas made this assessment possible. Workshop presenters and panelists who shared their perspectives and knowledge transformed this effort from simply measuring data to creating an impactful agency-wide conversation about our history and where we should aim in the future.

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EXECUTIVE SUMMARY

To assess the U.S. Army Corps of Engineers' (Corps) capacity to collaborate with stakeholders on water resources planning and management, the Corps' Collaboration and Public Participation Center of Expertise (CPCX) launched the Collaborative Capacity Assessment Initiative in 2009. This initial assessment elicited suggestions for capacity enhancements from the field, and resulted in a set of priority recommendations for enhancing the Corps' collaborative capacity (IWR 2011). These recommendations informed CPCX's first Strategic Plan, and many have been implemented. Five years later the Corps repeated the assessment. This report details the collaborative capacity within the Corps according to the 2014 Collaborative Capacity Assessment.

The recommendations all focus on enabling Corps staff to build and maintain effective relationships within and outside the agency. Specific recommendations cover the range of investments needed to build capacity: skills training, leadership support, funding, and technical tools.

Overview

This report details the findings, results, and recommendations of the 2014 Collaborative Capacity Assessment. By analyzing the results of both a quantitative survey and regional workshops at which participants discussed collaborative challenges and successes within the Corps, this report identifies challenges and next steps to increase the collaborative capacity within the Corps. These actions, when implemented, will help staff overcome collaboration challenges and better enable Corps staff to achieve our agency's Mission to "Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce risk from disaster" (USACE 2015).

Assessment Approach

The 2014 Collaborative Capacity Assessment included two major parts. First, CPCX administered a survey to Civil Works staff in Districts through liaisons in all eight Major Subordinate Command's (MSC). After the survey was completed and results analyzed, the CPCX MSC liaisons designed and led follow-up MSC-wide or Regional Collaboration Workshops. During each of these workshops, the CPCX led a discussion of the survey results and documented recommendations for both the MSCs and Corps Headquarters (HQ) on ways to improve and increase collaborative capacity. Survey findings and regional workshop recommendations were then collected, shared, and further explored on a national level during a 3-day National Collaboration Summit, held in July 2014 through a virtual meeting platform.

National Survey Results

Overall, a strong majority of Corps employees use collaboration and appreciate its value to our Mission. For example, 95% of respondents agree that the success of the Corps' Mission depends on working effectively with stakeholders. Additionally, 61% of respondents use collaboration because it is a good practice, while only 13% of respondents use collaboration because it is required. However, staff do face implementation challenges in many of the assessed categories. Staff vary in their individual skills as well as training. They must navigate limited time and financial resources, and they experience inconsistent support from Senior Leadership at the MSC and HQ levels. Only 26% of respondents felt they generally have sufficient funds to collaboration

effectively. While 52% of respondents felt support from MSC leadership, only 17% felt that HQ provided the right balance of guidance and flexibility to support collaboration. Further, new institutional policies and procedures that discourage travel generally, but hosting and attending conferences specifically, have made collaboration more challenging in the last five years. The number of respondents who agreed that conflicting Corps' policies make collaboration difficult increased from 55% in 2009 to 64% in 2014. In a similar measure, only 21% of respondents agreed or strongly agreed that the Corps' institutional procedures support collaboration. As a result, this report outlines a series of recommendations to address the necessary institutional procedures and policies for increasing the collaborative capacity of the enterprise.

Recommendations

The following recommendations respond to the identified challenges. They are based on both the national survey results and the MSC workshops, and were aggregated during the National Collaboration Summit held in July of 2014.

1. Institutionalize Support for Relationship Building				
	CPCX	District	MSC	HQ
<i>a. Relationship Building:</i> Establish or maintain periodic face-to-face meetings with partners and stakeholders to learn relevant history, gain a contextual understanding, and maintain personal relationships.		X		
<i>b. USACE Attendance at Meetings and Conferences:</i> Support USACE staff attendance at non-project specific meetings through streamlining of travel and conference approval process at both District and HQ levels.		X		X
<i>c. Partner with Local Spokespersons:</i> When delivering messages and communicating directly to local communities, especially when communicating risk, consider working through a local spokesperson who has more trust with the community.		X		
2. Funding for Collaboration				
	CPCX	District	MSC	HQ
<i>a. Pilot Initiatives:</i> Seek funding for collaborative activities through pilot initiatives. For example, districts have leveraged programmatic funding from pilot programs to initiate and sustain collaborative activities in the field. Examples of pilot programs leveraged to date include Silver Jackets, Floodplain Management Services (FPMS), Public Involvement for Flood Risk Management, Public Involvement Specialists, and Responses to Climate Change.	X	X		
<i>b. Secure Central Funding for Selected Collaborative Efforts:</i> Senior Leaders should engage partner agencies to collectively fund multi-agency partner frameworks similar to the Integrated Water Resources Science and Services (IWRSS) consortium. In doing so, multiple agencies could work together easily within a watershed or shared priority.				X
<i>c. Leverage Funding from Key Stakeholders:</i> Secure funding for collaboration with associated major entities such as water basin commissions. For example, Northwestern Division (NWD) leverages ratepayer dollars from the Bonneville Power Administration to enhance collaboration in the region.		X	X	X
<i>d. Share Information on Funding Options for Collaboration:</i> Staff should creatively seek opportunities for funding collaborative processes. Public Involvement Specialists, CPCX and its MSC liaisons, by their roles and positions, may be more aware	X	X	X	

of funding sources (such as pilot or programmatic funding) so should let staff know when opportunities come available.

e. MSC Efforts: Allow MSCs to share General Expenditure (GE) funding with Districts for regional collaborative efforts.

X

3. Leadership Support

	CPCX	District	MSC	HQ
<i>a. Vertical Harmony:</i> Develop and implement business processes that ensure the vertical team is engaged early and often so that MSC and HQ leaders are fully aware of the unique aspects of the project, and all communications with stakeholders are aligned and consistent with Corps policy.	X	X	X	X
<i>b. Joint Training with Other Federal Agencies:</i> The CoP leads at Corps HQ should work with other agencies at their HQ and regional levels to develop regional joint trainings to increase interagency understanding and collaboration. Although Corps HQ should take the lead to work with other agencies to develop training, there should be regional points of contact for each agency as well to ensure that the content is relevant across the diverse regions and programs.	X			X
<i>c. Public Interaction:</i> Senior Leaders should hold project teams accountable for developing communication plans for their projects to ensure deliberate and appropriate outreach and public engagement is scheduled and resourced early in the project. The USACE Quality Management System (QMS) Process 28000 is readily available to support developing communication plans and can help the project team work with their Public Affairs Officers.	X	X	X	X
<i>d. Recognition:</i> Include collaborative efforts in individual and organizational performance metrics at all levels (from agency-wide to individual) to encourage and reward collaboration. Showcase successful collaboration efforts.	X	X	X	X

4. Culture of Collaboration

	CPCX	District	MSC	HQ
<i>a. Streamlined definition:</i> Clarity is needed on what it means to collaborate, including a framework on how and when to engage, and how collaboration supports risk-based management across the Corps.	X			X
<i>b. Public Involvement Timing:</i> The earlier the public is engaged in a Corps decision-making process the more able the agency is to incorporate their input. Use of risk		X		

registers by project delivery teams (PDT) will promote consideration of appropriate timing and methods appropriate to the level of public involvement and promote vertical alignment.			
c. Document Case Studies: Develop a manual that depicts examples and chronicles case studies where facilitated dialogue has resulted in working together to realize better outcomes.	X		
d. Timely Decisions and Effective Documentation: Investigate using <i>knowledge management tools and techniques</i> to facilitate the transfer and sharing of knowledge internally. Often, timely decisions are impeded by the lack of transparency in the supporting documentation.	X		X
e. Outside Expertise: Engage outside experts from particularly collaborative organizations to inspire our staff to embrace the “new way of doing business,” such as collaborating early and often.	X		X

5. Collaborative Resources – Tools & Training

	CPCX	District	MSC	HQ
a. Project Delivery Team (PDT)-Based Training: Train PDTs together whenever possible, particularly in collaborative and team-building skills. This builds common understanding, fosters a learning-by-doing environment, and creates a proliferation of experienced advocates as they move on to other projects and teams.		X		
b. Meeting Design and Facilitation: Utilize the Corps’ available resources on facilitation training or customized meeting design support (Public Involvement Specialists, CPCX or Public Affairs Officers) to ensure high effectiveness of meetings.		X	X	X
c. Virtual Collaboration Tools: Support use of new ways of collaboration as technology and stakeholder needs change. Coordinate with ACE-IT for training and support in technological tools for collaboration. Determine your stakeholders’ virtual collaboration capabilities (and limitations) at the outset, and consider supporting or providing training when needed.	X	X	X	X

Next Steps

The perceived value of collaboration by USACE staff is high; however, some policies and resource constraints make collaboration challenging and impede progress. Through vertical harmony and clear, consistent, internal communication, a culture of collaboration can be fostered that addresses identified challenges to collaboration. Effective implementation of these recommendations will require engagement and leadership from all levels of the organization.

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I. INTRODUCTION

A primary goal of the U.S. Army Corps of Engineers' Collaboration and Public Participation Center of Expertise (Corps; CPCX) is to “build the collaborative capacity of Corps staff and partners to enable effective convening of, and participation in, collaborative processes” in executing our water resources planning and management missions. The means for building capacity is to first assess current skills, needs, and challenges. The Collaborative Capacity Assessment Initiative supports this goal. The results of the initiative support CPCX, Major Subordinate Commands (MSCs), and Corps Headquarters (HQ) in identifying opportunities and developing strategies for effectively increasing the collaborative capacity of the Corps.

The term “Collaborate” as used in this assessment is defined broadly to encompass the multitude of ways we seek to involve and work constructively with stakeholders. This includes, but is not limited to: public participation, partnering, collaborative problem solving, consensus-building, and conflict resolution. To assess collaborative capacity, this initiative looked specifically at: (a) staff experience and skills, (b) organizational culture, (c) policies and procedures, (d) leadership support, (e) training, and (f) resources available to support collaboration activities. This definition is consistent with *Collaboration in NEPA* (CEQ, 2007), conventional dictionary definitions, and encompasses the *collaborate* level of the well-accepted standard IAP2 Spectrum of Engagement.

This assessment builds on previous work, including CPCX-led assessments administered in 2009 (report: IWR 2011) as well as earlier reports (Creighton 2008; Langton 2006). The goal is to continue to conduct *quinquennial* assessments into the future, to remain current about the state of collaboration in the Corps, as well as to measure trends over time.

The goals of the Collaborative Capacity Assessment Initiative (as developed for the first assessment) are to:

- Assess the Agency's current capacity to collaborate with external stakeholders on water resources planning and management objectives;
- Elicit suggestions for capacity enhancements from the field; and
- Formulate priority recommendations for how to enhance the Corps' collaborative capacity.

The first Collaborative Capacity Assessment Initiative was launched in 2009, shortly after the formation of CPCX with assistance from SRA International, Inc. The results of that initiative heavily informed CPCX's first Strategic Plan (2009-14) and many of those recommendations were implemented. Although we would expect these actions to improve the state of collaboration in the Corps, this is not easy to measure, as some measures take time to have measurable impact, and because the organization is not static. In the years since the first assessment, federal and Corps program and policy changes have increased the challenge of, but also the need for, collaboration with external stakeholders. New Corps and Defense Department policies have discouraged travel and conference attendance. Combined with the FY14 Sequestration, face-to-face meetings and relationship building have decreased in frequency. Civil Works Transformation (including SMART Planning) increased the need for partnering for efficient information gathering; however, the strict limits on budgets and schedules limit stakeholder engagement opportunities.

Additionally, two key aspects of the Civil Work Transformation's USACE infrastructure Strategy - Watershed Informed Budgeting and Alternative Financing - have significant stakeholder involvement opportunities as their founding principles rely on partnering and coordinating at regional scales. The challenge is clear: engaging stakeholders to a sufficient degree under flat-lining or declining budgets, while accomplishing increased activities and responsibilities for Civil Works project and program execution.

Other notable changes since 2009 include increased use of pilot programs that promote collaboration, and development of a USACE-wide Community of Practice on Collaboration and Public Participation.

Five years after the first initiative, in 2014, CPCX conducted a second Collaborative Capacity Assessment, which again included a national survey and regional workshops, and added a national-level summit to discuss and synthesize the regional results. The national survey was an updated version of the survey that was developed for the 2009 assessment. It targeted USACE employees across all Districts and Civil Works business lines. The CPCX's MSC liaisons organized and led the 2014 regional workshops and customized them to address collaboration challenges within their region. The on-line virtual summit presented the results of the regional workshops and allowed for discussion across regions and with federal and non-federal USACE stakeholders. This report provides the results of the 2014 assessment, giving an updated state of collaboration in the Corps and makes recommendations to further develop the collaborative capacity of the Corps.

Overview of Report

Section II (Methodology) describes the development and administration of the survey, and organization of the MSCs' regional workshops and National Collaboration Summit. Section III (Overview of Respondents) gives the demographic data, including work-related characteristics of those who responded to the survey. Note that the population who responded to the survey was not identical to those who participated in the workshops, or to those who previously responded to the survey administered in 2009. Section IV (Results) provides the results from the survey at the national level and the National Collaboration Summit.

The appendices contain additional details on the survey, Regional Workshops and the National Summit. A copy of the survey instrument is in Appendix A. MSC-level data results are in Appendices B and E, including the MSC summaries of the survey data (Appendix B) and the MSC recommendations from their regional workshops (Appendix E). While the majority of the survey was quantitative, respondents also had the option to provide general comments. Appendix C summarizes these comments, organized by common themes. The agenda and notes from the National Summit are provided in Appendix D. Appendix F presents a statistical analysis that was performed on the national data. Lastly, Appendix G provides the comprehensive qualitative survey data results.

The following definitions for key terms were used in this study and provided to participants for reference at the start of the survey:

- *Stakeholder*: organizations, individuals, and partners outside the Corps with whom we must work effectively in order to accomplish our mission (e.g., other federal entities, tribes,

state and local governments, NGOs, the public, etc.); those who are significantly affected by our work.

- *Collaborate*: used broadly to encompass the multitude of ways we seek to involve and work constructively with stakeholders. This includes, but is not limited to, public participation, partnering, collaborative problem solving, consensus-building, and conflict resolution.

II. METHODOLOGY

The 2014 Collaborative Capacity Assessment included two major parts. First, we administered a survey to Civil Works staff in all Districts through liaisons in all eight Major Subordinate Command's (MSC). After the survey was completed and results analyzed, the CPCX MSC liaisons designed and led follow-up MSC-wide or Regional Collaboration Workshops. During these workshops, the CPCX led discussion of the survey results and solicited and documented recommendations for both the MSCs and HQ on ways to improve and increase collaborative capacity. Survey findings and regional workshop recommendations were then collected, shared, and further explored on a national level during a 3-day National Collaboration Summit, held in July 2014 through a virtual meeting platform.

The Survey Instrument & Administration

The 2014 survey was a revision of the original 2009 version that had been developed by SRA International after a literature review and vetting with experts. CPCX modified the survey to reduce the overall number of questions (from 84 to 56 individual questions) and the corresponding burden on the respondents.

Reasons for eliminating questions included:

- Results from the 2009 survey showed high collaborative capacity in aspects that were not expected to have degraded, so were not of concern and thus, did not need to be reassessed.
- Questions were similar enough to others that both were not necessary.
- Demographic or personal info that had little or no correlation to job performance. (Ex. age and education level)

Additionally, there were a few minor changes to the wording of questions, but this was kept to a minimum to maintain the ability to compare results over years.

- For example, questions with the wording "water resources planning & mgt" were changed to "civil works mission areas" to be more accurate.

A copy of the survey questions is included in Appendix A, with the quantitative results in Appendix G, and the qualitative results in Appendix C. The survey consisted of 54 separate questions and took most respondents 15-20 minutes to complete.

The survey was administered online from January 30 until February 28, 2014 through a website supported by IWR's website contractor. CPCX's MSC liaisons disseminated the survey to their respective District office contacts across civil works mission areas. 374 Corps employees responded, with each MSC meeting or exceeding the minimum goal of 25 responses.

MSCs' Regional Workshops

In a sequence similar to the original 2009 initiative, survey results were shared through MSC-wide (or regional) events, providing the opportunity to discuss challenges and opportunities for improvement. In 2009, members of the CPCX team led these events, with each MSC regional workshop following similar agendas. In 2014, CPCX's designated MSC Liaisons took the lead and tailored events to their regions' specific concerns and needs on several topics related to

collaboration, with CPCX staff providing support. In most of these events, the survey was simply one of several topics discussed in the meeting.

All MSCs hosted collaboration workshops between April 7 and June 25, 2014. A few MSCs partnered on workshops, including the LRD/MVD-North workshop, and the SAD/SWD/MVD-South workshop. These two joint regional workshops enabled attendees to focus more on regional issues (uniting around the Great Lakes and the Gulf Regions, respectively). All workshops connected attendees at multiple District offices through varying degrees of web meeting technology. MSC liaisons were responsible for inviting and recruiting participants in their events. Cindy Tejada, an MSC Liaison, recruited participants by identifying champions in each of the four districts within SPD, and posting fliers in all the offices. Tejada noted that after General Turner became involved and interested, participation by other senior leaders (District Commanders and DPMs) also increased. Linda Hiharo-Endo scheduled the event in concert with the POD Civil Works Summit, and everyone from that event (including a good cross section of civil works staff across POH and POA) participated in the collaborative capacity workshop.

CPCX requested that MSCs follow a basic outline for the workshops to include sharing cases from their region, presenting the survey results, training on a relevant topic, and ample time for discussing challenges and recommendations for action. A common thread from the workshops was that output included recommendations for improvement that could be implemented at the District, MSC, or HQ levels.

Table 1: Summary of Regional Collaboration Workshops

Hosting MSC(s)	Title	Date (all 2014)	Location(s)	No. of attendees
SPD	Collaboration Summit	April 7	Sacramento, Los Angeles, & Virtual	75
LRD & MVD North	Collaborative Capacity Improvement Workshop	June 3 & 5	Virtual	87
NAD	Collaborative Capacity Analysis Workshop	June 5	Baltimore	19
NWD	Collaborative Capacity Assessment Workshop	June 5	Kansas City	27
SAD, SWD, & MVD South (Gulf Region)	Collaborative Capacity Workshop	June 18-19	Mobile & Virtual	>100
POD	Collaboration Capacity Workshop	June 25	Honolulu	30

National Collaboration Summit

These regional events informed a National Summit dialogue held virtually July 28-30, 2014. See the full agenda in Appendix D. This event featured:

- The Director of Civil Works, Mr. Steve Stockton shared his ideas for a collaborative organization.
- CPCX’s director, Hal Cardwell, summarized the challenges and recommendations from the regional events, and facilitated a discussion on priority areas for continued improvement.

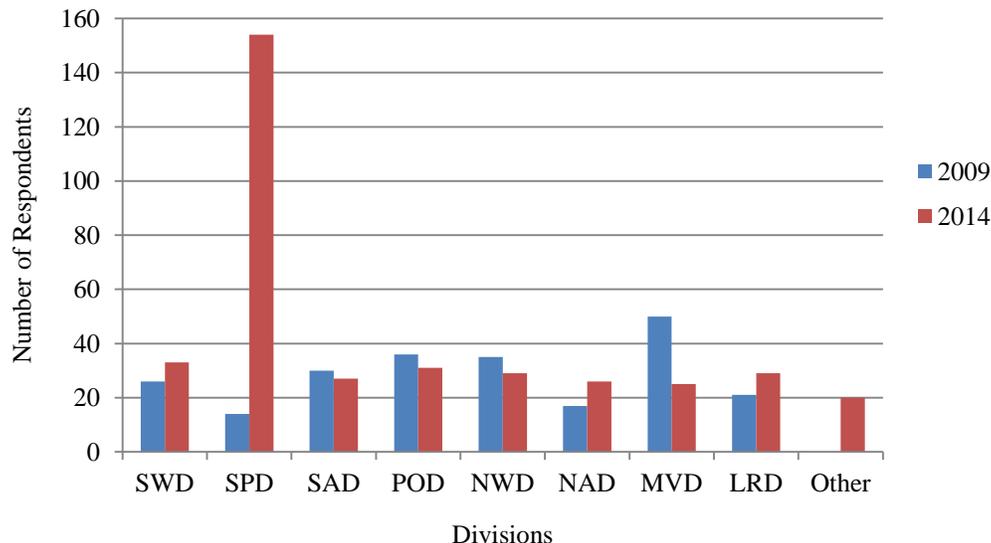
- Panelists Chris Baker, Economist, (SWF); Kevin Bluhm, Economist, (MVP); Torrie McAllister, Public Affairs Chief (SPD) shared insights and challenges from their experiences as USACE staff in the field.
- External stakeholders Brian Manwaring, U.S. Institute of Environmental Conflict Resolution; Regis Pecos, Co-Director, Santa Fe Indian School Leadership Institute; Paul Souza, Deputy Assistant Director, Endangered Species, U.S. Fish and Wildlife Service; William Stelle, Regional Administrator, West Coast Region, NOAA Fisheries; and Regis Sajawara, Pueblo of Santa Clara offered their perspectives on collaborating with the Corps.
- Stacy Langsdale, Collaboration Expert (CPCX) shared the National Survey Results from the 2014 Collaborative Capacity Assessment.

The virtual format was a factor in choosing to hold the meeting in two-hour blocks over three days. Remote or virtual meetings lasting longer than two hours are challenging for participants to remain engaged and focused. The recommendations are presented in Section V (Recommendations) of this report as well as in Appendix E.

III. OVERVIEW OF SURVEY RESPONDENTS

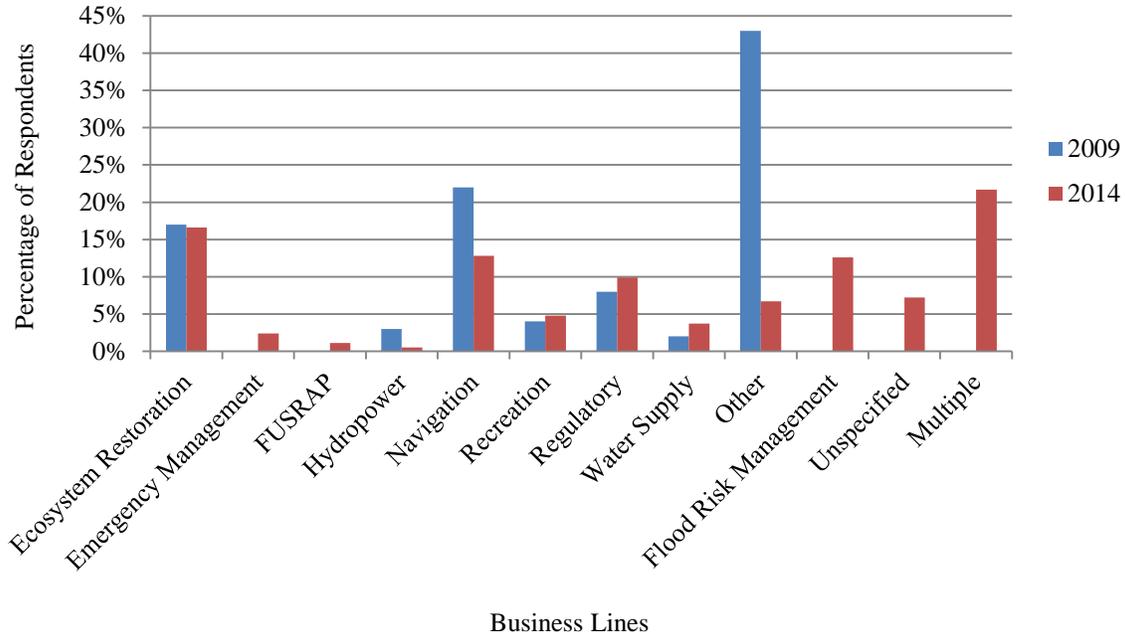
A total of 374 USACE employees across all eight Divisions completed the survey in 2014, compared to 230 employees in 2009 (see Figure 1). In 2014, a notable increase of SPD participation comprised roughly 50% of the responses. To account for the imbalanced representation across the country, the national aggregated summary data presented in the results section was adjusted using a weighted average, with all Divisions given equal weight.

Figure 1: Respondents by Division in 2009 and 2014



In both years of surveys, business lines included Ecosystem Restoration (Environmental), Emergency Management, Formerly Utilized Sites Remedial Action Program (FUSRAP), Hydropower, Navigation, Recreation, Regulatory, and Water Supply. In 2014, the options for Flood Risk Management, Unspecified, and Multiple were added to address the high number of respondents identifying with *Other* in 2009. (Flood Risk Management had been inadvertently omitted earlier.) (See Figure 2).

Figure 2: Respondents by Business Line in 2009 and 2014.
 (Note: 2009 n = 230; 2014 n = 374)



The greatest number of respondents in both 2009 (22%) and 2014 (21%) were from the Planning CoP (see Figure 3). In 2014, the following communities of practice accounted for over 70% of respondents: Operations and Regulatory (18.4%), Engineering and Construction (17.1%), and Program and Project management (15.2%). In both years of the survey, the modest sample size and distribution method of having CPCX’s MSC Liaisons distribute the survey to their respective District contacts may have entered bias into the results, such that respondents may be more experienced, interested, and supportive in the use of collaboration, compared to the average view of USACE personnel. While 374 USACE employees completed the survey, this is a very small subset of the 24,000 employees in USACE’s Civil Works mission.

Figure 3: Respondents by Community of Practice across all Divisions in 2014

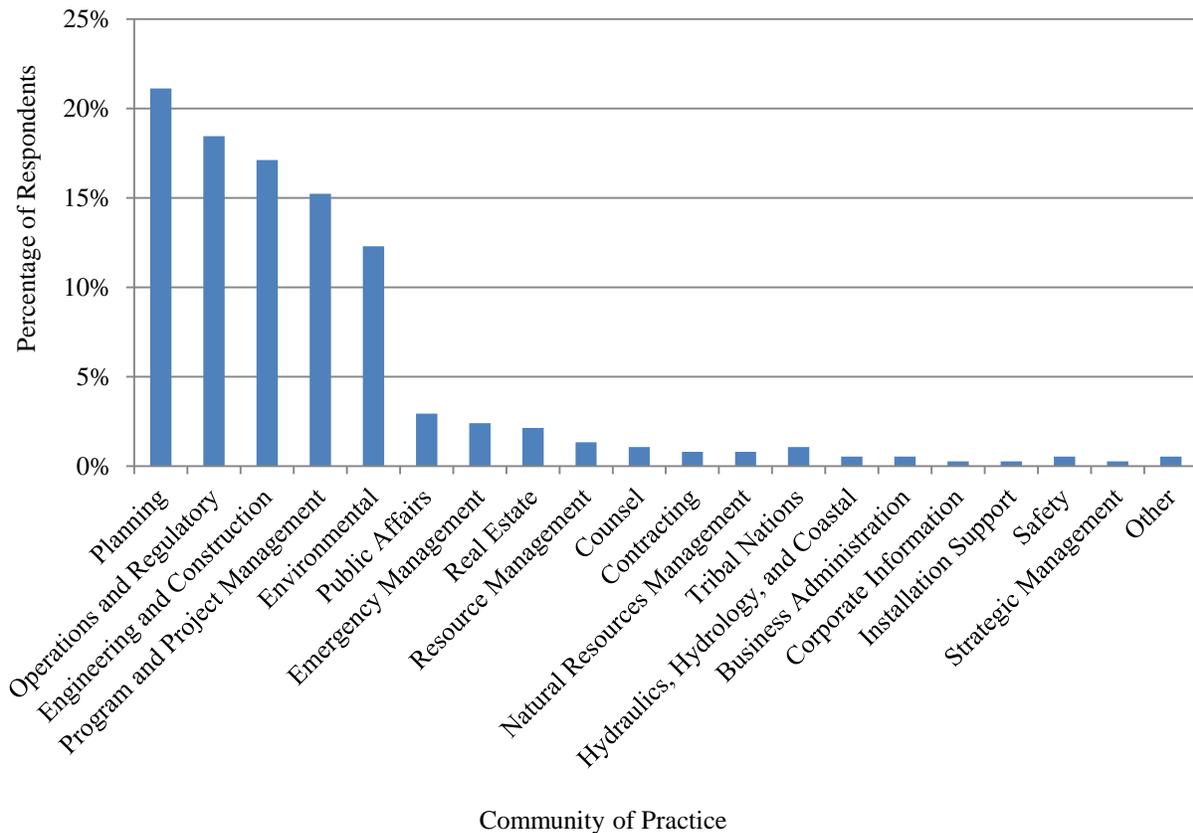
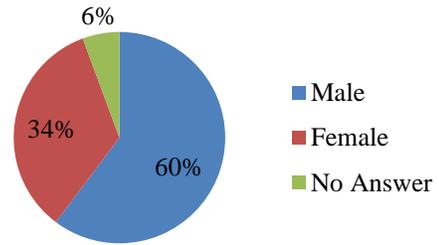


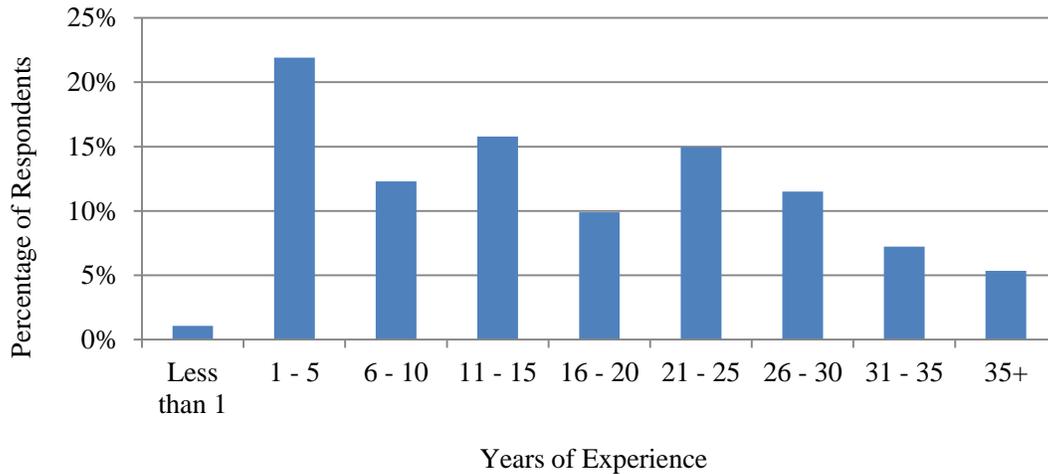
Figure 4: Respondents by Gender in 2014

In both the 2009 and 2014 surveys, gender representation of respondents matched well with the demographics of the agency, thus the samples were representative. As of 2011, the proportion of Civil Works staff overall was reported to be 68% male, and 32% female.



As opposed to the age and education level recorded by respondents in 2009, the 2014 survey asked for the years of USACE experience. At 22%, the highest group of respondents identified with 1-5 years of experience (see Figure 5). From 6 years to 30 years of experience, the percentage of respondents does not drop below 10%.

Figure 5: Respondents by Years of USACE Experience in 2014



IV. RESULTS

This section summarizes the results of the national survey as well as the National Collaboration Summit. A summary of each of the MSC’s survey results is available in Appendix B.

National Survey

The survey results presented here are sorted into three sections: *How Respondents View and Use Collaboration*, *Perceived Collaborative Strengths*, and *Collaboration Challenges*. Survey results from 2009 are presented for comparison when there is a notable change from 2014.

Overall, an overwhelming majority of USACE employees use collaboration in various roles and appreciate its value to our mission. Respondents are confident in many collaborative skills, including a notable increase in working with Native American tribes from 2009. In terms of collaboration challenges, policies and procedures, travel and conference restrictions, and funding have made collaboration more challenging in the last five years.

How Respondents View & Use Collaboration

Collaboration is very important with 95% of respondents agreeing that the success of the Corps’ mission depends on working effectively with stakeholders. As shown in Figure 6, 61% of respondents use collaboration because they believe “it is a good practice,” while only 13% of respondents use collaboration because they are “required to use it.”

**Figure 6: Results for Question 3:
“When we do use collaboration, it is because:”**

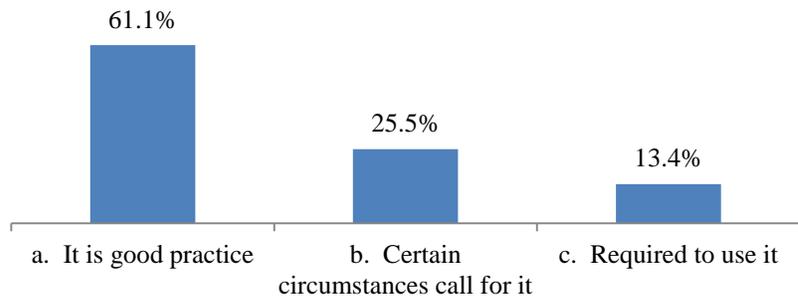
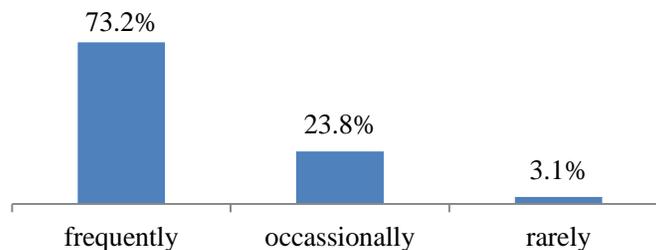


Figure 7: Results of Question 2: “In terms of the frequency with which USACE uses collaboration in civil works mission areas, we use collaboration...”

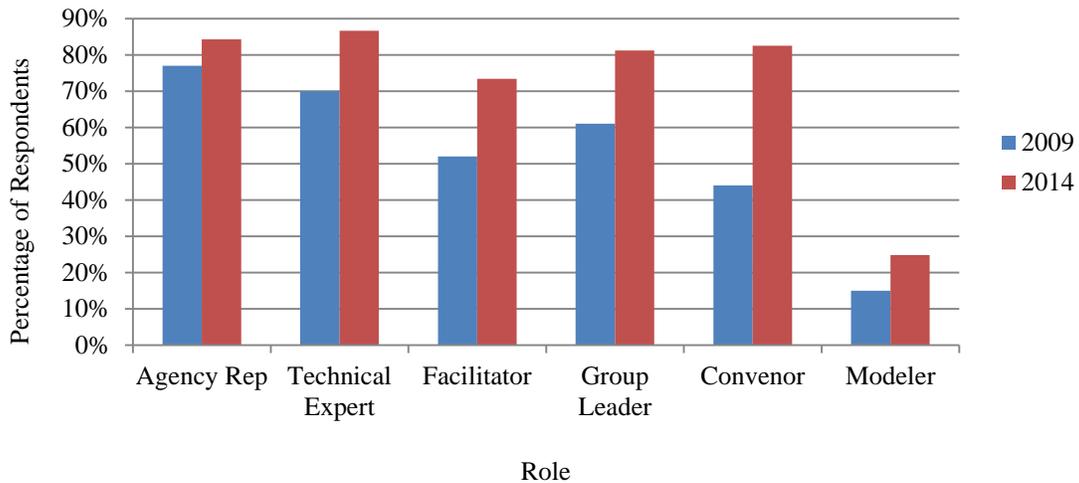
As shown in Figure 7, 73% of respondents cite frequent use of collaboration within the Corps. Note that the definition of “collaborate” was provided for reference at the beginning of the survey, and is also copied in the introduction to this report on Page 8.



In a related question, staff responded to the statement: “I see collaboration as something ‘extra’ I am being asked to do.” A large majority of respondents, 79%, disagreed or strongly disagreed with that statement (Question 9).

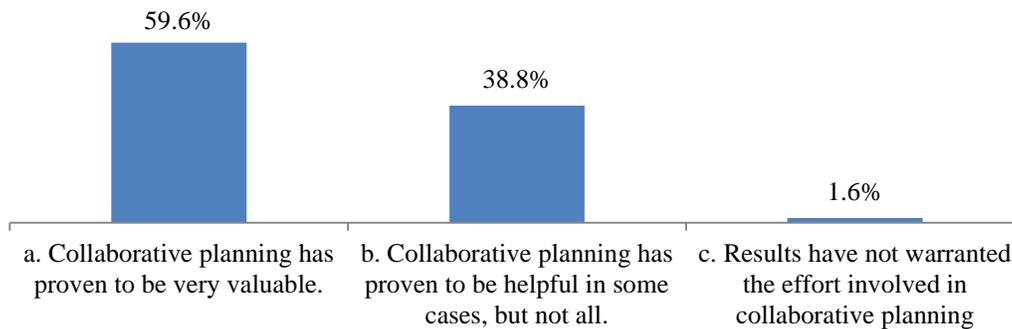
Respondents have played a variety of roles in collaborative processes, from agency representative to group leader, with the notable lower response of modeler in 2009 and 2014. Respondents were allowed to check all of the roles they associate with in the collaboration process (see Figure 8).

Figure 8: Role in Collaboration Processes
(Question 6: “I have played the following roles in collaborative projects while employed by USACE:”)



Staff experiences using collaboration have been largely positive, and as shown in Figure 9, collaborative planning has proven to be very valuable for 60% of respondents. Less than 2% valued collaboration planning results as not warranting the effort involved in 2014, compared to 0% in 2009.

Figure 9: Value of Collaborative Planning;
(Question 4: “In terms of the results achieved through collaborating...”)



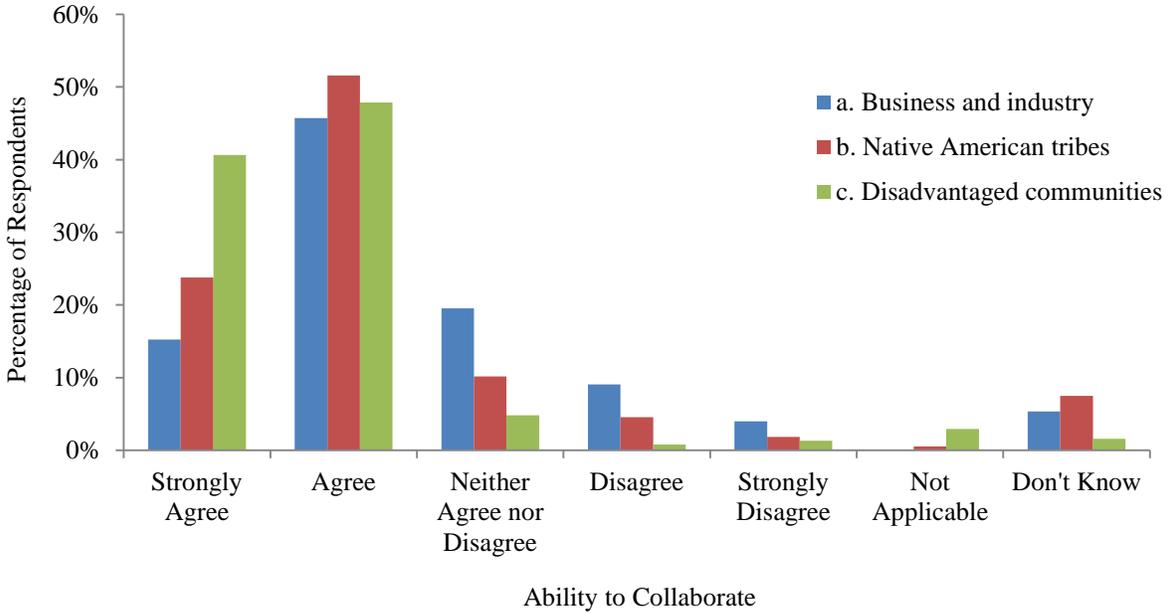
Perceived Collaborative Strengths

Respondents stated that Corps employees make the effort to collaborate with stakeholders, and are confident they do so effectively. In 2014, 80% of respondents agreed that USACE planners generally try to proactively address stakeholders’ needs, and 65% agreed USACE collaborates well with stakeholders.

In collaborating with stakeholders, 80% of respondents agreed that they feel confident in their ability to collaborate with Native American Tribes, which increased from 51% in 2009. (Note that in the 2009 survey, we asked about confidence in collaborating with specific stakeholder groups. Respondents were confident for all groups except: (a) business and industry; (b) Native American tribes; and (c) minorities, so in 2014 we asked *only* about these categories. We also reworded (c) to be “disadvantaged communities.” The results changed significantly enough to suspect that the changes created some survey bias.) In addition, 91% of employees agreed they feel confident in their ability to collaborate with disadvantaged communities (see Figure 10).

These results can be confirmed by considering the stakeholders’ views on how well Corps staff collaborate with them. The annual Customer Relations Survey can provide some insights here.

Figure 10: Confidence in Ability to Collaborate with External Entities to Advance USACE’s Mission



In the survey, employees were asked to rate their level of confidence in certain collaborative skills. In Table 2, a majority of respondents expressed confidence in a variety of perceived collaborative strengths. From 2009 to 2014, an increase from 78% to 90% occurred for respondents strongly agreeing or agreeing in their confidence to engage in group problem solving. Similarly, the level of confidence in managing conflict increased from 72% to 78%.

Table 2: Level of Confidence in Collaborative Skills

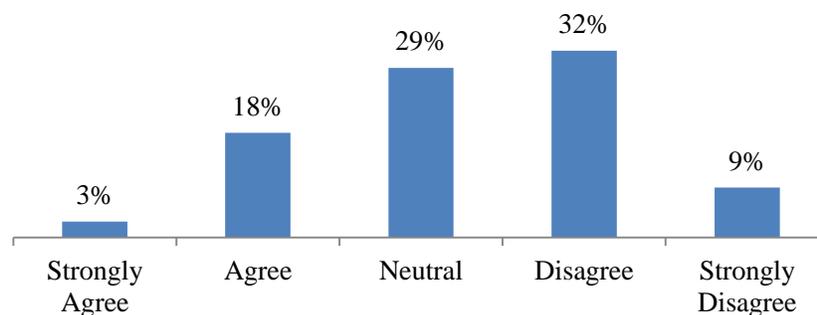
Survey Question:	Strongly Agree or Agree
<i>I feel confident about my knowledge and/or ability to...</i>	
Make good judgment calls about how & when to engage in dialogue with stakeholders (Q 13a)	92%
Solicit and listen to stakeholders’ concerns without getting defensive (Q 13d)	91%
Engage in group problem solving (e.g. identifying and analyzing problems; weighing accuracy and relevance of information; generating and evaluating alternative solutions; making recommendations) (Q 13i)	90%
Establish interpersonal understanding (Q 13f)	89%
Translate the technical into lay terms (Q 13g)	89%
Manage meetings with multiple stakeholders (Q 13c)	84%
Design an appropriate collaborative approach for a specific situation (Q 13e)	80%
Negotiate while focusing on the interests that underlie demands or positions. (Q 13j)	79%
Manage conflict that arises when engaging stakeholders. (Q 13k)	78%

Collaboration Challenges

1. Changing Guidance: The number of respondents who agreed that conflicting USACE policies make collaboration difficult increased from 55% in 2009 to 64% in 2014.

In a similar measure, only 21% of respondents agreed or strongly agreed that USACE's Institutional Procedures support collaboration. (See Figure 11.)

Figure 11: Rating of USACE's Collaboration Support by Institutional Procedures
(Question 31: USACE's institutional procedures (e.g. contracting, performance evaluation, promotions, etc.) support collaboration with stakeholders)



Several respondents added comments on how Corps policies interfere with collaboration. (Appendix C). One recurring theme in the survey comments was the limited flexibility of Corps policies, processes, and regulations, which often prohibit Corps staff from accommodating the range of different stakeholders' interests involved in developing mutually acceptable solutions. They limit sharing of draft products, and once a plan is approved, "our flexibility for future collaboration and implementation is seriously constrained." The comment continued to say this emphasizes the necessity of engaging with stakeholders in the planning stage and not waiting until implementation. SMART Planning ("3x3x3") was called out specifically as an example of a constraining policy, because of the emphasis on funding execution and milestones, and the fast, "overly packed schedules that minimize time for effective collaboration."

Travel restriction policies, implemented since the 2009 assessment, were mentioned specifically by multiple survey respondents on how they are reducing relationship building opportunities. This sentiment was echoed in multiple regional Workshops and the National Summit as an increased obstacle to effective collaboration. Participants of the National Collaboration Summit also emphasized the importance of time in learning historical importance, contextual awareness, and developing personal relationships within the challenge of relationship building. For example:

Policies restricting travel and 'conference' or 'meeting' attendance have further stymied efforts to effectively engage stakeholders. Basic, grass roots efforts are

needed to introduce USACE as a 'friendly face' member of local communities. This will help repair the public's view of our agency.

-- Survey Respondent

2. *Funding for Collaboration:* The survey asked several questions about securing funding for collaboration. The responses show that this is a challenge for the majority of staff. While a slight majority (54%) of respondents have some confidence in figuring out how to fund and launch collaborative initiatives, only about a quarter of respondents feel that they have sufficient funds, as well as know how to secure multi-year funding. (See Table 3.)

Table 3: Responses for Collaborative Funding Statements

Survey Question:	Agree/ Strongly Agree	Neutral	Disagree/ Strongly Disagree
I feel confident about my knowledge and/or ability to figure out how to successfully fund and launch collaborative initiatives. (Q 13b)	54%	18%	19%
When collaborating, I generally have sufficient funds to collaborate effectively (e.g. for travel, facilitators, technical consultants, etc.) (Q 18b)	26%	21%	48%
I know how to secure and structure funding to support multi-year collaborative processes. (Q 36)	24%	18%	42%

3. *Leadership Support – Internal & External:* Some staff perceive a lack of leadership support for collaboration. While roughly half (52%) of respondents felt support from MSC leadership, only 17% felt that HQ provided the right balance of guidance and flexibility to support collaboration (See Table 4). Comments reinforced some of these frustrations with the tension between HQ needing to enforce policy, while District staff are working on the ground with situations and stakeholders that are unique for each project.

Now USACE leadership seems to be using the talking point of "need to make a business decision" or "budgets don't allow for" or even the ASA (CW) and HQUSACE demand to "maintain a schedule" - and all these are reasons that don't support sometimes very necessary collaboration. You can schedule collaboration in the process, but sometimes to solve the hard water resource issues, it will take more time.

-- Survey Respondent

According to the 2014 survey, 34% of respondents either disagreed or strongly disagreed that they get the right balance of guidance and flexibility from HQ. The level of disagreement is a small increase from 30% who disagreed with the statement in 2009. The number of respondents agreeing or strongly agreeing with the statement remained low (17% vs. 16% in 2009), which conveys the continuing challenges occurring in vertical coordination and integration.

Table 4: Responses for Leadership Support Statement

Survey Question:	Agree/ Strongly Agree	Neutral	Disagree/ Strongly Disagree	Don't Know
Management supports me in acquiring and advancing the skills I need to collaborate effectively. (Q 20)	53%	24%	17%	3%
MSC leaders support us in collaborating with stakeholders on water resource issues as a strategy for implementing the USACE mission. (Q 22)	52%	21%	12%	13%
USACE Headquarters leaders work productively with leaders of stakeholder organizations to improve collaboration, find synergy and maximize results that advance USACE's mission. (Q 23)	32%	25%	23%	20%
USACE rewards employees for participating in collaborative activities that further its mission. (Q 32)	23%	29%	40%	9%
I get the right balance of guidance and flexibility from Headquarters for use of collaborative strategies to advance the USACE mission. (Q 35)	17%	38%	34%	12%

4. Culture of Collaboration: Recall that Figures 6, 7, and 9 showed that Corps staff use collaboration frequently (73%), do so because it is good practice (61%), and have found it to be very valuable when used (60%). Similarly, 60% of respondents agreed or strongly agreed that USACE's organizational culture supports collaboration. Although these show that a majority of respondents do support and use collaboration, there is still room for improvement. One of the biggest challenges in preserving a healthy culture of collaboration is maintaining transparency over time with documenting decisions in line with Corps knowledge management best practices. In addition, there is no single understanding within the Corps of what it means to collaborate with stakeholders.

Similar proportions of Corps staff believe they do fairly well at considering stakeholder input, however, they are less effective at providing feedback to stakeholders in how the input was used (only 46%). (See Questions 33 & 34 in Table 5.)

Table 5: Responses for Culture of Collaboration

Survey Question:	Agree/ Strongly Agree	Neutral	Disagree/ Strongly Disagree	Don't Know
USACE's organizational culture supports collaboration with stakeholders. (Q 15)	60%	18%	21%	2%
We at USACE generally do a good job of considering stakeholder input and incorporating it where appropriate. (Q 33)	65%	21%	13%	3%
We at USACE generally do a good job of letting stakeholders know how their input has been incorporated into decisions, and where it was not used, explaining why. (Q 34)	46%	24%	26%	4%

5. Collaborative Resources: The skills and knowledge needed for USACE employees to use collaborative approaches were identified as an area of improvement during the National

Collaboration Summit. The level of confidence of respondents in their knowledge or ability to use collaborative modeling (69%) or structured agreements (66%) supports this observation (see Questions 13h and 13l in Table 6). In regards to knowledge of resources, 50% of respondents knew the location of collaborative resources, and only 47% of respondents agree or strongly agree that they have the resources to advance their collaborative skills (See Questions 19 & 21 in Table 6). Participants insisted that without improving USACE employee’s conflict resolution and collaborative skill sets, the ability to solve large complex problems will be hindered.

Table 6: Responses for Collaboration Resources

Survey Question:	Agree/ Strongly Agree	Neutral	Disagree/ Strongly Disagree	Don't Know
I feel confident about my knowledge and/or ability to: Engage stakeholders directly in collaborative modeling or technical analysis (Q 13h)	69%	14%	9%	2%
I feel confident about my knowledge and/or ability to: Structure agreements that meet all stakeholders’ needs. (Q 13l)	66%	20%	8%	5%
I know where to find case studies, practical guidelines, and other resources on how to effectively use collaborative approaches. (Q 19)	50%	18%	26%	4%
I have the resources I need to advance my skills in collaboration, public involvement, team building, and dispute resolution. (Q 21)	47%	20%	29%	3%

These challenges were identified in the survey and during the MSCs’ regional workshops and served as the foundation for developing recommended actions that districts, MSC’s, HQ, and the CPCX could take to increase and support collaborative capacity. These recommendations were further developed and refined during the National Collaboration Summit and are provided in the next section.

V. RECOMMENDATIONS

The following recommendations respond to the identified challenges. They include input from the National Survey and the regional workshops, and were aggregated during the National Collaboration Summit (July 2014). For documentation of the National Summit, see Appendix E.

1. Institutionalize Support for Relationship Building

a. Relationship Building: Establish or maintain periodic face-to-face meetings with partners and stakeholders to learn relevant history, gain a contextual understanding, and maintain personal relationships. (District)

b. USACE Attendance at Meetings and Conferences: Support USACE staff attendance at non-project specific meetings through streamlining of travel and conference approval process at both District and HQ levels. (District, HQ)

c. Partner with Local Spokespersons: When delivering messages and communicating directly to local communities, especially when communicating risk, consider working through a local spokesperson who has more trust with the community. (District)

2. Funding for Collaboration

a. Pilot Initiatives: Seek funding for collaborative activities through pilot initiatives. For example, districts have leveraged programmatic funding from pilot programs to initiate and sustain collaborative activities in the field. Examples of pilot programs leveraged to date include Silver Jackets, Floodplain Management Services (FPMS), Public Involvement for Flood Risk Management, Public Involvement Specialists, and Responses to Climate Change. (CPCX, District)

b. Secure Central Funding for Selected Collaborative Efforts: Senior Leaders should engage partner agencies to collectively fund multi-agency partner frameworks similar to the Integrated Water Resources Science and Services (IWRSS) consortium. In doing so, multiple agencies could work together easily within a watershed or shared priority. (HQ)

c. Leverage Funding from Key Stakeholders: Secure funding for collaboration with associated major entities such as water basin commissions. For example, Northwestern Division (NWD) leverages ratepayer dollars from the Bonneville Power Administration to enhance collaboration in the region. (District, MSC, HQ)

d. Share Information on Funding Options for Collaboration: Staff should creatively seek opportunities for funding collaborative processes. Public Involvement Specialists, CPCX and its MSC liaisons, by their roles and positions, may be more aware of funding sources (such as pilot or programmatic funding) so should let staff know when opportunities come available. (CPCX, District, MSC)

e. MSC Efforts: Allow MSCs to share General Expenditure (GE) funding with Districts for regional collaborative efforts. (MSC)

3. Leadership Support

a. Vertical Harmony: Develop and implement business processes that ensure the vertical team is engaged early and often so that MSC and HQ leaders are fully aware of the unique aspects of the project, and all communications with stakeholders are aligned and consistent with Corps policy. (HQ, MSC, Districts, CPCX)

b. Joint Training with Other Federal Agencies: The CoP leads at Corps HQ should work with other agencies at their HQ and regional levels to develop regional joint trainings to increase interagency understanding and collaboration. Although Corps HQ should take the lead to work with other agencies to develop training, there should be regional points of contact for each agency as well to ensure that the content is relevant across the diverse regions and programs. (HQ, CPCX)

c. Public Interaction: Senior Leaders should hold project teams accountable for developing communication plans for their projects to ensure deliberate and appropriate outreach and public engagement is scheduled and resourced early in the project. The USACE Quality Management System (QMS) Process 28000 is readily available to support developing communication plans and can help the project team work with their Public Affairs Officers. (HQ, MSC, Districts, CPCX)

d. Recognition: Include collaborative efforts in individual and organizational performance metrics at all levels (from agency-wide to individual) to encourage and reward collaboration. Showcase successful collaboration efforts. (HQ, MSC, Districts, CPCX)

4. Culture of Collaboration

a. Streamlined definition: Clarity is needed on what it means to collaborate, including a framework on how and when to engage, and how collaboration supports risk-based management across the Corps. (HQ, CPCX)

b. Public Involvement Timing: The earlier the public is engaged in a Corps decision-making process the more able the agency is to incorporate their input. Use of risk registers by project delivery teams (PDT) will promote consideration of appropriate timing and methods appropriate to the level of public involvement and promote vertical alignment. (District)

c. Document Case Studies: Develop a manual that depicts examples and chronicles case studies where facilitated dialogue has resulted in working together to realize better outcomes. (CPCX)

d. Timely Decisions and Effective Documentation: Investigate using *knowledge management tools and techniques* to facilitate the transfer and sharing of knowledge internally. Often, timely decisions are impeded by the lack of transparency in the supporting documentation. (CPCX, HQ)

e. Outside Expertise: Engage outside experts from particularly collaborative organizations to inspire our staff to embrace the “new way of doing business,” such as collaborating early and often. (CPCX, HQ)

5. Collaborative Resources - Tools & Training

a. *Project Delivery Team (PDT)-Based Training:* Train PDTs together whenever possible, particularly in collaborative and team-building skills. This builds common understanding, fosters a learning-by-doing environment, and creates a proliferation of experienced advocates as they move on to other projects and teams. (District)

b. *Meeting Design and Facilitation:* Utilize the Corps' available resources on facilitation training or customized meeting design support (Public Involvement Specialists, CPCX or Public Affairs Officers) to ensure high effectiveness of meetings. (Districts, MSC, HQ)

c. *Virtual Collaboration Tools:* Support use of new ways of collaboration as technology and stakeholder needs change. Coordinate with ACE-IT for training and support in technological tools for collaboration. Determine your stakeholders' virtual collaboration capabilities (and limitations) at the outset, and consider supporting or providing training when needed. (CPCX, District, MSC, HQ)

VI. DISCUSSION

The perceived value of collaboration by USACE staff is high; however, some policies and resource constraints make collaboration challenging and impede progress. Through vertical harmony and clear, consistent, internal communication, a culture of collaboration can be fostered that addresses identified challenges to collaboration. Effective implementation of these recommendations will require engagement and leadership from all levels of the organization.

Changes Implemented after this Assessment – WRRDA 2014

WRRDA 2014 was enacted in June, several months after the completion of the survey, and after most of the MSC workshops had been held, thus the recommendations do not reflect several new policies that affect collaboration. In particular, these include:

1. *SMART Planning Rules* – enforced the 3-year, \$3 million limits, and eliminated the reconnaissance phase. The rigid schedule has caused challenges in working with sponsors' schedules, which has been particularly challenging with Tribes. The elimination of the reconnaissance phase has reduced the opportunity to foster new relationships and explore cost-share sponsor opportunities.
2. *Alternative Financing* – the Corps can now partner with non-federal entities, such as non-governmental organizations. This reinforces the advantages and opportunities of networking and building relationships with multiple stakeholders.
3. *Levee Safety* – calls for greater coordination with States and Tribes. Levee Safety teams will be seeking collaborative tools and resources to support them in effectively responding to this new mission area.

The Contribution of this Effort in Agency Evaluation

This assessment provides insight into the current state of collaboration in the Corps, however, while collaborative capacity is a major component of collaboration, this does not present a complete picture. For example, these results focus on the internal agency perspective, but collaboration involves external parties. The Corps' annual Customer Satisfaction Survey provides some insight into external perspective; however, we were unable to draw any direct comparisons to the results presented here.

By FY15, CPCX established a system for tracking their own milestones and activities, including quantitative metrics such as attendance at webinars and trainings. These results may help future assessments by allowing comparisons between the level of effort given to increasing collaborative skills, and any reported increase in collaborative capacity.

Note that efforts like this are reported annually in the Environmental Collaboration and Conflict Resolution (ECCR) report to the Council on Environmental Quality.

Next Steps

This Collaborative Capacity Assessment Initiative supports CPCX's major goal of helping the Corps accomplish its mission more effectively through more consistent and effective engagement

with our partners, stakeholders, and the general public, as well as our colleagues within the agency. Assessment is only the first step, while implementing the recommendations is the key to realize improvement in staff skills, agency policies and culture, and resources. This assessment is intentionally aligned with the CPCX's strategic planning schedule so that the results can inform the CPCX 5-year Strategic Plan, and provide a focus to the CPCX staff's work. The previous assessment in 2009 was critical for providing direction to the CPCX as it was refining its mission and workplans. We implemented or made progress on the majority of recommendations, with support from the field and HQ. The results and recommendations of this 2014 assessment have informed the 2015-2020 CPCX Strategic Plan. We now have stronger relationships with MSC liaisons, PI specialists in the Districts, and HQ staff, and will be relying on them more heavily to carry forth the current recommendations. Empowering the MSC liaisons for holding their own collaboration workshops was a good first step to encouraging them to take ownership of this mission. Annual meetings will be held with our strategic partners in the Corps to assess progress and challenges on these recommendations. Together we will build a stronger agency that can get things done.

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VIII. APPENDICES

Appendix A: Survey Instrument

Appendix B: Survey Results Summaries by MSC

Appendix C: Thematic Summaries of 2014 Qualitative Survey Data (National)

Appendix D: USACE National Collaboration Summit 2014 (Agenda & Notes)

Appendix E: USACE National Collaboration Summit Presentation: Priority Areas for Continued Organizational Progress (includes MSC Recommendations)

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Appendix A:

**Collaborative Capacity Survey Instrument
as Provided to Website Contractors October 2013**

ASSESSING USACE'S CAPACITY TO COLLABORATE IN USACE CIVIL WORKS MISSION AREAS

*This survey was developed under the auspices of the Conflict Resolution and Public Participation Center of Expertise (CPCx) of the U.S. Army Corps of Engineers' Institute for Water Resources (IWR). **The purpose of the survey is to gage the levels of experience, skills, resources, agency culture, and challenges that staff of USACE Civil Works currently have, as they are related to collaborating with stakeholders and the public.** CPCx and Division contacts will use the results to strategize how to increase collaborative capacity throughout USACE. This initiative advances the USACE Civil Works Strategic Plan 2011-15 overarching strategy for Integrated Water Resources Management and Environmental Operating Principle #6: Leverage scientific, economic, and social knowledge to understand the environmental context and effects of Corps actions in a collaborative manner.*

The survey is anonymous – we do not ask for your name, and will not attribute your answers to you. IWR asks that at least 25 individuals within your Division complete the survey, and their answers will be aggregated for use in your Division.

The survey may be taken by anyone with experience in USACE Civil Works mission areas, including: Coastal protection, Disaster preparedness and response; Environmental protection and restoration; Flood risk management; Hydropower; Navigable waters; Recreational opportunities; Regulatory oversight; and Water supply.

*The survey should take you about 20 minutes to complete; you can go back and change your answers at any time until you are done. **However, you must complete it at one sitting.** You cannot save it partway through and return to complete it later, so pick a time when you can do it from start to finish.*

Thank you for your time and thoughtful consideration of these questions.

Key Definitions: In filling out this instrument, please use the following definitions:

- Stakeholder = organizations, individuals, and partners outside the Corps with whom we must work effectively in order to accomplish our mission (e.g., other federal entities, tribes, state and local governments, NGOs, the public, etc.); those who are significantly affected by our work.
- Collaborate = used broadly to encompass the multitude of ways we seek to involve and work constructively with stakeholders. This includes, but is not limited to, public participation, partnering, collaborative problem solving, consensus-building, and conflict resolution.

I. Your Background

(Note that we ask about age, gender, and ethnicities because the literature suggests these variables sometimes correlate with attitudes toward conflict and how conflict should be addressed.)

1. Please tell us about yourself.

a. In what Division or District do you work?

b. What is your community of practice? *(see drop-down menu)*

c. In what business lines do you work? *(see drop-down menu)*

d. How long have you worked for USACE?

e. What is your gender? ___male ___female

II. Your Experience With Collaboration in USACE

(Throughout this section, please select the statement below each question that best reflects your experience.)

2. In terms of the frequency with which USACE uses collaboration in civil works mission areas, please put an X in the blank of the statement below that best reflects your experience:

___ a. We use collaboration frequently.

___ b. We use collaboration occasionally.

___ c. We use collaboration rarely.

3. When we do use collaboration, it is because:

___ a. Collaboration is a good practice generally.

___ b. Certain circumstances call for collaboration.

___ c. We are required to use collaboration.

4. In terms of the results achieved through collaborating:

___ a. Collaborative planning has proven to be very valuable.

___ b. Collaborative planning has proven to be helpful in some cases, but not all.

___ c. Results have not warranted the effort involved in collaborative planning.

5. Please reflect on the water resources planning and management projects in which you participated while employed by USACE in answering the following questions:

a. In how many such projects have you participated in your USACE _____

tenure?	projects
b. Of these, how many have entailed some method of collaborating with external stakeholders?	_____ projects

6. I have played the following roles in collaborative projects while employed by USACE (please circle yes or no):	Frequency: (please put "x" in appropriate cell)				
	0 projects	1-5 projects	6-20 projects	Over 20 projects	Yes No
a. Convener (initiated and assembled participants for a process)					
b. Group leader					
c. Agency representative on a group with multiple stakeholders					
d. Technical expert / resource person					
e. Modeler					
f. Facilitator (supported the process)					

Your Experience (cont'd)							
7. In my experience, the following people or entities are helpful resources for <i>(please put X in all cells that apply)</i> :	Public Affairs Office	Supervisors	Colleagues	Office of Counsel	MSC Headquarters (Divisions)	The Institute for Water Resources	External experts
a. Strategizing regarding stakeholder involvement;							
b. Running meetings;							
c. Strategic Communications;							
d. Meeting preparation, including presentations;							
e. Removing roadblocks to collaboration.							

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
8. My experience using collaborative approaches to advance USACE's mission has been positive.	1	2	3	4	5	N/A	DK
9. I see collaboration as something "extra" I am being asked to do.	1	2	3	4	5	N/A	DK
10. Overall, USACE collaborates well with stakeholders to accomplish the USACE mission.	1	2	3	4	5	N/A	DK

III. Collaborative Capacities *(Please answer the questions in this section based on your average experiences; we realize you will need to generalize in some cases; keep in mind that your answers are anonymous.)*

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
11. I believe USACE planners generally try to proactively address stakeholders' needs.	1	2	3	4	5	N/A	DK
12. I am open to engaging in shared decision making processes where appropriate as long as I am authorized to do so.	1	2	3	4	5	N/A	DK

Collaborative Capacities (cont'd)							
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
13. I feel confident about my knowledge and/or ability to:							
a. Make good judgment calls about how and when to engage in collaboration with stakeholders to help advance USACE's mission;	1	2	3	4	5	N/A	DK
b. Figure out how to successfully fund and launch collaborative initiatives;	1	2	3	4	5	N/A	DK
c. Manage meetings with multiple stakeholders;	1	2	3	4	5	N/A	DK
d. Solicit and listen to stakeholders' concerns without getting defensive;	1	2	3	4	5	N/A	DK
e. Design an appropriate collaborative approach to a specific situation;	1	2	3	4	5	N/A	DK
f. Establish interpersonal understanding – e.g., understand emotion, content, underlying issues, and meaning of another's message;	1	2	3	4	5	N/A	DK
g. Translate scientific and technical information into lay terms and accessible formats;	1	2	3	4	5	N/A	DK
h. Engage stakeholders directly in collaborative modeling or technical analysis	1	2	3	4	5	N/A	DK
i. Engage in group problem solving (e.g. identifying and analyzing problems; weighing accuracy and relevance of information; generating and evaluating alternative solutions; making recommendations);	1	2	3	4	5	N/A	DK

Collaborative Capacities (cont'd)

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
13 (cont'd). I feel confident about my knowledge and/or ability to:							
j. Negotiate while focusing on the interests that underlie demands or positions.	1	2	3	4	5	N/A	DK
k. Manage conflict that arises when engaging stakeholders.	1	2	3	4	5	N/A	DK
l. Structure agreements that meet all stakeholders' needs.	1	2	3	4	5	N/A	DK
14. I feel confident about my ability to collaborate with the following types of external entities to advance USACE's mission:							
a. Business and industry	1	2	3	4	5	N/A	DK
b. Native American tribes	1	2	3	4	5	N/A	DK
c. Disadvantaged communities	1	2	3	4	5	N/A	DK

IV. Organizational Culture							
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
15. USACE's organizational culture supports collaboration with stakeholders.	1	2	3	4	5	N/A	DK
16. The success of USACE's mission depends on working effectively with stakeholders.	1	2	3	4	5	N/A	DK

V. Time and Resources							
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
17. I have access to the following types of expertise as needed to enable me to use collaborative strategies effectively in pursuit of USACE's mission.							
a. Technical & scientific expertise	1	2	3	4	5	N/A	DK
b. Process expertise (e.g., facilitation, mediation, etc.)	1	2	3	4	5	N/A	DK
c. Legal expertise	1	2	3	4	5	N/A	DK
18. When collaborating with stakeholders, I generally have:							
a. enough time to effectively engage in collaboration;	1	2	3	4	5	N/A	DK
b. sufficient funds to collaborate effectively (e.g., for travel, facilitators, technical consultants, etc.)	1	2	3	4	5	N/A	DK
19. I know where to find case studies, practical guidelines, and other resources on how to effectively use collaborative approaches.	1	2	3	4	5	N/A	DK

Training							
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
20. Management supports me in acquiring and advancing the skills I need to collaborate effectively.	1	2	3	4	5	N/A	DK
21. I have the resources I need to advance my skills in collaboration, public involvement, team building, and dispute resolution.	1	2	3	4	5	N/A	DK

VI. Political Leadership, Authority and Empowerment							
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
22. MSC leaders support us in collaborating with stakeholders on water resource issues as a strategy for implementing the USACE mission.	1	2	3	4	5	N/A	DK
23. USACE headquarters leaders work productively with leaders of stakeholder organizations to improve collaboration, find synergy and maximize results that advance USACE's mission.	1	2	3	4	5	N/A	DK
24. The USACE workforce is effective at coordinating internally so that USACE representatives in collaborative processes speak with one voice on behalf of USACE.	1	2	3	4	5	N/A	DK

VII. Potential Barriers to Collaboration							
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
25. Conflicting USACE agency policies and procedural requirements make collaboration difficult.	1	2	3	4	5	N/A	DK
26. Federal laws under which USACE operates make it difficult to use collaborative approaches.	1	2	3	4	5	N/A	DK
27. Staff turnover, transfers, or rotations within USACE have made collaboration difficult.	1	2	3	4	5	N/A	DK

Potential Barriers to Collaboration (cont'd)							
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
28. The difference in missions among various federal agencies has been an impediment to collaboration.	1	2	3	4	5	N/A	DK
29. Stakeholder perceptions of USACE are an obstacle to collaboration.	1	2	3	4	5	N/A	DK
30. USACE's focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders.	1	2	3	4	5	N/A	DK

VIII. Institutional Procedures							
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
31. USACE's institutional procedures (e.g., contracting, performance evaluation, promotions, etc.) support collaboration with stakeholders.	1	2	3	4	5	N/A	DK
32. USACE rewards employees for participating in collaborative activities that further its mission.	1	2	3	4	5	N/A	DK
33. We at USACE generally do a good job of considering stakeholder input and incorporating it where appropriate.	1	2	3	4	5	N/A	DK

VIII. Institutional Procedures							
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not Applicable	Don't know
34. We at USACE generally do a good job of letting stakeholders know how their input has been incorporated into decisions and where it was not used, explaining why.	1	2	3	4	5	N/A	DK
35. I get the right balance of guidance and flexibility from Headquarters for use of collaborative strategies to advance the USACE mission.	1	2	3	4	5	N/A	DK
36. I know how to secure and structure funding to support multi-year collaborative process.	1	2	3	4	5	N/A	DK

IX. Other (please feel free to share any other insights or comments you deem relevant)

Drop-Down Menu for Question 1(b)

- Contracting
- Corporate Information
- Counsel
- Equal Employment Opportunity
- Emergency Management
- Engineering
- Environmental
- History
- Human Resources
- Installation Support
- Interagency/International
- Internal Review
- Logistics
- Operations and Regulatory
- Public Affairs
- Planning
- Program and Project Management
- Real Estate
- Research and Development
- Resource Management
- Small Business
- Safety
- Security and Intelligence
- Strategic Management
- Tribal Nations
- Other (please write in: _____)

Drop-Down Menu for Question 1(c)

- Ecosystem Restoration
- Emergency Management
- FUSRAP
- Hydropower
- Navigation
- Recreation
- Regulatory
- Water Supply
- Other (please write in: _____)

Appendix B:
Survey Results Summaries by MSC

Appendix B: Survey Results Summaries by MSC

Purpose

- Assess USACE's (*and each MSC's*) current capacity to collaborate with external stakeholders on water resources planning and management objectives;
- Elicit suggestions for capacity enhancements from the field; and
- Based on both sources of data, formulate priority recommendations *specific to each MSC* and nationally for how to build USACE's collaborative capacity.

Key Definitions:

- Stakeholder = organizations, individuals, & partners outside the Corps with whom we must work effectively in order to accomplish our mission.
- Collaborate = the multitude of ways we seek to involve & work constructively with stakeholders.
- Collaborative Modeling = modeling approaches in which modelers & stakeholders interact directly.

On-line Collaborative Capacity Assessment Questions Covered:

1. Demographics
2. Individual degree of experience with collaboration
3. Individual collaborative capacities
4. Organizational culture
5. Time & resources
6. Training
7. Political Leadership, Authority and Empowerment
8. Potential Barriers to Collaboration
9. Institutional Procedures

Organization for Results:

1. Overview of Respondents
2. How respondents view & use collaboration
3. Perceived collaborative strengths
4. Enhancements to consider

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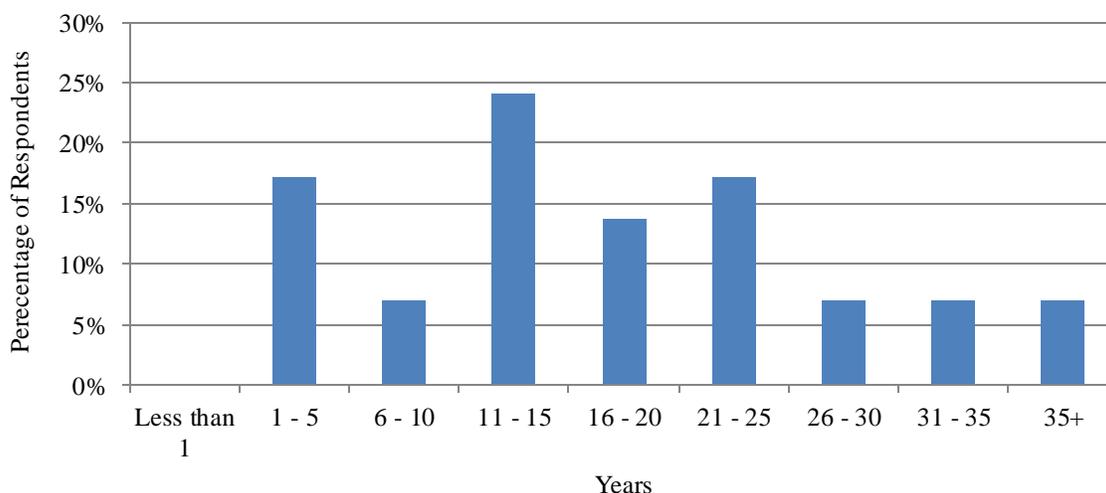
2014 Collaborative Capacity Survey Results Highlights LRD—Great Lakes and Ohio River Division

Overview of 29 Respondents:

I. Community of Practice (Top responses > 10%)

National Results	LRD Only
1. Planning 21.1%	1. Planning 38%
2. Operations & Regulatory 18.4%	2. Environmental 21%
3. Engineering & Construction 17.1%	3. Ops & Regulatory 10%
4. Program & Project Management 15.2%	

II. Years of USACE Experience



How Respondents View & Use Collaboration

1. Collaboration is very important:
 - a. Agree or strongly agree that the success of USACE's mission depends on working effectively with stakeholders: **100%**

Use collaboration because:	2009	2014
It is a good practice	67%	65%
Certain circumstances call for it	29%	24%
Required to use it	19%	10%

2. Staff use collaborative practices often:

	2009	2014
Use collaboration frequently	71%	69%
Use collaboration occasionally	24%	31%

3. Disagree or strongly disagree that collaboration is something “extra” they are asked to do:

2009	2014
81%	76%

4. Staff have played a variety of roles in collaborative processes, with the exception of modeler:

	2009	2014
Convener	60%	90%
Group leader	75%	86%
Agency representative	100%	97%
Technical expert	80%	97%
Facilitator	65%	86%
<i>Modeler</i>	5%	24%

5. Staff experiences using collaboration have been mostly positive:

	2009	2014
Collaborative planning has been very valuable.	67%	66%
Collaborative planning has proven to be helpful in some cases, but not all.	33%	34%
Results have not warranted the effort.	0%	0%

Perceived Collaborative Strengths

1. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively:
 - a. Agree or strongly agree that USACE planners generally try to proactively address stakeholders’ needs: **76%**
 - b. USACE collaborates well with stakeholders: **59%**
 - c. Staff agree or strongly agree that they can collaborate with:

- i. Business and industry: **59%**
- ii. Native American Tribes: **76%**
- iii. Disadvantaged communities: **93%**

2. Staff agree or strongly agree that they feel confident about these collaborative skills:

	2014
Engage in group problem solving	97%
Establish interpersonal understanding	93%
Translate the technical into lay terms	97%
Make good judgment calls about how & when to engage in dialogue with stakeholders	93%
Listen to stakeholders non-defensively	97%
Design an appropriate collaborative approach for a specific situation	86%
Negotiate while focusing on underlying interests	93%
Manage meetings with multiple stakeholders	97%
Manage conflict	90%

Collaborative Capacities to Consider Enhancing

1. Are there ways to modify institutional procedures to better support the use of collaboration?
 - a. *Agree* or strongly agree that staff turnover, transfers or rotations make USACE collaboration difficult: **38%**
 - b. *Disagree* or strongly disagree that USACE’s institutional procedures (e.g. contracting, performance evaluation, promotions, etc.) support collaboration: **31%**

2. Are there ways to bring USACE policies into better alignment to support use of collaboration?
 - a. *Agree* or strongly agree that USACE’s focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders: **52%**
 - b. *Agree* or strongly agree that conflicting USACE policies make collaboration difficult: **69%**
 - c. *Disagree* or strongly disagree that USACE rewards employees for participating in collaborative activities: **14%**

3. Are there ways to increase leadership support?

- a. *Disagree* or strongly disagree that they get the right balance of guidance and flexibility from HQ: **14%**
 - b. *Disagree* or strongly disagree that USACE leaders are effective at coordinating internally so that they speak with one voice: **38%**
4. Are there ways to make resources to support collaboration more readily available?
- a. *Disagree* or strongly disagree that they have sufficient funds to effectively engage in collaboration: **48%**
 - b. *Disagree* or strongly disagree that they know where to find case studies, practical guidelines & other resources: **21%**
5. Is it possible to provide training on how to fund collaborative processes?
- a. *Disagree* or strongly disagree that they know how to secure and structure funding for multi-year collaborative processes: **24%**
6. There are concerns about how well USACE collaborates with stakeholders.
- a. *Agree* or strongly agree Overall USACE collaborates well with stakeholders: **48%**
 - b. *Agree* or strongly agree that they are confident in collaborating with business and industry: **59%**

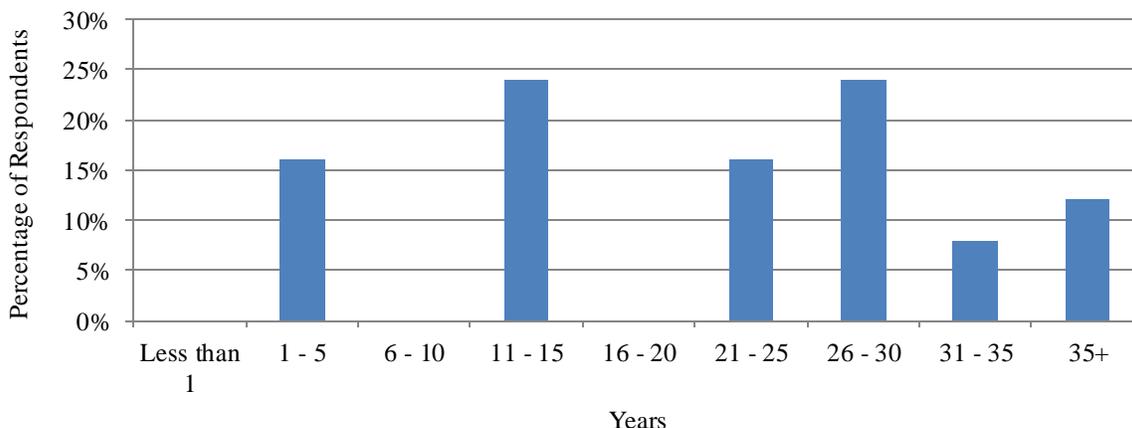
2014 Collaborative Capacity Survey Results Highlights MVD—Mississippi Valley Division

Overview of 25 Respondents:

I. Community of Practice (Top responses > 10%)

National Results	MVD Only
1. Planning 21.1%	1. Prog. & Project Mgt 38%
2. Operations & Regulatory 18.4%	2. Planning 20%
3. Engineering & Construction 17.1%	3. Environmental 16%
4. Program & Project Management 15.2%	4. Ops & Regulatory 10%

II. USACE Years of Experience



How Respondents View & Use Collaboration

1. Collaboration is very important:
 - a. Agree or strongly agree that the success of USACE's mission depends on working effectively with stakeholders: **100%**

Use collaboration because:	2009	2014
It is a good practice	70%	68%
Certain circumstances call for it	34%	28%
Required to use it	12%	4%

2. Staff use collaborative practices often:

	2009	2014
Use collaboration frequently	78%	80%
Use collaboration occasionally	20%	16%

3. Disagree or strongly disagree that collaboration is something “extra” they are asked to do:

2009	2014
70%	92%

4. Staff have played a variety of roles in collaborative processes, with the exception of modeler:

	2009	2014
Convener	34%	100%
Group leader	57%	84%
Agency representative	66%	84%
Technical expert	61%	92%
Facilitator	50%	92%
<i>Modeler</i>	9%	24%

5. Staff experiences using collaboration have been mostly positive:

	2009	2014
Collaborative planning has been very valuable.	70%	80%
Collaborative planning has proven to be helpful in some cases, but not all.	30%	20%
Results have not warranted the effort.	0%	0%

Perceived Collaborative Strengths

1. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively:
 - a. Agree or strongly agree that USACE planners generally try to proactively address stakeholders’ needs: **88%**
 - b. USACE collaborates well with stakeholders: **80%**

- c. Staff agree or strongly agree that they can collaborate with:
 - i. Business and industry **80%**
 - ii. Native American Tribes **88%**
 - iii. Disadvantaged communities **96%**

2. Staff agree or strongly agree that they feel confident about these collaborative skills:

	2014
Engage in group problem solving	92%
Establish interpersonal understanding	88%
Translate the technical into lay terms	84%
Make good judgment calls about how & when to engage in dialogue with stakeholders	100%
Listen to stakeholders non-defensively	92%
Design an appropriate collaborative approach for a specific situation	84%
Negotiate while focusing on underlying interests	84%
Manage meetings with multiple stakeholders	96%
Manage conflict	76%

Collaborative Capacities to Consider Enhancing

1. Are there ways to modify institutional procedures to better support the use of collaboration?
 - a. *Agree* or strongly agree that staff turnover, transfers or rotations make USACE collaboration difficult: **32%**
 - b. *Disagree* or strongly disagree that USACE’s institutional procedures (e.g. contracting, performance evaluation, promotions, etc.) support collaboration: **52%**

2. Are there ways to bring USACE policies into better alignment to support use of collaboration?
 - a. *Agree* or strongly agree that USACE’s focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders: **52%**
 - b. *Agree* or strongly agree that conflicting USACE policies make collaboration difficult: **68%**
 - c. *Disagree* or strongly disagree that USACE rewards employees for participating in collaborative activities: **44%**

3. Are there ways to increase leadership support?
 - a. *Disagree* or strongly disagree that they get the right balance of guidance and flexibility from HQ: **40%**
 - b. *Disagree* or strongly disagree that USACE leaders are effective at coordinating internally so that they speak with one voice: **28%**

4. Are there ways to make resources to support collaboration more readily available?
 - a. *Disagree* or strongly disagree that they have sufficient funds to effectively engage in collaboration: **56%**
 - b. *Disagree* or strongly disagree that they know where to find case studies, practical guidelines & other resources: **40%**

5. Is it possible to provide training on how to fund collaborative processes?
 - a. *Disagree* or strongly disagree that they know how to secure and structure funding for multi-year collaborative processes: **52%**

6. There are concerns about how well USACE collaborates with stakeholders.
 - a. *Agree* or strongly agree Overall USACE collaborates well with stakeholders: **64%**
 - b. *Agree* or strongly agree that they are confident in collaborating with business and industry: **80%**

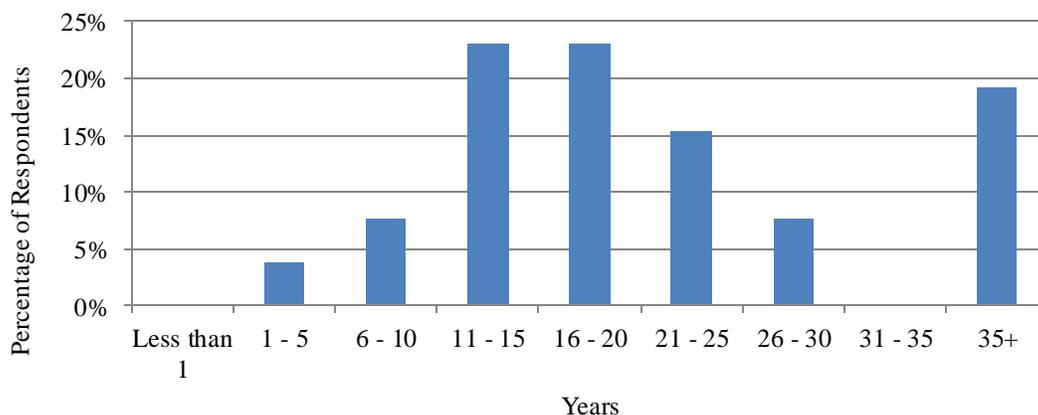
2014 Collaborative Capacity Survey Results Highlights NAD—North Atlantic Division

Overview of 26 Respondents:

I. Community of Practice (Top Responses > 10%)

National Results	NAD Only
1. Planning 21.1%	1. Program & Project Management 50%
2. Operations & Regulatory 18.4%	2. Planning 23%
3. Engineering & Construction 17.1%	3. Environmental 15%
4. Program & Project Management 15.2%	

II. Years of USACE Experience



How Respondents View & Use Collaboration

1. Collaboration is very important:

1. Agree or strongly agree that the success of USACE's mission depends on working effectively with stakeholders: **100%**

Use collaboration because:	2009	2014
It is a good practice	41%	65%
Certain circumstances call for it	53%	15%
Required to use it	6%	19%

2. Staff use collaborative practices often:

	2009	2014
Use collaboration frequently	39%	88%
Use collaboration occasionally	50%	11%

3. Disagree or strongly disagree that collaboration is something “extra” they are asked to do:

2009	2014
78%	77%

4. Staff have played a variety of roles in collaborative processes, with the exception of modeler:

	2009	2014
Convener	44%	96%
Group leader	44%	100%
Agency representative	75%	100%
Technical expert	56%	81%
Facilitator	31%	85%
<i>Modeler</i>	0%	15%

5. Staff experiences using collaboration have been mostly positive:

	2009	2014
Collaborative planning has been very valuable.	59%	61.5%
Collaborative planning has proven to be helpful in some cases, but not all.	35%	30.8%
Results have not warranted the effort.	6%	7.7%

Perceived Collaborative Strengths

1. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively:

- a. Agree or strongly agree that USACE planners generally try to proactively address stakeholders' needs: **100%**
 - b. USACE collaborates well with stakeholders: **77%**
 - c. Staff agree or strongly agree that they can collaborate with:
 - i. Business and industry **77%**
 - ii. Native American Tribes **100%**
 - iii. Disadvantaged communities **89%**
2. Staff agree or strongly agree that they feel confident about these collaborative skills:
- a. Engage in group problem solving: **88%**
 - b. Establish interpersonal understanding: **86%**
 - c. Translate the technical into lay terms: **83%**
 - d. Make good judgment calls about how & when to engage in dialogue with stakeholders: **83%**
 - e. Listen to stakeholders non-defensively: **84%**
3. Staff agree or strongly agree that they feel confident about these collaborative skills (cont'd):
- a. Design an appropriate collaborative approach for a specific situation: **71%**
 - b. Negotiate while focusing on underlying interests: **72%**
 - c. Manage meetings with multiple stakeholders: **71%**
 - d. Manage conflict: **63%**

Collaborative Capacities to Consider Enhancing

1. Are there ways to modify institutional procedures to better support the use of collaboration?
 - a. *Agree* or strongly agree that staff turnover, transfers or rotations make USACE collaboration difficult: **35%**
 - b. *Disagree* or strongly disagree that USACE's institutional procedures support collaboration: **35%**
2. Are there ways to bring USACE policies into better alignment to support use of collaboration?
 - a. *Agree* or strongly agree that USACE's focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders: **46%**
 - b. *Agree* or strongly agree that conflicting USACE policies make collaboration difficult: **62%**
 - c. *Disagree* or strongly disagree that USACE rewards employees for participating in collaborative activities: **42%**
3. Are there ways to increase leadership support?
 - a. *Disagree* or strongly disagree that they get the right balance of guidance and flexibility from HQ: **31%**
 - b. *Disagree* or strongly disagree that USACE leaders are effective at coordinating internally so that they speak with one voice: **27%**

- c. *Disagree* or strongly disagree that USACE leaders work productively with leaders of stakeholder organizations: **15%**
- 4. Are there ways to make resources to support collaboration more readily available?
 - a. *Disagree* or strongly disagree that they have sufficient funds to effectively engage in collaboration: **27%**
 - b. *Disagree* or strongly disagree that they know where to find case studies, practical guidelines & other resources: **19%**
- 5. Is it possible to provide training on how to fund collaborative processes?
 - a. *Disagree* or strongly disagree that they know how to successfully fund and launch collaborative initiatives: **8%**
 - b. *Disagree* or strongly disagree that they know how to secure and structure funding for multi-year collaborative processes: **35%**
- 6. Is it possible to better align support for collaboration within the agency's vertical chain?
Highlights from comments:
 - District staff value (are invested in) stakeholder relationships more than MSC and HQ. Vertical alignment is needed before making promises to stakeholders. Initiatives like SMART Planning create greater challenges for stakeholder collaboration.*

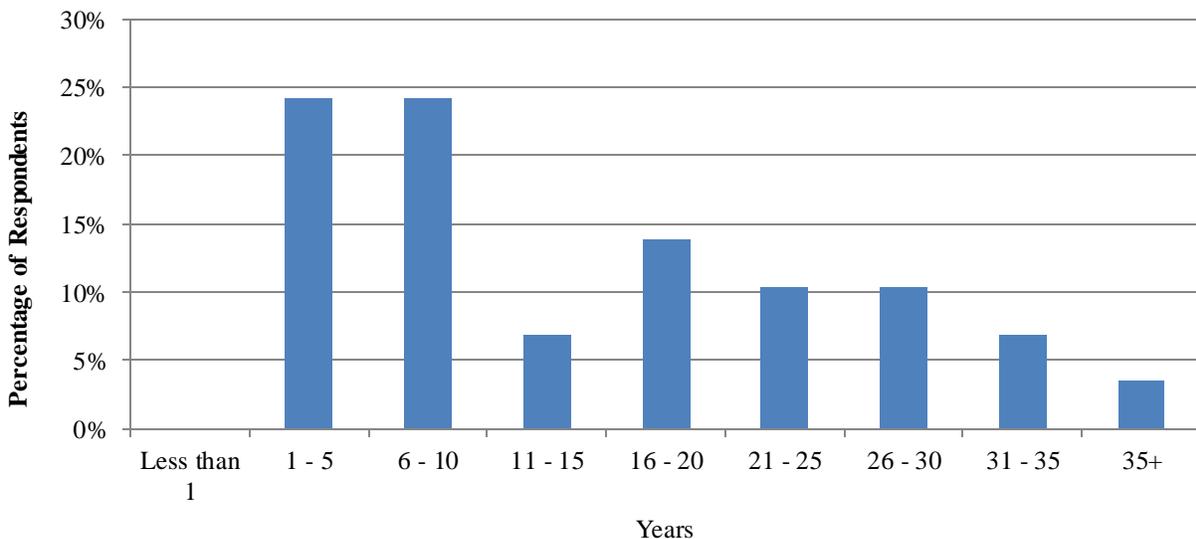
2014 Collaborative Capacity Survey Results Highlights NWD—Northwestern Division

Overview of 29 Respondents:

I. Community of Practice (Top Responses > 10%)

National Results	NWD Only
1. Planning 21.1%	1. Planning 28%
2. Operations & Regulatory 18.4%	2. Program & Project Management 21%
3. Engineering & Construction 17.1%	3. Operations and Regulatory 21%
4. Program & Project Management 15.2%	

II. Years of USACE Experience



How Respondents View & Use Collaboration

1. Collaboration is very important:

1. Agree or strongly agree that the success of USACE's mission depends on working effectively with stakeholders: **93%**

Use collaboration because:	2009	2014
It is a good practice	80%	69%
Certain circumstances call for it	26%	17%
Required to use it	0%	14%

2. Staff use collaborative practices often:

	2009	2014
Use collaboration frequently	89%	79%
Use collaboration occasionally	11%	14%

3. Disagree or strongly disagree that collaboration is something “extra” they are asked to do:

2009	2014
80%	93%

4. Staff have played a variety of roles in collaborative processes, with the exception of modeler:

	2009	2014
Convener	46%	83%
Group leader	63%	83%
Agency representative	69%	83%
Technical expert	71%	83%
Facilitator	54%	69%
<i>Modeler</i>	<i>11%</i>	<i>17%</i>

5. Staff experiences using collaboration have been mostly positive:

	2009	2014
Collaborative planning has been very valuable.	60%	69%
Collaborative planning has proven to be helpful in some cases, but not all.	40%	31%
Results have not warranted the effort.	0%	0%

Perceived Collaborative Strengths

1. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively:
 - a. Agree or strongly agree that USACE planners generally try to proactively address stakeholders' needs: **83%**
 - b. USACE collaborates well with stakeholders: **69%**
 - c. Staff agree or strongly agree that they can collaborate with:
 - i. Business and industry **69%**
 - ii. Native American Tribes **83%**
 - iii. Disadvantaged communities **97%**

2. Staff agree or strongly agree that they feel confident about these collaborative skills:
 - a. Engage in group problem solving: **100%**
 - b. Establish interpersonal understanding: **90%**
 - c. Translate the technical into lay terms: **93%**
 - d. Make good judgment calls about how & when to engage in dialogue with stakeholders: **93%**
 - e. Listen to stakeholders non-defensively: **93%**

3. Staff agree or strongly agree that they feel confident about these collaborative skills (cont'd):
 - a. Design an appropriate collaborative approach for a specific situation: **79%**
 - b. Negotiate while focusing on underlying interests: **69%**
 - c. Manage meetings with multiple stakeholders: **83%**
 - d. Manage conflict: **69%**

Collaborative Capacities to Consider Enhancing

1. Are there ways to modify institutional procedures to better support the use of collaboration?
 - a. *Agree* or strongly agree that staff turnover, transfers or rotations make USACE collaboration difficult: **48%**
 - b. *Disagree* or strongly disagree that USACE's institutional procedures support collaboration: **35%**

2. Are there ways to bring USACE policies into better alignment to support use of collaboration?
 - a. *Agree* or strongly agree that USACE's focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders: **31%**
 - b. *Agree* or strongly agree that conflicting USACE policies make collaboration difficult: **69%**
 - c. *Disagree* or strongly disagree that USACE rewards employees for participating in collaborative activities: **38%**

3. Are there ways to increase leadership support?

- a. *Disagree* or strongly disagree that they get the right balance of guidance and flexibility from HQ: **41%**
 - b. *Disagree* or strongly disagree that USACE leaders are effective at coordinating internally so that they speak with one voice: **48%**
 - c. *Disagree* or strongly disagree that USACE leaders work productively with leaders of stakeholder organizations: **31%**
4. Are there ways to make resources to support collaboration more readily available?
- a. *Disagree* or strongly disagree that they have sufficient funds to effectively engage in collaboration: **49%**
 - b. *Disagree* or strongly disagree that they know where to find case studies, practical guidelines & other resources: **28%**
5. Is it possible to provide training on how to fund collaborative processes?
- a. *Disagree* or strongly disagree that they know how to successfully fund and launch collaborative initiatives: **31%**
 - b. *Disagree* or strongly disagree that they know how to secure and structure funding for multi-year collaborative processes: **38%**

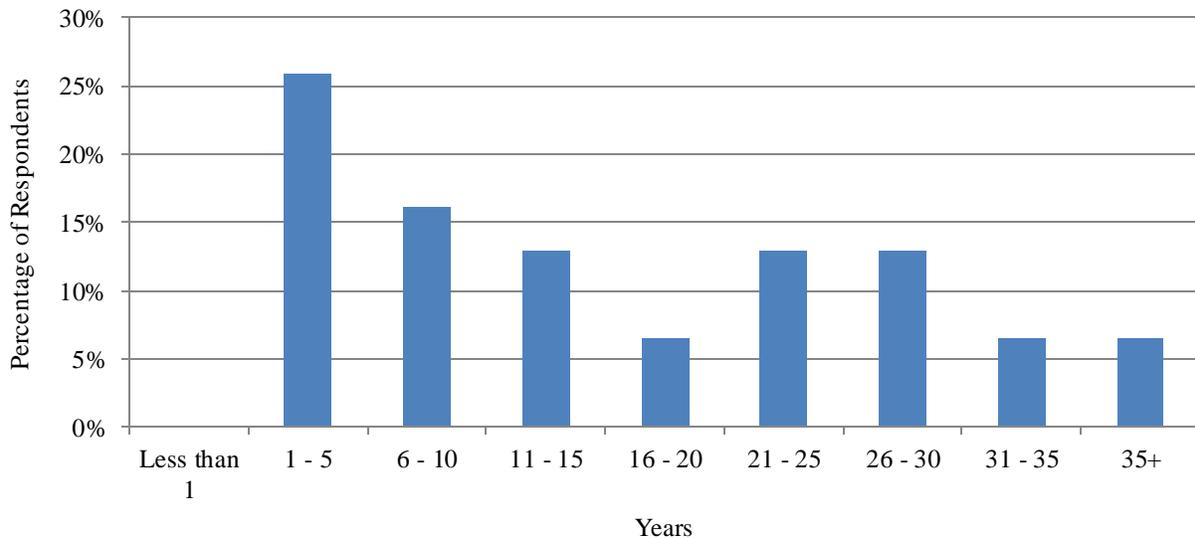
2014 Collaborative Capacity Survey Results Highlights POD—Pacific Ocean Division

Overview of 31 Respondents:

I. Community of Practice (Top Responses > 10%)

National Results	POD Only
1. Planning 21.1%	1. Planning 29%
2. Operations & Regulatory 18.4%	2. Operations and Regulatory 13%
3. Engineering & Construction 17.1%	3. Program & Project Management 13%
4. Program & Project Management 15.2%	

II. Years of USACE Experience



How Respondents View & Use Collaboration

1. Collaboration is very important:
 - a. Agree or strongly agree that the success of USACE's mission depends on working effectively with stakeholders: **84%**

Use collaboration because:	2009	2014
It is a good practice	58%	55%
Certain circumstances call for it	44%	26%
Required to use it	6%	19%

2. Staff use collaborative practices often:

	2009	2014
Use collaboration frequently	47%	62%
Use collaboration occasionally	53%	39%

3. Disagree or strongly disagree that collaboration is something “extra” they are asked to do:

2009	2014
75%	74%

4. Staff have played a variety of roles in collaborative processes, with the exception of modeler:

	2009	2014
Convener	34%	68%
Group leader	57%	61%
Agency representative	74%	77%
Technical expert	71%	81%
Facilitator	46%	61%
<i>Modeler</i>	<i>17%</i>	<i>26%</i>

5. Staff experiences using collaboration have been mostly positive:

	2009	2014
Collaborative planning has been very valuable.	44%	51.6%
Collaborative planning has proven to be helpful in some cases, but not all.	56%	48.4%
Results have not warranted the effort.	0%	0%

Perceived Collaborative Strengths

1. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively:
 - a. Agree or strongly agree that USACE planners generally try to proactively address stakeholders' needs: **65%**
 - b. USACE collaborates well with stakeholders: **65%**
 - c. Staff agree or strongly agree that they can collaborate with:
 - i. Business and industry **65%**
 - ii. Native American Tribes **65%**
 - iii. Disadvantaged communities **90%**

2. Staff agree or strongly agree that they feel confident about these collaborative skills:
 - a. Engage in group problem solving: **81%**
 - b. Establish interpersonal understanding: **68%**
 - c. Translate the technical into lay terms: **74%**
 - d. Make good judgment calls about how & when to engage in dialogue with stakeholders: **84%**
 - e. Listen to stakeholders non-defensively: **81%**

3. Staff agree or strongly agree that they feel confident about these collaborative skills (cont'd):
 - a. Design an appropriate collaborative approach for a specific situation: **71%**
 - b. Negotiate while focusing on underlying interests: **71%**
 - c. Manage meetings with multiple stakeholders: **68%**
 - d. Manage conflict: **65%**

Collaborative Capacities to Consider Enhancing

1. Are there ways to modify institutional procedures to better support the use of collaboration?
 - a. *Agree* or strongly agree that staff turnover, transfers or rotations make USACE collaboration difficult: **51%**
 - b. *Disagree* or strongly disagree that USACE's institutional procedures support collaboration: **32%**
 - c. POD Enhancements to Consider

2. Are there ways to bring USACE policies into better alignment to support use of collaboration?
 - a. *Agree* or strongly agree that USACE's focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders: **36%**
 - b. *Agree* or strongly agree that conflicting USACE policies make collaboration difficult: **52%**
 - c. *Disagree* or strongly disagree that USACE rewards employees for participating in collaborative activities: **42%**

3. Are there ways to increase leadership support?

- a. *Disagree* or strongly disagree that they get the right balance of guidance and flexibility from HQ: **36%**
 - b. *Disagree* or strongly disagree that USACE leaders are effective at coordinating internally so that they speak with one voice: **32%**
 - c. *Disagree* or strongly disagree that USACE leaders work productively with leaders of stakeholder organizations: **26%**
4. Are there ways to make resources to support collaboration more readily available?
- a. *Agree* or strongly agree that they have sufficient funds to effectively engage in collaboration: **10%**
5. Is it possible to provide training on how to fund collaborative processes?
- a. *Agree* or strongly agree that they know how to successfully fund and launch collaborative initiatives: **39%**
 - b. *Agree* or strongly agree that they know how to secure and structure funding for multi-year collaborative processes: **16%**

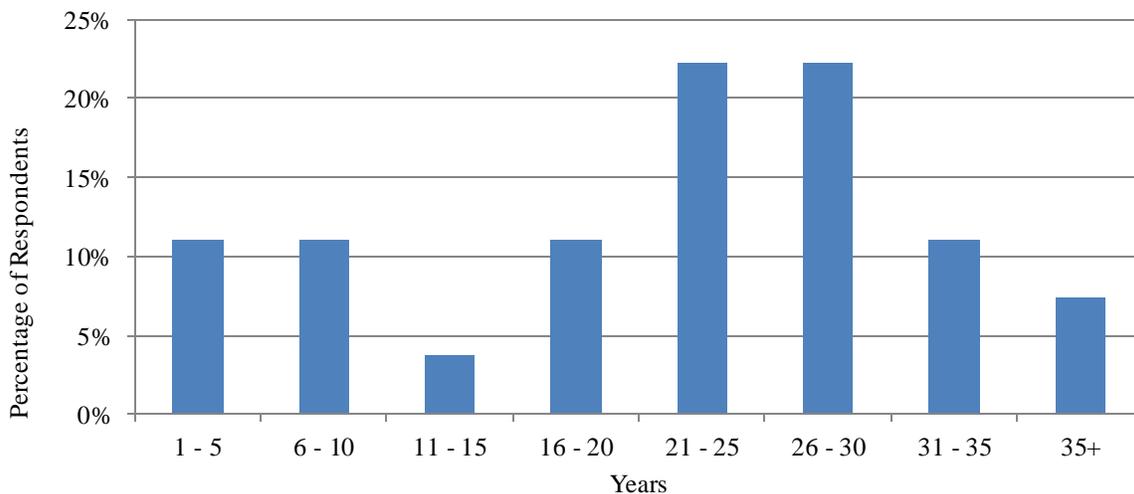
2014 Collaborative Capacity Survey Results Highlights SAD—South Atlantic Division

Overview of 27 Respondents:

I. Community of Practice (Top Responses > 10%)

National Results	SAD Only
1. Planning 21.1%	1. Program & Project Management 30%
2. Operations & Regulatory 18.4%	2. Planning 30%
3. Engineering & Construction 17.1%	3. Operations and Regulatory 19%
4. Program & Project Management 15.2%	4. Environmental 11%

II. Years of USACE Experience



How Respondents View & Use Collaboration

1. Collaboration is very important:
 - a. Agree or strongly agree that the success of USACE’s mission depends on working effectively with stakeholders: **93%**

Use collaboration because:	2009	2014
It is a good practice	77%	63%
Certain circumstances call for it	30%	26%
Required to use it	10%	11%

2. Staff use collaborative practices often:

	2009	2014
Use collaboration frequently	73%	78%
Use collaboration occasionally	23%	22%

3. *Disagree* or strongly disagree that collaboration is something “extra” they are asked to do:

2009	2014
84%	78%

4. Staff have played a variety of roles in collaborative processes:

	2009	2014
Convener	43%	93%
Group leader	54%	100%
Agency representative	64%	89%
Technical expert	75%	93%
Facilitator	50%	70%
<i>Modeler</i>	<i>11%</i>	<i>30%</i>

5. Staff experiences using collaboration have been mostly positive:

	2009	2014
Collaborative planning has been very valuable.	77%	48%
Collaborative planning has proven to be helpful in some cases, but not all.	23%	52%
Results have not warranted the effort.	0%	0%

Perceived Collaborative Strengths

1. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively:
 - a. *Agree* or strongly agree that USACE planners generally try to proactively address stakeholders’ needs: **82%**
 - b. *Agree* or strongly agree that USACE collaborates well with stakeholders: **56%**

2. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively (cont'd):
 - a. Staff *agree* or strongly agree that they can collaborate with:
 - i. Business and industry: **56%**
 - ii. Native American Tribes: **82%**
 - iii. Disadvantaged communities: **85%**

3. Staff *agree* or strongly agree that they feel confident about these collaborative skills:
 - a. Engage in group problem solving: **89%**
 - b. Establish interpersonal understanding: **96%**
 - c. Translate the technical into lay terms: **96%**
 - d. Make good judgment calls about how & when to engage in dialogue with stakeholders: **93%**
 - e. Listen to stakeholders non-defensively: **89%**
 - f. Design an appropriate collaborative approach for a specific situation: **82%**
 - g. Negotiate while focusing on underlying interests: **96%**
 - h. Manage meetings with multiple stakeholders: **93%**
 - i. Manage conflict: **93%**

Collaborative Capacities to Consider Enhancing

1. Are there ways to modify institutional procedures to better support the use of collaboration?
 - a. *Agree* or strongly agree that staff turnover, transfers or rotations make USACE collaboration difficult: **78%**
 - b. *Disagree* or strongly disagree that USACE's institutional procedures (e.g. contracting, performance evaluation, promotions, etc.) support collaboration: **63%**

2. Are there ways to bring USACE policies into better alignment to support use of collaboration?
 - a. *Agree* or strongly agree that USACE's focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders: **37%**
 - b. *Agree* or strongly agree that conflicting USACE policies make collaboration difficult: **70%**
 - c. *Disagree* or strongly disagree that USACE rewards employees for participating in collaborative activities: **59%**

3. Are there ways to increase leadership support?
 - a. *Disagree* or strongly disagree that they get the right balance of guidance and flexibility from HQ: **48%**
 - b. *Disagree* or strongly disagree that USACE leaders are effective at coordinating internally so that they speak with one voice: **44%**

4. Are there ways to make resources to support collaboration more readily available?
 - a. *Disagree* or strongly disagree that they have sufficient funds to effectively engage in collaboration: **63%**
 - b. *Disagree* or strongly disagree that they know where to find case studies, practical guidelines & other resources: **44%**

5. Is it possible to provide training on how to fund collaborative processes?
 - a. *Disagree* or strongly disagree that they know how to successfully fund and launch collaborative initiatives: **11%**
 - b. *Disagree* or strongly disagree that they know how to secure and structure funding for multi-year collaborative processes: **56%**

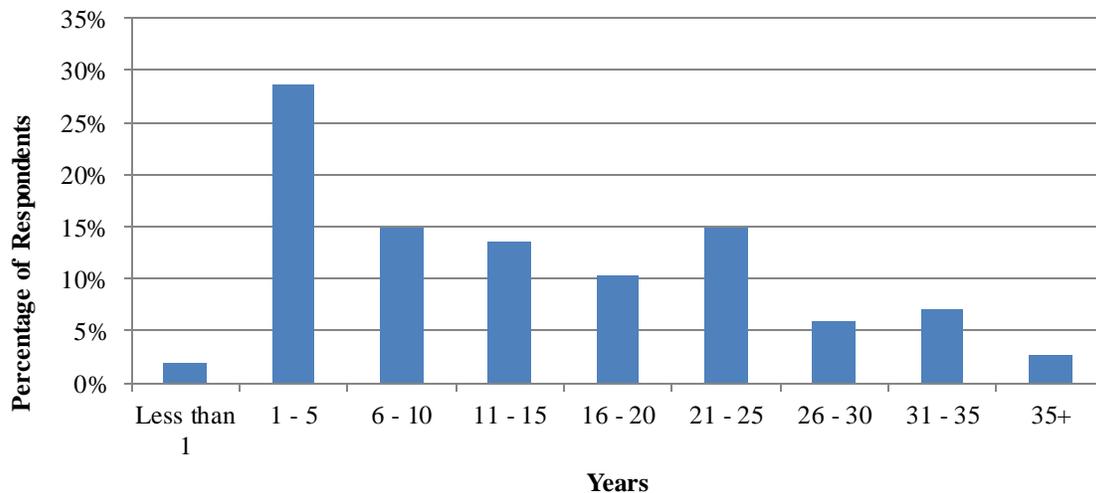
2014 Collaborative Capacity Survey Results Highlights SPD—South Pacific Division

Overview of 154 Respondents:

I. Community of Practice (Top Responses > 10%)

National Results	SPD Only
1. Planning 21.1%	1. Engineering & Construction 29%
2. Operations & Regulatory 18.4%	2. Operations and Regulatory 24%
3. Engineering & Construction 17.1%	3. Environmental 11%
4. Program & Project Management 15.2%	4. Planning 9%

II. Years of USACE Experience



How Respondents View & Use Collaboration

1. Collaboration is very important:
 - a. Agree or strongly agree that the success of USACE's mission depends on working effectively with stakeholders: **92%**

Use collaboration because:	2009	2014
It is a good practice	79%	49%
Certain circumstances call for it	14%	37%
Required to use it	14%	14%

2. Staff use collaborative practices often:

	2009	2014
Use collaboration frequently	79%	54%
Use collaboration occasionally	21%	33%

3. *Disagree* or strongly disagree that collaboration is something “extra” they are asked to do:

2009	2014
86%	67%

4. Staff have played a variety of roles in collaborative processes:

	2009	2014
Convener	57%	65%
Group leader	79%	64%
Agency representative	93%	71%
Technical expert	79%	82%
Facilitator	50%	64%
<i>Modeler</i>	14%	64%

5. Staff experiences using collaboration have been mostly positive:

	2009	2014
Collaborative planning has been very valuable.	79%	52.6%
Collaborative planning has proven to be helpful in some cases, but not all.	29%	42.2%
Results have not warranted the effort.	0%	5.2%

Perceived Collaborative Strengths

1. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively:
 - a. *Agree* or strongly agree that USACE planners generally try to proactively address stakeholders’ needs: **68%**

2. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively (cont'd):
 - a. Staff *agree* or strongly agree that they can collaborate with:
 - i. Disadvantaged communities: **84%**

3. Staff *agree* or strongly agree that they feel confident about these collaborative skills:
 - a. Engage in group problem solving: **88%**
 - b. Establish interpersonal understanding: **86%**
 - c. Translate the technical into lay terms: **83%**
 - d. Make good judgment calls about how & when to engage in dialogue with stakeholders: **83%**
 - e. Listen to stakeholders non-defensively: **84%**
 - f. Design an appropriate collaborative approach for a specific situation: **71%**
 - g. Negotiate while focusing on underlying interests: **72%**
 - h. Manage meetings with multiple stakeholders: **71%**
 - i. Manage conflict: **63%**

Collaborative Capacities to Consider Enhancing

1. Are there ways to modify institutional procedures to better support the use of collaboration?
 - a. *Agree* or strongly agree that staff turnover, transfers or rotations make USACE collaboration difficult: **55%**
 - b. *Disagree* or strongly disagree that USACE's institutional procedures (e.g. contracting, performance evaluation, promotions, etc.) support collaboration: **31%**

2. Are there ways to bring USACE policies into better alignment to support use of collaboration?
 - a. *Agree* or strongly agree that USACE's focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders: **49%**
 - b. *Agree* or strongly agree that conflicting USACE policies make collaboration difficult: **59%**
 - c. *Disagree* or strongly disagree that USACE rewards employees for participating in collaborative activities: **47%**

3. Are there ways to increase leadership support?
 - a. *Disagree* or strongly disagree that they get the right balance of guidance and flexibility from HQ: **30%**
 - b. *Disagree* or strongly disagree that USACE leaders are effective at coordinating internally so that they speak with one voice: **42%**
 - c. *Disagree* or strongly disagree that USACE leaders work productively with leaders of stakeholder organizations: **23%**

4. Are there ways to make resources to support collaboration more readily available?

- a. *Disagree* or strongly disagree that they have sufficient funds to effectively engage in collaboration: **44%**
 - b. *Disagree* or strongly disagree that they know where to find case studies, practical guidelines & other resources: **25%**
5. Is it possible to provide training on how to fund collaborative processes?
- a. *Disagree* or strongly disagree that they know how to successfully fund and launch collaborative initiatives: **25%**
 - b. *Disagree* or strongly disagree that they know how to secure and structure funding for multi-year collaborative processes: **46%**

Summary of Enhancements to Consider

- 1. There are concerns about how well USACE collaborates with stakeholders.
 - a. SPD respondents agree or strongly agree that they are confident in:
 - i. Overall USACE collaborates well with stakeholders:
 - ii. Collaborating with Native American Tribes:
 - iii. Collaborating with business and industry:

Differences between SPD & other Divisions' Results

- 1. SPD survey group makeup & experiences
 - a. Half of total survey respondents
 - b. Few planners or PM's
 - c. More females – **39%** vs. 32% for all the *other* MSCs
 - d. Averaged slightly less years at USACE
- 2. Working with stakeholders - more SPD respondents disagree or strongly disagree that:
 - a. USACE generally does a good job of considering stakeholder input and using it where appropriate
- 3. SPD respondents on collaboration - they:
 - a. Use collaboration less frequently (74% of projects vs. 80% for all data)
 - b. Agree less strongly that USACE's mission depends on working with stakeholders
- 4. Leadership support & culture- more SPD respondents disagree or strongly disagree that USACE:
 - a. Leaders are effective at coordinating internally
 - b. Management supports us in acquiring and advancing skills for collaborating effectively
- 5. Policies & institutional procedures - more SPD respondents agree or strongly agree that:
 - a. Staff turnover, transfers or rotations make collaboration difficult
- 6. More disagree or strongly disagree that:
 - a. USACE rewards employees for participating in collaborative activities

7. Collaborative skills – Fewer SPD respondents have confidence in:
 - a. Managing conflict
 - b. Managing meetings with multiple stakeholders
 - c. Designing an appropriate approach to a specific situation
 - d. Funding and launching collaborative initiatives
 - e. Working with Business and industry, Tribes, and Disadvantaged communities

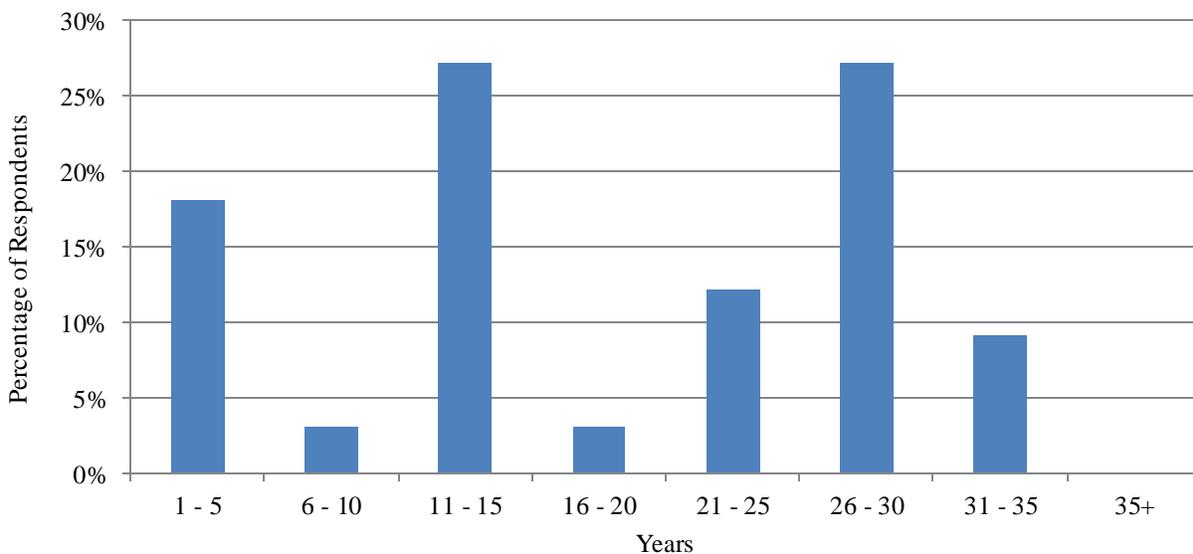
2014 Collaborative Capacity Survey Results Highlights SWD—Southwestern Division

Overview of 33 Respondents:

I. Community of Practice (Top Responses > 10%)

National Results	SWD Only
1. Planning 21.1%	1. Planning 42%
2. Operations & Regulatory 18.4%	2. Operations and Regulatory 24%
3. Engineering & Construction 17.1%	3. Environmental 12%
4. Program & Project Management 15.2%	4. Program & Project Management 12%

II. USACE Years of Experience



How Respondents View & Use Collaboration

1. Collaboration is very important:
 - a. Agree or strongly agree that the success of USACE's mission depends on working effectively with stakeholders: **94%**

Use collaboration because:	2009	2014
It is a good practice	50%	55%
Certain circumstances call for it	42%	30%
Required to use it	15%	15%

2. Staff use collaborative practices often:

	2009	2014
Use collaboration frequently	73%	76%
Use collaboration occasionally	23%	24%

3. *Disagree* or strongly disagree that collaboration is something “extra” they are asked to do:

2009	2014
77%	73%

4. Staff have played a variety of roles in collaborative processes:

	2009	2014
Convener	27%	73%
Group leader	54%	79%
Agency representative	65%	79%
Technical expert	62%	64%
Facilitator	38%	64%
<i>Modeler</i>	8%	39%

5. Staff experiences using collaboration have been mostly positive:

	2009	2014
Collaborative planning has been very valuable.	58%	48%
Collaborative planning has proven to be helpful in some cases, but not all.	42%	52%
Results have not warranted the effort.	0%	0%

Perceived Collaborative Strengths

1. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively:
 - a. *Agree* or strongly agree that USACE planners generally try to proactively address stakeholders' needs: **79%**
 - b. *Agree* or strongly agree that USACE collaborates well with stakeholders: **64%**
2. Staff make the effort to collaborate with stakeholders, and are confident they do so effectively (cont'd):
 - a. Staff *agree* or strongly agree that they can collaborate with:
 - i. Business and industry: **64%**
 - ii. Native American Tribes: **79%**
 - iii. Disadvantaged communities: **94%**
3. Staff *agree* or strongly agree that they feel confident about these collaborative skills:
 - a. Engage in group problem solving: **85%**
 - b. Establish interpersonal understanding: **91%**
 - c. Translate the technical into lay terms: **91%**
 - d. Make good judgment calls about how & when to engage in dialogue with stakeholders: **82%**
 - e. Listen to stakeholders non-defensively: **94%**
 - f. Design an appropriate collaborative approach for a specific situation: **76%**
 - g. Negotiate while focusing on underlying interests: **91%**
 - h. Manage meetings with multiple stakeholders: **76%**
 - i. Manage conflict: **73%**

Collaborative Capacities to Consider Enhancing

1. Are there ways to modify institutional procedures to better support the use of collaboration?
 - a. *Agree* or strongly agree that staff turnover, transfers or rotations make USACE collaboration difficult: **55%**
 - b. *Disagree* or strongly disagree that USACE's institutional procedures (e.g. contracting, performance evaluation, promotions, etc.) support collaboration: **45%**
2. Are there ways to bring USACE policies into better alignment to support use of collaboration?
 - a. *Agree* or strongly agree that USACE's focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders: **58%**
 - b. *Agree* or strongly agree that conflicting USACE policies make collaboration difficult: **61%**
 - c. *Disagree* or strongly disagree that USACE rewards employees for participating in collaborative activities: **33%**

3. Are there ways to increase leadership support?
 - a. *Disagree* or strongly disagree that they get the right balance of guidance and flexibility from HQ: **30%**
 - b. *Disagree* or strongly disagree that USACE leaders are effective at coordinating internally so that they speak with one voice: **40%**

4. Are there ways to make resources to support collaboration more readily available?
 - a. *Disagree* or strongly disagree that they have sufficient funds to effectively engage in collaboration: **55%**
 - b. *Disagree* or strongly disagree that they know where to find case studies, practical guidelines & other resources: **24%**

5. Is it possible to provide training on how to fund collaborative processes?
 - a. *Disagree* or strongly disagree that they know how to successfully fund and launch collaborative initiatives: **27%**
 - b. *Disagree* or strongly disagree that they know how to secure and structure funding for multi-year collaborative processes: **52%**

Appendix C:

**Thematic Summaries of 2104 Qualitative Survey Data
(National)**

Thematic Summaries of Qualitative Comments Received in the 2014 Survey

The final question of the survey provided respondents to comment on any topic (“comments or insights”). This appendix provides a summary of comments that emerged around these nine themes:

- Financial
- Organizational Challenges: General
- Organizational Challenges: Management
- Organizational Challenges: Inter-office & Inter-agency
- Organizational Challenges: Vertical Integration
- Training
- Policies & Regulations
- Corps Culture
- Survey Design

Financial

Obtaining funding to do the collaboration that should be done is challenging, and usually does not happen. We do not usually budget enough for effective communication plans. Multi-year collaborative projects are particularly difficult to obtain funding for, and many projects are multi-year. Budget limitations are the largest hurdle to collaboration. Lack of funding results in limited training, travel, and participation in conferences in symposiums – all of which adversely affects the Corps’ ability to outreach, collaborate, and build relationships and networks which facilitate collaboration with Corps stakeholders.

Supporting comments:

- *Also, funding to get the training and do the collaboration that should be done is a challenge, especially in this time of fiscal austerity and given the constraints of 3x3x3.*
- *While I believe that the organization recognizes the importance of collaboration, we usually do not budget enough within our studies for effective communication plans, relying on the non-Federal partner to shoulder the burden (and often carry the message) to stakeholders*
- *Funding long term collaboration is tough and usually not there*
- *Project funding is always an issue, very difficult to secure multi-year funding and many projects and collaboration are multi-year, difficult to start and stop. Lots of external resources are available - I have not used USACE resources to improve my skills other than USACE paid for some training for me.*
- *Budget limitations are the largest hurdle to training and collaboration*

- *The lack of funds available and permission for travel, participate in conferences and symposiums, and attend training is significantly adversely affecting our ability to outreach, collaborate, and build relationships and networks which facilitate collaboration with our stakeholders.*

Organizational Challenges: General

Organizational issues often create obstacles to effective collaboration. Work with stakeholders in such processes can be undermined due to conflicting policies, miscommunications between different districts and levels of the Corps, or the limitations placed on Corps commitments by “federal interest” decisions while collaborative processes take place. One of the primary challenges is the Corps difficulty with approaching stakeholders with one voice.

Supporting comments:

- *Conflicting agendas amongst stakeholders generally prevent a truly collaborative plan being implemented*
- *One of the biggest obstacles since being employed by USACE has been the constant interjection from the District office to the Field Operations*
- *Sometimes the Corps collaborates "too much" -- that is, they lead these extensive collaborative initiatives with the universe of stakeholders for a project, and the PDT feels good that they have collaborated, but when it comes time to making project-specific decisions, it really comes down to what the sponsor wants and what the Corps is able to deliver (based on federal laws & regulations, USACE guidance and willingness to fund -- i.e., determining the federal interest). This seems to create more animosity than satisfaction with the collaborative process. In addition, I have seen several times where the PDT and communities of practice make recommendations based on their technical expertise, and then final/difficult project decisions start getting made behind closed doors by senior leaders (oftentimes, these decisions become political -- not technical -- based on the current political climate, funding climate, or political will of those involved). In these cases, I have also seen technical information used to support these political decisions in extremely creative ways. Because there is some room for subjectivity/ professional judgment, arguments are made to support the political decision that easily could have gone in another direction, using the same technical information. We as an agency tend to hide behind our processes and professional judgment and tend also to be very risk averse. We also have an organization that is driven by metrics through the Army leadership. This can cause leaders to make promises they can't keep, or in turn, fall short of sponsor and stakeholder expectations. The complexity of laws, regulations and guidance that we follow, and the political environment within which we work, seems to be wrought with conflict. So our efforts to improve our "collaborative capacity" should*

focus on internal/structural/organizational impediments, not just training and feel-good kumbayas with District staff who already feel that collaboration is valuable and necessary.

- *The impediment I see to collaboration is the constantly changing opinions from those not directly involved in the collaborative process.*
- *The "one voice" seems to be from folks that do not understand the "nuts and bolts" of operations.*
- *There is a disconnect between saying we collaborate and actually being able to do it, and our internal organization is seldom on the same page when it comes to understanding and solving collaboration needs.*

Organizational Challenges: Management

Poor project management in some divisions creates a barrier to effective engagement in collaborative processes.

Supporting comments:

- *The current district policies regarding recreation are broken. This has come about from years of poor management.*
- *Also, there is reluctance on the part of managers to show any weakness or uncertainty shown by USACE will be used to thwart project development.*
- *Good technical expertise, but project management generally stinks.*
- *Now USACE leadership seems to be using the talking point of "need to make a business decision" or "budgets don't allow for" or even the ASA(CW) and HQUSACE demand to "maintain a schedule" - and all these are reasons that don't support sometimes very necessary collaboration. You can schedule collaboration in the process, but sometimes to solve the hard water resource issues, it will take more time.*
- *Middle and upper management manipulate process in anticipation of what the effect will be on their future promotions and how these decisions will be viewed politically.*
- *Management MUST accept the value and importance of collaboration, STOP creating roadblocks, SHARE information, and utilize designated subject matter experts to further the agency's collaborative capacity*

Organizational Challenges: Inter-office & Inter-agency

Collaboration is a valuable way of building relationships between Corps offices, other agencies, and even stakeholders. However, inter-office/agency collaboration does not always happen as

well as should be possible, and Corps offices are often better with collaborating internally with other Corps offices than with other agencies.

Supporting comments:

- *Collaboration is a lengthy and time-consuming process. However, there are occasions where its use can actually save time and can result in a better, more collaborative relationship with other resource agencies that can pay off in other areas.*
- *Regulatory Division does collaborate with other agencies, but not in the same way as other organizations within USACE. Sometimes the military side of USACE forgets that permit applicants are not stakeholders for a permit, which causes a lot of conflict.*
- *We make every effort to include and coordinate with our stakeholders regarding all of our projects*
- *Collaboration efforts tend to be undermined by private/non-publicly disclosed District Executive Office/MSO/HQUSACE interactions with project proponents (and with other major stakeholders absent from meetings). Promises are often made prior to PDT determinations related to USACE regulatory/technical/legal requirements/documentation which affects the collaboration efforts negatively overall*

Organizational Challenges: Vertical Integration

The Army Corps has difficulty coordinating up the chain on collaborative processes. Communication up the chain, although important, is sometime cumbersome and bottle necks processes.

Supporting comments:

- *One of the biggest issues we face is when we are collaborating with local sponsors, and they go to HQ to meet with RIT/senior leaders, and rather than coordinate with us, HQ makes promises, assumes we've screwed up, bombards us with taskers, and never lets us know about the meeting, much less what came of it, so sponsors come back assuming one thing, and we're too busy fulfilling taskers to answer inquiries of HQ (since they don't have 1st hand experience in whatever project/issues was discussed) to further the project or issue in a productive way. It's a HUGE problem for us.*
- *USACE has generally a negative perception with many stakeholders. We are too expensive, we take too long, our laws and regulations are confusing, we don't coordinate well up the vertical chain, different sponsor hear different stories, other federal and state agencies don't respect us or meet our deadlines.*
- *Process to seek USACE vertical team guidance on issues is slow, cumbersome, conflicting, and often without result*

- *It is important to have vertical alignment from District through HQ to include ASA and OMB BEFORE we make promises to the stakeholders.*
- *If I have to go through the MSC for support this will be a huge bottle neck.*

Training

Training workers to engage in collaborative processes is important, but oftentimes undervalued or underfunded.

Supporting comments:

- *Also, funding to get the training and do the collaboration that should be done is a challenge, especially in this time of fiscal austerity and given the constraints of 3x3x3.*
- *If HQ or IWR was interested in really doing this right, they would come up with funding for District folks to get better training (both SMEs in this and broader training). In FY12 (maybe 13), a small amount of tuition money was made available to get SMEs Udall center certified but without salary funding this effort was worthless; further, the funding seems to have evaporated for FY13/14. There is also other training available occasionally made available (e.g., Harvard Law School Program on Negotiation) that perhaps 1-2 people from each district's planning group should be sent to. The ERDC/EL training in this by alleged experts was worthless in that it repeated platitudes and general knowledge that anyone who had been in the workplace for a few years or went through a good academic program would have developed*
- *Collaboration is great concept but I feel that funding for studies, training and travel and many other process and regulations really hinder how well we can prepare ourselves to conduct collaborative sessions*
- *Facilitation training would be nice! And collaboration needs to be continually emphasized--too many employees think it's just a NEPA thing. It's its own thing!*

Policies & Regulations

USACE policies need to be more flexible and less cumbersome to consider the needs and expectations of different stakeholders and to adapt to the dynamic environments that occur throughout a collaborative process. Some current USACE policies conflict with collaborative efforts. Some policies are archaic and disrupt the ability of Corps workers to work with non-Corps entities directly by restricting travel and meeting attendance.

Supporting comments:

- *USACE regulations should be more flexible considering different stakeholders' interests Corps-wide providing possibilities to the Districts to tailor these rules and regulation for specific local stakeholders' needs and expectations.*
- *There are laws and USACE processes that impede sharing draft products and exposing the sausage making of plan formulation*
- *We preach collaboration but we do not do it very well...HQ USACE policy is often direct conflict as well.*
- *All stakeholders have different interests, some that may conflict with USACE missions and policies and others have interests that mirror them*
- *Once a project implementation plan (or report, or project authorization, or...) is approved, our flexibility for future collaboration and implementation is seriously constrained. That's not necessarily bad (as the alternative is a serious mission and budget creep) but it would be helpful to understand that practical limitation institutionally and therefore focus our collaborative efforts (and the issue identification necessary for collaboration to be meaningful) on the planning phase of our endeavors rather than waiting until it is time to implement [when our flexibility is far more limited].*
- *Laws and regulations in regard to partnering agreements and policies about projects greatly limit flexibility to effectively collaborate. We will listen to your input, but we can't do it that way.*
- *Policies restricting travel and 'conference' or 'meeting' attendance has further stymied efforts to effectively engage stakeholders. Basic, grass roots efforts are needed to introduce USACE as a 'friendly face' member of local communities. This will help repair the public's view of our agency.*
- *The complexity of laws, regulations and guidance that we follow, and the political environment within which we work, seems to be wrought with conflict. So our efforts to improve our "collaborative capacity" should focus on internal/structural/organizational impediments, not just training and feel-good kumbayas with District staff who already feel that collaboration is valuable and necessary.*
- *It seems at times that the overall follow through with stakeholders is restricted by ABSOLUTE structure or adherence to Government Regulations*
- *The USACE policies should be more flexible considering different regions stakeholder's needs and not being "one size fits all".*
- *The restrictions on attending conferences and workshops is highly detrimental to building and maintaining collaborative relationships, and also negatively impacts morale inside the Corps.*
- *The emphasis on funds execution across all types of studies (Sec 205, 206, 22, GI, etc.) often serves to reduce collaboration by limiting time available for collaboration before tracked milestones are due. The need for speed in the GI 3x3x3 process also serves to reduce the time for collaboration, causing the process to be unintentionally short-*

circuited in some cases. The multiple levels of review dictated by EC-209/ 214 cause overly packed schedules that minimize time for effective collaboration.

Corps Culture

There exists some cultural impediments in the Corps that dissuades collaboration. At times, USACE behaves defensively when stakeholder doesn't align with USACE methods or conclusions. Mentioned that USACE's military mission can provide unnecessary encumbrances to collaborative processes because of the Corps tight security requirements.

Supporting comments:

- *Additionally, there are cultural impediments that dissuade collaboration. Often our technical leads (ie. great analytical skills but limited social skills) would prefer everyone get out of their way so they can develop the solution, and tell the sponsor and stakeholders what it is after they are done*
- *I feel that USACE is generally closed to stakeholder input and reacts defensively when stakeholder input does not align with USACE methods or conclusions. Our agency would benefit greatly from a cultural shift toward appreciating and including stakeholders; we can educate them to our requirements and they can educate us to on-the-ground needs and realities*
- *Systems including contracting process requirements and security are aligned with USACE's military mission but often provide unnecessary encumbrances when applied to civil works projects. Specifically, SCAR, computer networks, web utilization, Skype, email.*
- *Often, many federal employees have a federal "ego" and think they know everything which is a huge challenge for collaboration!*
- *I feel like we are highly encouraged to collaborate with stakeholders but we ultimately ignore the input we are given because it is outside the way we "usually do things."*

Survey Design

Although some survey participants indicated that the survey design was well designed, some stated that survey design critically flawed – does not utilize the Likert scale.

- *Survey design critically flawed. Strongly agree/Strongly disagree to the left of the disagree/No opinion/agree continuum. It's nonstandard and not done by other surveying organizations for some pretty valid reasons. I didn't detect the problem until a portion of the survey was completed.*
- *The design of the survey (reading left to right) should be "strongly agree", "agree", "neither agree nor disagree", "disagree", "strongly disagree", "N/A". The spectrum used was odd.*
- *The rating scale on this survey is jacked up - it should go from least agreement to most agreement*

Appendix D:

**USACE National Collaboration Summit 2014
(Agenda & Notes)**



**USACE COLLABORATION SUMMIT
National Virtual Meeting**

Monday-Wednesday, July 28-30, 2014, 1:00-3:00pm Eastern daily

**Conflict Resolution and Public Participation Center of Expertise (CPCX)
Collaboration and Public Participation Community of Practice (CoP)**

Purpose: to increase USACE collaborative capacity

Objectives:

1. Celebrate organizational collaboration progress to date; formally acknowledge and “kick-off” Collaboration and Public Participation Community of Practice
2. Share lessons, insights, and plans from MSCs and their Districts; consider what is transferable
3. Identify priority focus areas for continued progress in organizational collaborative capacity
4. Consider how CPCX and CoP efforts can support and enhance MSC/District efforts in strengthening organizational collaborative capacity and enhancing leadership awareness

Outcomes:

1. Strengthened USACE collaborative community; increased awareness of and accessibility to USACE network with collaborative expertise
2. Awareness of successes and plans to date, including MSC/District plans for enhancing USACE collaborative capacity
3. Clarification on path forward, including to inform development by CPCX of draft strategic plan for next 5 years
4. Increased leader awareness
5. Improved environmental conflict resolution reporting
6. Demonstrated expertise with virtual technology

Participants: USACE personnel: MSC and District personnel involved in planning and implementing collaborative processes, to include MSC POCs to CPCX and District Public Involvement Specialists; CoP personnel, to include CoP Steering Committee; CPCX Field Review Group (includes representatives from Public Affairs, Planning, Regulatory, and Environment); CPCX staff. Co-located personnel may consider joining from a reserved conference room where feasible.

Workshop Organizers, Facilitators, Presenters, Notetakers: Selected primarily from CPCX, MSC, CoP. CPCX will provide Lead Facilitator, compile information from surveys and MSC workshop in advance.

Advance information: Agenda, 2011 [State of Collaboration in the Corps](#), summaries from individual MSC workshops.

Anticipated products to follow workshop:

1. Summary report of meeting highlights
2. Leadership briefings with summary observations, recommendations, possibly “asks”

Mon, July 28

COLLABORATION IMPORTANCE, CHALLENGES, AND OPPORTUNITIES

1:00-2:00 EDT

Leadership Views

Video via DCO at <https://connectcol.dco.dod.mil/usacecollaboration/>

Audio via (877)336-1829, Access Code 9009960, Security Code 1234

Steve Stockton, Director of Civil Works
Hal Cardwell, Director, Conflict Resolution and Public Participation
Center of Expertise (CPCX), Moderator
Maria Placht (CPCX) and Hunter Merritt (SPK), Facilitation

Mr. Stockton will present leadership view and information on the evolving nature of collaboration in Civil Works. Key questions and observations drawn from previous workshops on collaborative capacity held by MSCs with their Districts will be overviewed, with participants choosing in realtime select issues for Mr. Stockton to address. A facilitated discussion will allow participants opportunity to ask additional questions and offer observations.

- 1:00-1:10 – General introduction to 3 days, Hal Cardwell introduces Steve Stockton
- 1:10-1:25 – Steve Stockton's presentation
- 1:25-1:40 – Hal Cardwell overviews previously-identified "high cut" questions/observations from MSC workshops; Hunter Merritt conducts poll with participants in realtime to determine which issues they would like to see answered; Steve Stockton addresses top-ranked issues
- 1:40-2:00 – Hal Cardwell moderates discussion among participants with Mr. Stockton regarding additional questions / observations

2:00-2:15

Break

Potential Demonstration of Notetaking Capabilities in DCO

2:15-3:00 EDT

On-the-Ground Examples and Best Practices

Video via DCO at <https://connectcol.dco.dod.mil/usacecollaboration/>

Audio via (877)336-1829, Access Code 9009960, Security Code 1234

Hal Cardwell, Director, CPCX, Moderator
Chris Baker, SWF, Panelist
Kevin Bluhm, MVP, Panelist
Torrie McAllister, SPD, Panelist
Maria Placht (CPCX) and Hunter Merritt (SPK), Facilitation

Hal Cardwell will interview a panel of experienced USACE collaborators to gain insight into concrete examples illustrating effective approaches to addressing key collaboration challenges and opportunities, including those discussed with Mr. Stockton. Notes will be recorded virtually as discussions occur. Hal Cardwell will invite additional thoughts and best practices from participants.

- 2:15-2:20 – Introductions
- 2:20-2:45 – Hal Cardwell interviews panelists; virtual notetaker keeps record
- 2:45-2:55 – Hal Cardwell invites questions and observations
- 2:55-3:00 – Close and mention of following day

Tues, July 29

COLLABORATION: HOW ARE WE DOING?

1:00-2:00 EDT

Views from Outside

Video via DCO at <https://connectcol.dco.dod.mil/usacecollaboration/>

Audio via (877)336-1829, Access Code 9009960, Security Code 1234

Hal Cardwell, Director, CPCX, Introductions and Close

Brian Manwaring, U.S. Institute of Environmental Conflict Resolution,
Moderator

Honorable Michael Chavarria, Governor, Pueblo of Santa Clara, Panelist
(Invited)

Regis Pecos, Co-Director, Santa Fe Indian School Leadership Institute,
Panelist

Paul Souza, Deputy Assistant Director, Endangered Species, U.S. Fish and
Wildlife Service, Panelist

William Stelle, Regional Administrator, West Coast Region, NOAA
Fisheries, Panelist

Maria Placht (CPCX), Facilitation

A panel of partners from outside USACE will offer their perspectives regarding collaboration with USACE: what is working, what has changed, and what suggestions are offered for the future? Hal Cardwell will lead questions and discussion first among the panelists and then with participants.

- 1:00-1:10 – Introductions and Day 1 recap
- 1:10-1:30 – Opening 5-minute comments from each panelist
- 1:30-1:50 – Facilitated discussion among panelists
- 1:50-2:00 - Facilitated Q&A / discussion with participants

2:00-2:15 EDT

Break

2:15-3:00 EDT National measures and comparison points

Video via DCO at <https://connectcol.dco.dod.mil/usacecollaboration/>

Audio via (877)336-1829, Access Code 9009960, Security Code 1234

Stacy Langsdale (CPCX), Presenter

Maria Placht (CPCX), Facilitator

Stacy Langsdale will present national measures and indicators of USACE collaborative capacity, including results from 2009 and 2014 collaborative capacity surveys, growth of the Community of Practice, observations from the changing face of Administration-required annual Environmental Conflict Resolution surveys. The facilitator will moderate questions and answers and discussion regarding the implications of this information.

- [2:15-2:50 – Presentation](#)
- [2:50-3:00 – Facilitated Q&A / discussion](#)

Wed, July 30 **COLLABORATION: WHERE DO WE WANT TO GO FROM HERE?**

1:00-2:000 EDT **Priority Areas for Continued Organizational Progress**

*Video via DCO at <https://connectcol.dco.dod.mil/usacecollaboration/>
Audio via (877)336-1829, Access Code 9009960, Security Code 1234*

Hal Cardwell, Director, CPCX, Presenter
Maria Placht (CPCX) and Hunter Merritt (SPK), Facilitation

Hal Cardwell will present a summary of key suggested actions for building collaborative capacity, drawn from previous workshops on collaborative capacity held by MSCs with their Districts. Suggestions address possible actions at the District, MSC, and Headquarters levels to build USACE collaborative capacity. The facilitators will ask participants whether anything is missing, conduct polls in realtime to get a sense of resonance/priority across the broader community, and facilitate discussion.

- 1:00-1:10 – Introductions and Day 2 recap
- 1:10-1:25 – Presentation of compiled summary results from MSC workshops
- 1:25-1:40 – Call for additions, polls of suggestions to get sense of priority/resonance (District level, MSC level, HQ level)
- 1:40-2:00 – Facilitated discussion

2:00-2:15 EDT **Break**

2:15-3:00 EDT **Orienting for Future Success**

Webinar via DCO at <https://connectcol.dco.dod.mil/usacecollaboration/>

Hal Cardwell, Director, CPCX, Presenter
Maria Placht (CPCX) and Hunter Merritt (SPK), Facilitation

The facilitator will lead discussion to consider at a national level what steps are most useful moving forward. The session will include consideration of how the Community of Practice and the CPCX could best support and enhance MSC, District, and Headquarters efforts. Hal Cardwell will summarize major themes and messages, note anticipated steps for bringing the outcome from the MSC workshops and national virtual meeting to USACE leadership attention, and address how the outcomes will guide CPCX efforts and be reflected in its upcoming 5-year strategic plan. The facilitator will moderate questions and answers regarding any additional suggested actions to achieve desired results regarding USACE collaborative capacity.

- 2:15-2:35 – Facilitated discussion regarding what steps are most useful moving forward, including how the CoP and CPCX can best support.
- 2:35-2:45 – Hal Cardwell summarizes major observations, outlines future plans
- 2:45-2:55 – Facilitated discussion / Q&A
- 2:55-3:00 – Close (Hal Cardwell)

Appendix E:

**USACE National Collaboration Summit Presentation:
Priority Areas for Continued Organizational Progress (includes MSC
Recommendations)**

Priority Areas for Continued Organizational Progress

Presentation to
USACE Collaboration Summit

Hal Cardwell, Ph.D.
Director, USACE Conflict Resolution
& Public Participation Center of Expertise

30 July 2014

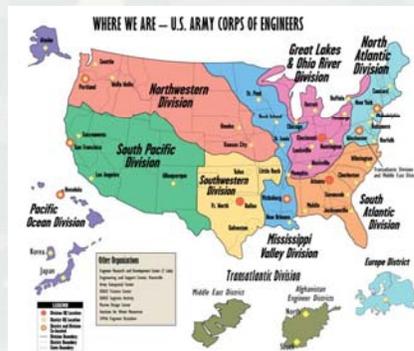


US Army Corps of Engineers
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MSC Workshops

- | | |
|------------|---------------------|
| April 7 | SPD |
| June 3&5 | LRD & MVD North |
| June 5 | NWD |
| June 5 | NAD |
| June 18-19 | SAD, SWD, MVD South |
| June 25 | POD |



Increased Collaborative Capacity →

Improved Mission Accomplishment



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<https://cops.usace.army.mil/sites/CP/CCA/default.aspx>

Actions from SPD Summit MSC & District-level

- **Communicate** unity of purpose and value to obtain public support
- Use the **strengths of your partners**: defer to others' expertise (e.g. TNC is an expert in on-the-ground restoration)
- **Stakeholder engagement**: encourage staff participation, improve relationships, listen to feedback and incorporate
- **Culture Change**: encourage/promote collaboration skills early in planning process
- **Training**: District staff need training in an array of collaboration skills
- **Stable financing**: consider alternative financing approaches



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Actions from LRD-MVD North MSC & District-level

- **Share experiences**: track, recognize, and share positive collaboration experiences within the region
- **Stakeholder engagement**: keep customer/stakeholders engaged in the decision making process
- **Messaging**: synchronize communication and strategic messaging—develop a regional strategic engagement plan
- **Improve awareness** between the upper and lower districts (i.e. more frequent visits, virtual meetings)
- **Support public involvement**: works best in a corporate environment that supports it and encourages it



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Actions from NWD Summit MSC & District-level

- **Messaging:** ensuring clear and consistent messages for our stakeholders
- **Empower Districts:** entrust districts to do their jobs, in addition to holding accountable
- **Resources:** make sure we have resources and the right people in key roles to conduct collaboration
- **Stakeholder Engagement:** understand stakeholders' interests and communicate that knowledge to new employees



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Actions from NAD Summit MSC & District-level

- **Collaborative Culture:** establish and facilitate a culture of collaboration (i.e. training, developing standards)
- **Relationship Building:** build trust through vertical integration, collaboration tool is contingent on the maturity of the relationship
- Don't talk to all groups the same way: **know the audience**, but don't pigeonhole people into the group they represent
- **Recognize Cultural Differences:** need to understand and accommodate cultural differences
- All stakeholders are **important** stakeholders: leverage knowledge of our stakeholders, partners and tribes



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Actions from SWD-MVD South MSC & District-level

- **Stakeholder engagement:** seek creative ways to facilitate or encourage stakeholder participation to meet tight study deadlines
- **Relationship building:** periodic face-to-face meetings are helpful for establishing and maintaining good relationships
- **Face-to-Face Flexibility:** provide more flexibility for conducting or attending inter-agency conferences and meetings.
- **Virtual Meeting Training:** in lieu of fewer face-to-face meetings, provide training for conducting virtual meetings on web meeting platforms (e.g. AT&T, DCO Connect)



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Actions from POD Summit MSC & District-level

- **Efficient collaboration:** incorporate assigned deliverables at MSC to improve collaboration at District—defining roles and needs
- **Training:** facilitation training and conflict management training
- **Shorten review times:** examples of Districts working with stakeholders and sponsors to work quickly, then products stall when they go to MSC for review
- **Increase communications between COPs:** lunch-n-learns?



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Actions from National Summit MSC & District-level

- **Funding:** identify alternative funding resources to reach our outcomes
- **Relationship building:** build relationships with stakeholders ahead of time, in order to reduce the collaborative groundwork later
- **Risk Register:** incorporate the risk register into collaborative planning
- **Documentation:** develop a manual of some kind that depicts examples, chronicles case studies of collective experiences



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National-level Actions Identified

- **Coordinating Collaboration:** HQ executive liaisons; inter-agency liaisons; joint training with other Federal agencies
- ★ **Facilitating “being there”:** streamlined approval processes, reduced conference restrictions, more flexibility for attending meetings
- **Leadership Support:** perception of lack of support for District staff to train and engage in collaborative activities
- ★ **Changing Guidance:** accommodating engagement within 3x3x3; seeing collaboration as integral to Civil Works Transformation; increased role of non-federal sponsors per WRRDA 2014
- ★ **Vertical Harmony:** HQ & MSC travel to stakeholder kick-off mtgs; representation in earlier meetings w/o subsequent vertical buy-in
- **Tools for Sharing:** achieving user-friendly file-sharing externally (beyond email and Sharepoint)
- **Support for “How”:** conducting effective virtual meetings; establishing public meeting templates; enhanced use of social media



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Coordinating Collaboration:

Challenge: National/Regional coordination activities and solutions not always communicated.

part of vertical harmony

Potential Actions:

- a) HQ executive liaisons
- b) Inter-agency liaisons/POCs
- c) Joint training with other Federal agencies.
- d) Joint SH Communication w/ other feds
- e) CoP to CoP interaction



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Facilitating “being there”:

Challenge: Project-driven funding, conference approval & travel restrictions make face-to-face contact difficult

part of Collaboration Culture

Potential Actions:

- a) streamlined approval processes,
- b) reduced conference restrictions,
- c) more flexibility for attending meetings
- d) Central funding for collaborative efforts



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Changing Guidance:

Challenge: New policies mandate both increased SH interaction & shorter time frames.

Potential Actions:

- a) External & Internal Communication on new Guidance & SH roles
- b) Field input on new policy implementation
- c) Provide technical assistance on SH engagement thru pilots



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Vertical Harmony:

Challenge: Limited vertical team interaction results in mixed messages sent to SH's

Potential Actions:

- a) HQ/MSC travel to SH kick-off meetings;
- b) Full empowerment of HQ/MSC representatives in earlier meetings
- c) Timely decisions & effective documentation



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Tools for Sharing:

Challenge: leveraging technology for better collaboration (e.g. achieving user-friendly file-sharing w/partners, social media)

Potential Actions:

- a) Virtual collaboration tools & methods identified, tested & disseminated through CoP (e.g. APAN, DCO, collaborative modeling)
- b) Share Visual Communication expertise for complex technical issues.
- c) Virtual collaboration strategy templates



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Support for “How”

Challenge: How do we implement best practices in Collaborative processes?

Potential Actions:

- a) Webinars/How-To Guides for: conducting effective virtual meetings; developing Comm. Plan, Partner engagement & public mtg templates; enhanced use of social media
- b) Training in facilitation, virtual collab, Designing & funding collab processes, risk comm, working w/Tribes, businesses, disadvantaged comm & conflict mgmt
- c) Training/Best Practices for “Establishing a culture of collaboration” (relationships, trust, common goals, mutual ownership)



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Leadership Support:

Challenge: perception of lack of support for District staff to train and engage in collaborative activities

Potential Actions:

- a) Common Understanding of Expectations for Collaboration
- b) Accessible **tech assist, pilots, coaching?**
- c) Centralized funding for training
- d) Upward Reporting on Outreach at PRBs
- e) Support Regional/Basin Organizations/Efforts



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Other?

Challenge:

Potential Actions:



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Hal's Take on Themes

- Change and the key role of Collaboration
- Regional Solutions
- Vertical/Internal Coordination
- Centrality of Communication/Engagement Plans
- Templates / Sharing – CoP 2.0
- Developing a Collaboration Culture
- Passion



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Discussion



US Army Corps of Engineers
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Federal Role in Water Resources

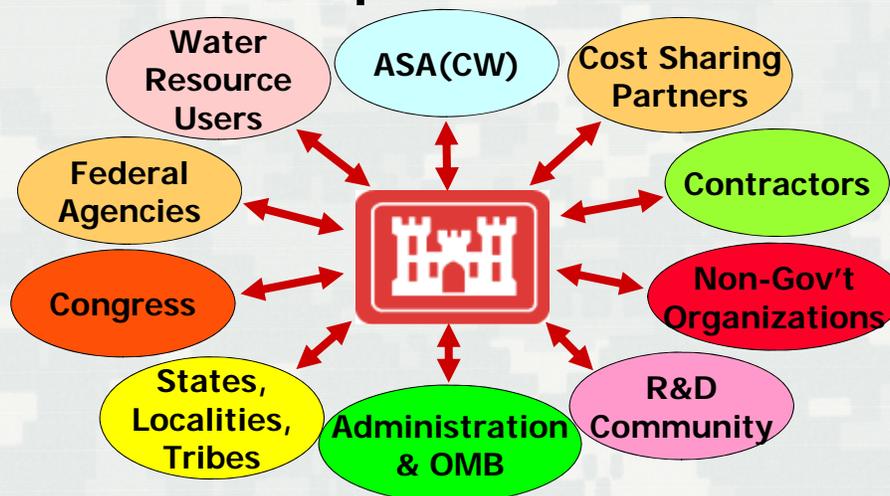
- Help solve water resources problems
- Facilitate and convene discussions for collaborative planning, information sharing, conflict resolution
- Manage public water resources infrastructure
- Subsidize R&D
- Gather and disseminate data
- Prevent and manage disasters
- Protect aquatic resources
- Inform and educate



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We Don't Operate in a Vacuum



Every relationship is different – Each has its own dynamic, and it changes daily!



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Two-Tier Definition of Collaboration

- “**Little c**” collaboration is a process, attitude, or approach that encourages cooperation and shared effort
- Encompasses a variety of specific approaches and techniques, and a range of levels of working with partners and stakeholders to address issues of mutual concern
- “**Big C**” Collaboration, Collaborating in the Spectrum of Engagement, represents the most idealized form of collaboration, and the type of engagement we intend to increase throughout USACE
- Work with internal and external stakeholders and the public in each aspect of the decision, including development of alternatives and identification of the preferred solution
- This includes sharing information, exploring options and potential solutions, and seeking agreement on decisions and actions



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Collaboration Definition

- Need – Differing Expectations

How does this message go wrong?

Intended Interpretation
We intend to be open & transparent, but that doesn't mean we can give away our decision-making authority.

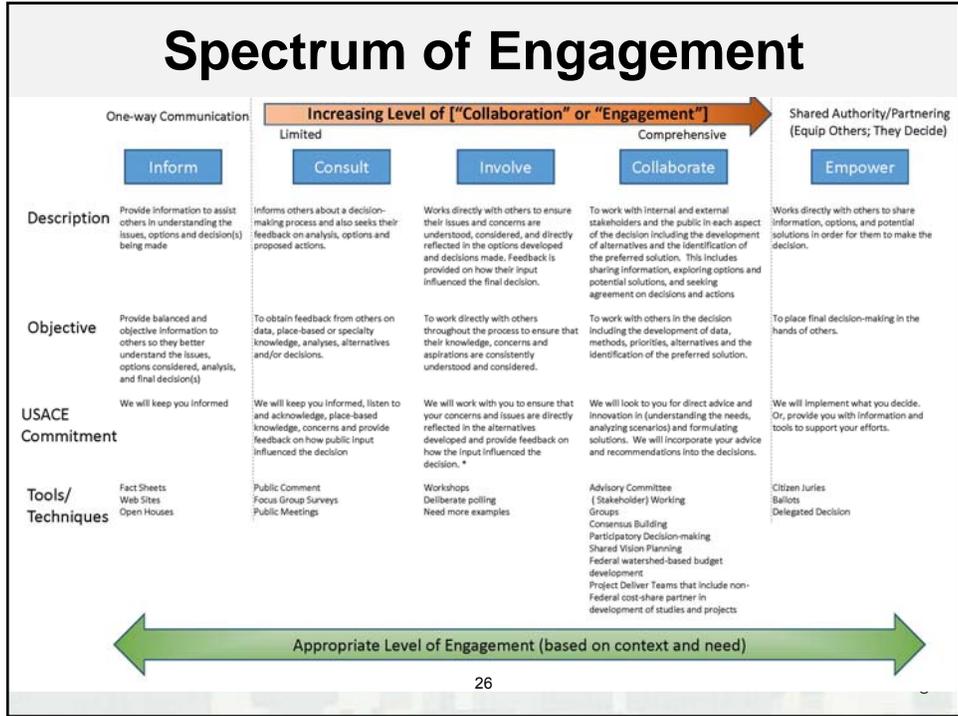
Actual Interpretation
We want to be part of the decision-making process, and now this government agency is committing to including us in making joint decisions.

Environmental Conflict Resolution
Loyal Foundation



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Framing the Problem

- Use of spectrums
 - ▶ Define different levels, increases flexibility
 - ▶ Often uses overarching definition of collaboration
- Frame/Lens
 - ▶ Public Participation/Public Involvement
 - “Process that involves public/stakeholders in problem solving or decision making and uses public input to make decisions.”
 - Collaboration is one degree on the spectrum, with a specific meaning
 - May imply a specific audience
 - ▶ Collaboration
 - “Collaboration” encompasses all degrees of the spectrum, may be considered nebulous
 - Audience is nebulous
 - ▶ Engagement
 - Collaboration is one degree on spectrum, has a specific meaning
 - Audience is nebulous




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Framing the Problem

- Current use of Collaboration
 - ▶ Often used in broad, non-specific manner
 - ▶ Often used to describe all levels of spectrum (consult, inform, collaborate)
- Definition must consider audience
 - ▶ Public
 - ▶ Stakeholders
 - ▶ External Partners
 - ▶ Internal Partners
 - ▶ Tribes
 - ▶ Others?
- Other Issues to Note
 - ▶ Potential confusion between “Consult” and Tribal Consultation
 - ▶ Cannot transfer decision making authority



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Developing a Conceptual Framework

- What does collaboration mean to us conceptually?
- What is the appropriate frame to accommodate the Corps needs?
 - ▶ Who is the audience?
 - ▶ Public participation, collaboration, engagement
- What's form should the definition take?
 - ▶ Singular definition, spectrum, one degree
- What aspects of collaboration should be defined?
 - ▶ Description, objectives, commitments, tools/techniques, case studies/illustrations, etc.



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Today's Context



Jan 21, 2009 – memo on Open Government

Government should be **transparent**;
Government should be **participatory**;
Government should be **collaborative**.

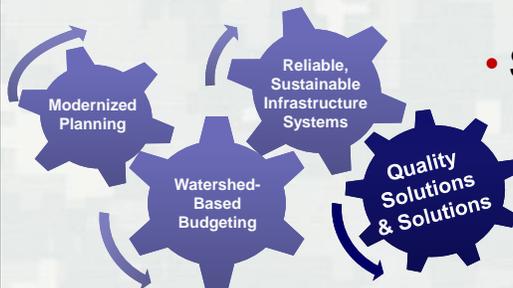
- Persistent conflict; Conflicting interests / values
- Complexity, uncertainty & risk in overlapping systems
 - **Natural systems**: hydrology, ecology etc.
 - **Human systems**: infrastructure, policy, funding etc.
- Requires “sound science” (physical & social)
- Stakeholder Involvement is **imperative**



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Collaboration in CW Transformation



- SMART Planning
 - Facilitation skills are key to charettes
 - How to involve others in compressed schedule?
- Watershed-informed-Budgeting
 - Stakeholder Engagement helps identify full value of USACE investments
- Collaboration will be key in developing public-private partnerships



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Right-Size Public Participation



“Right Size” varies based on goals, stakeholders & situations

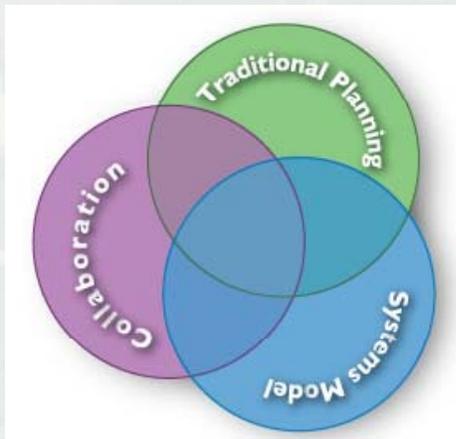
→ Move Public Involvement to Right



Communication “with”, not “to”



Shared Vision Planning



Integrate:

- Planning Principles
- Systems Modeling
- Collaboration

into a practical forum for making water resource management decisions



<http://www.sharedvisionplanning.us/>



Investment Strategy: Public-Private Partnership Possibilities



- Recreation
- Hydropower
- Harbors
- Flood Risk Management

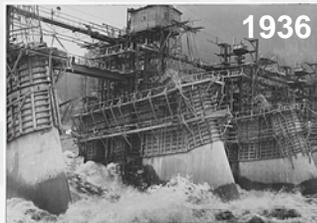


- Disaster Recovery
- Leveraging *Private and Other Agency Capital*



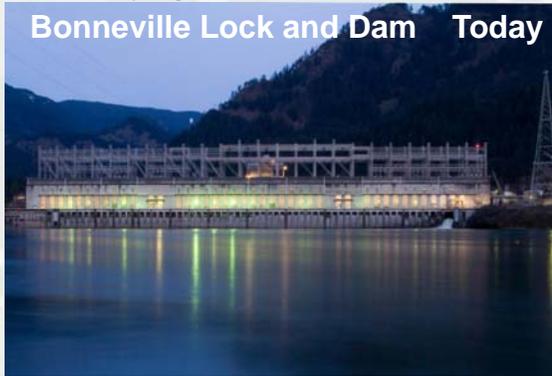
Hydropower Partnerships

- 1937 - Congress creates Bonneville Power Administration (BPA) in 1937 to market and transmit power produced at Bonneville Dam.
- 1992 - Legislation authorizes BPA to direct-fund O&M and capital improvements.
- 1994, 1998 - BPA and Department of Army sign MOUs.



1936

Bonneville Lock and Dam Today



Recreation Partnerships



USACE returns \$50M generated in user fees to US Treasury each year

USACE Recreation Areas welcome 370 million visitors annually



Watertoolbox.us

One Stop Shop Data Portal

Leading Edge Models and Tools

Collaboration Connection



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Silver Jackets Program

- Innovative program to consistently bring together multiple Federal, State and sometimes local, tribal and/or non-governmental entities to collaboratively apply programs to reduce (flood) risk.
- Goals:
 - ▶ Facilitate collaborative solutions to state-prioritized flood risks
 - ▶ Leverage & optimize resources, improve processes
 - ▶ Improve & increase flood risk communication, unify interagency message
 - ▶ Strengthen relationships to facilitate integrated post-disaster recovery

“Silver Jackets allows the State and Federal partners to work seamlessly...and anticipate needs during disaster events. Silver Jackets maximizes the funding available... and allows team members to tap into one another's needs and capabilities, thus creating... services that otherwise would not be available. Partner agencies look ahead and identify solutions to address potential challenges.



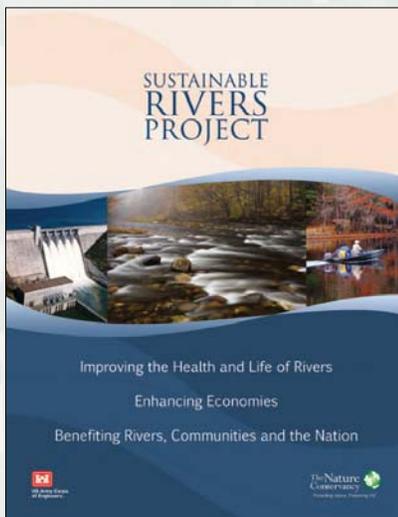
– Manuela Johnson , Indiana Dept of Homeland Security



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Sustainable Rivers Project



- Partnership between Corps of Engineers and The Nature Conservancy on ecosystem restoration
- More than a decade of collaboration
- Project types include:
 - adaptive reservoir management
 - stream restoration
 - wetland restoration
 - river-floodplain reconnection
 - coastal wetland restoration
 - oyster bed restoration
 - dam removal



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What Do We Expect in Collaboration?

- **Tell the Story** - Preach Infrastructure's Value to Nation
- Improve **delivery of projects** and programs on schedule and under budget
- **Leverage** Efforts
- **Collaborate** with ALL stakeholders and beneficiaries of the Civil Works Program
- Find **consensus** for major initiatives
- Identify **funding** to reach outcomes
- Involve & engage **end-users**
- Seek to **influence decision-makers**
- Facilitate a **Watershed-Informed** approach
- Help the Nation **prioritize** efforts, programs, and projects
- Take the **long view** - Look at infrastructure needs more than one budget cycle at a time

Better and more sustainable decisions and solutions!

Appendix F:

Statistical Analysis of Survey Data Output

**Jennifer Olszewski
Institute for Water Resources
U.S. Army Corps of Engineers**

Statistical Analysis of Online Assessment Data Output

All supplementary survey analyses were computed with decision tree analysis using the statistical software R. Decision tree analysis was chosen for this analysis given the complex nature of the survey data as well as the large number of variables represented. In order to perform these analyses, the data were first divided into independent and dependent variables. Survey-taker attributes (i.e., number of years worked at USACE, Business Line affiliation, Community of Practice (CoP) affiliation, Division, and gender) were taken to be the independent variables, while survey responses to questions 2 through 36 were assumed to be the dependent variables. The overall goal of these analyses was to determine what, if any, influence employee attributes had on their collaboration tendencies and to what extent.

A three-step process was used to both analyze and visualize survey response trends. The first step filtered out all insignificant variable relationships via the R function `rpart`. Within this filtering process, independent (x) and dependent (y) relationships were considered significant only if the associated cross-validation prediction error decreased significantly due to at least one node split in the data. A total of six x-y relationships were found to be significant. This step was also used to determine the number of data splits that produced the lowest error and highest x-y correlation. Figure 1 shows an example of an error plot used to determine (1) if error was significantly reduced by classification and (2) if error was reduced significantly, how many splits/nodes were associated with the minimized error. This example was for the prediction of question 5a., how many USACE projects an employee had worked on. As shown in Figure 1, error was minimized after a total of two splits. The plots shown in Figure 2 affirm these results, showing that only two tree splits resulted in statistically different employee groups.

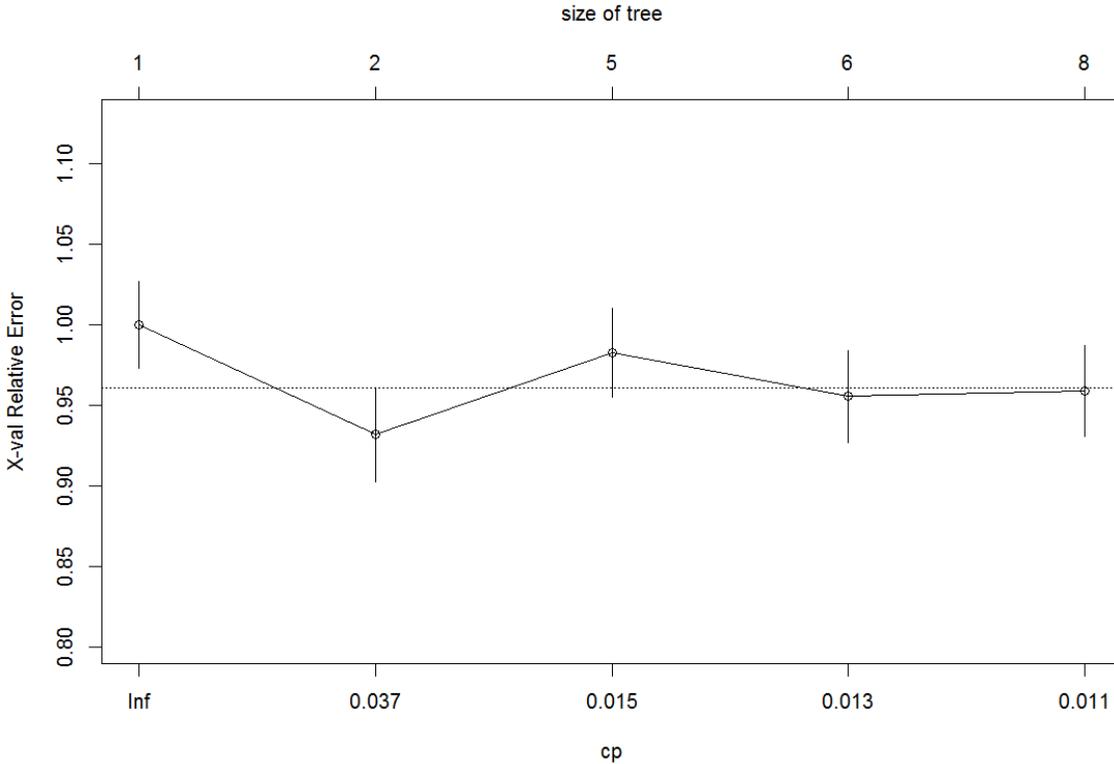
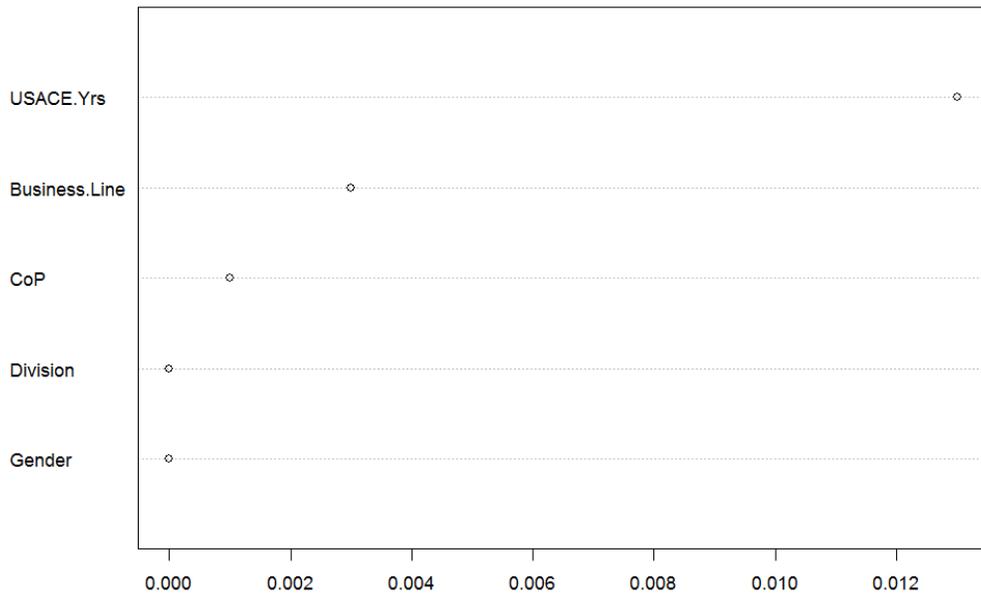


Figure 1 The plot of cross-validation prediction error (y-axis) versus the number of splits (top x-axis) and the associated complexity parameter (bottom x-axis). These results show that error is minimized in a tree with two splits. This error plot corresponds to the prediction of the total number of USACE projects worked as a function of USACE employee attributes (i.e., number of years served at USACE, Business Line, CoP, Division, and gender).

The second step of the analysis evaluated the variable importance of each independent variable with respect to all six significant question responses. Variable importance was determined through use of the `varimp` and `cforest` functions, which are part of the `party` package in R. The random forests generated from `cforest` were defined to have 500 trees. Additionally, `cforest` was run to test and to account for any inter-correlation between independent variables. The resulting variable importances were visualized in dot plots (see Figures 2a, 3a, 4a, 5a, 7a, and 8a) for each question response. Number of years worked at USACE, Division, and CoP were found to have the greatest influence on the survey responses.

Finally, once both variable filtering and random forest analyses were performed, illustrative decision tree plots (see Figures 2b, 3b, 4b, 5b, 6, 7b, and 8b) were generated with the ctree function to show the question response distributions for each tree split that was defined as significant by the random forest analyses in step 2. The resulting bar plots show how different question response distributions shift as a function of the different USACE employee attributes. The number of years worked at USACE were most influential in the number of projects an employee had worked on, regardless of whether it included collaboration or not (see Figures 2 and 3). While this finding is obvious, it was also discovered that employee Business Line, Division, and CoP were also influential in the role an employee played in a collaborative project (see Figures 4, 5, and 6) as well as their confidence in (see Figure 7) and access to (see Figure 8) technical expertise of a collaborative project.

a) 5a. Total Projects



b)

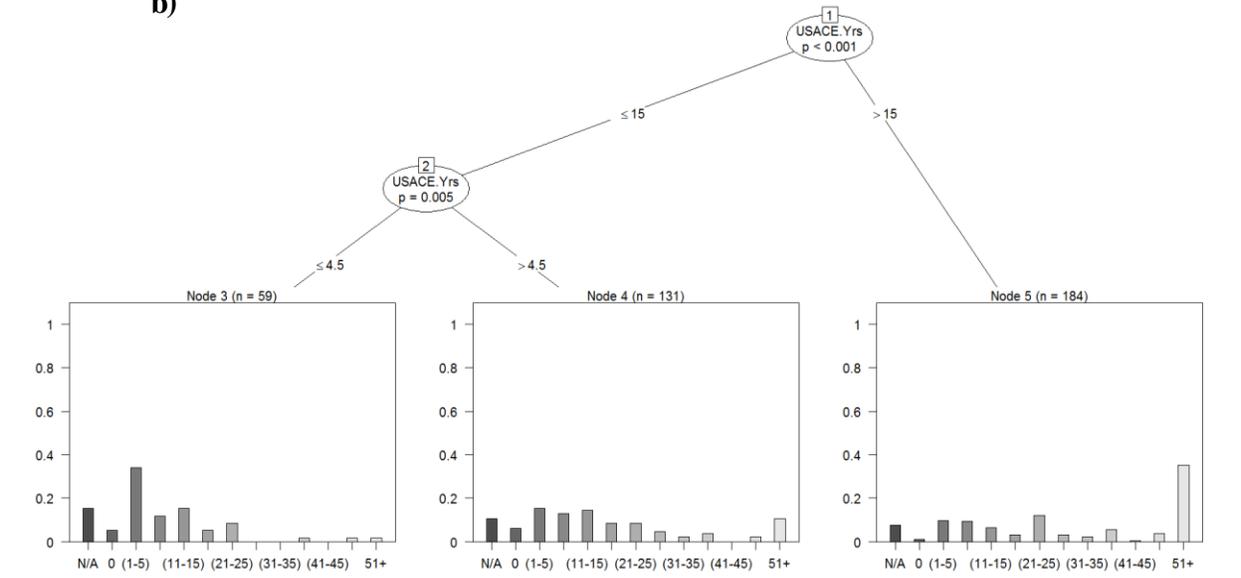


Figure 2 This figure shows (a) a dot plot that maps out the variable importance (x-axis) for each of the five survey-taker attributes (i.e., number of years served at USACE, Business Line, CoP, Division, and gender) with respect to question 5a. The total number of projects worked on at USACE. As is intuitive, the number of years worked at USACE had the most influence on the total number of USACE projects on which an employee had worked. The classification tree (b) also shows how the distribution of USACE projects worked on changed with increasing employee USACE experience. In plot (b) the boxed numbers represent the number node, p is the p-value associated with the split at a given node, and n represents the number of questions responses within each node.

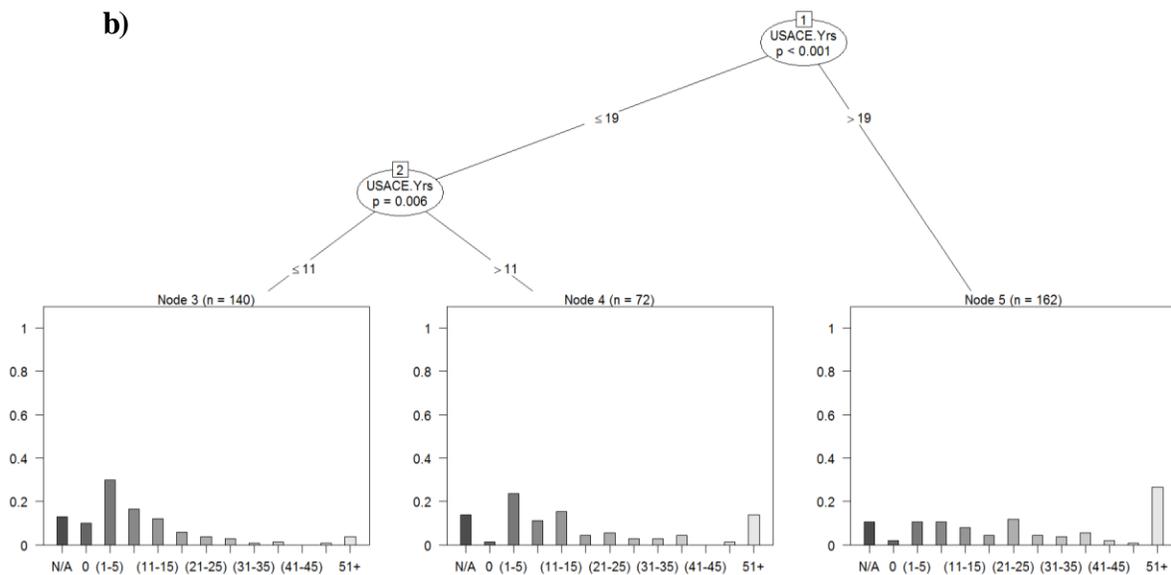
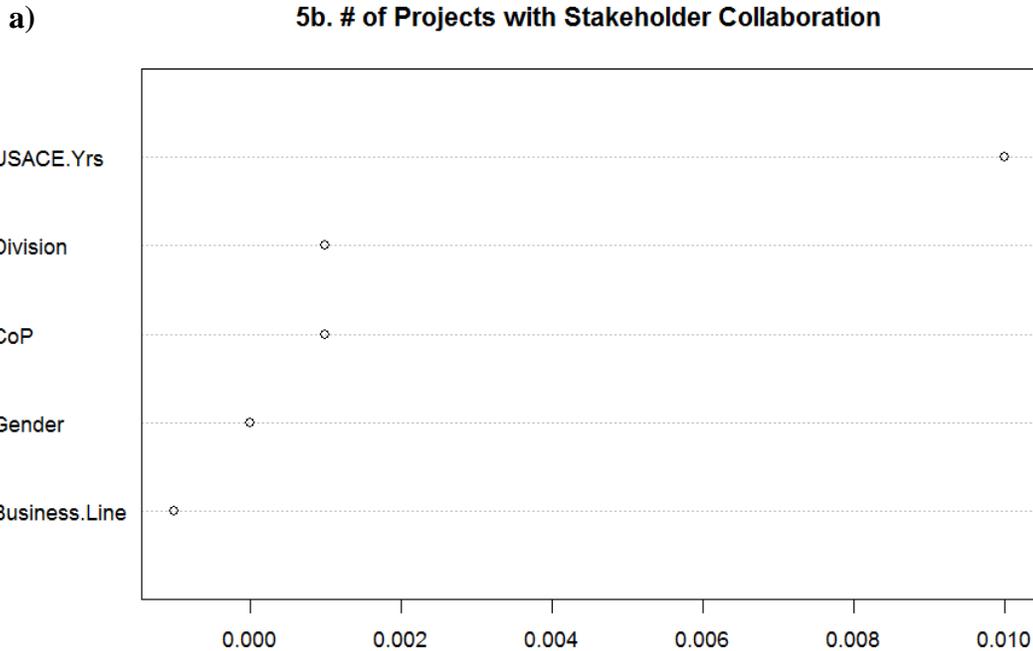


Figure 3 This figure shows (a) a dot plot that maps out the variable importance (x-axis) for each of the five survey-taker attributes (i.e., number of years served at USACE, Business Line, CoP, Division, and gender) with respect to question 5b. The total number of projects worked on at USACE with stakeholder collaboration. Again, the number of years worked at USACE had the most influence on the total number of USACE projects with stakeholder collaboration on which an employee had worked. The classification tree (b) also shows how the distribution of USACE projects worked on changed with increasing employee USACE experience. In plot (b) the boxed numbers represent the number node, p is the p-value associated with the split at a given node, and n represents the number of questions responses within each node.

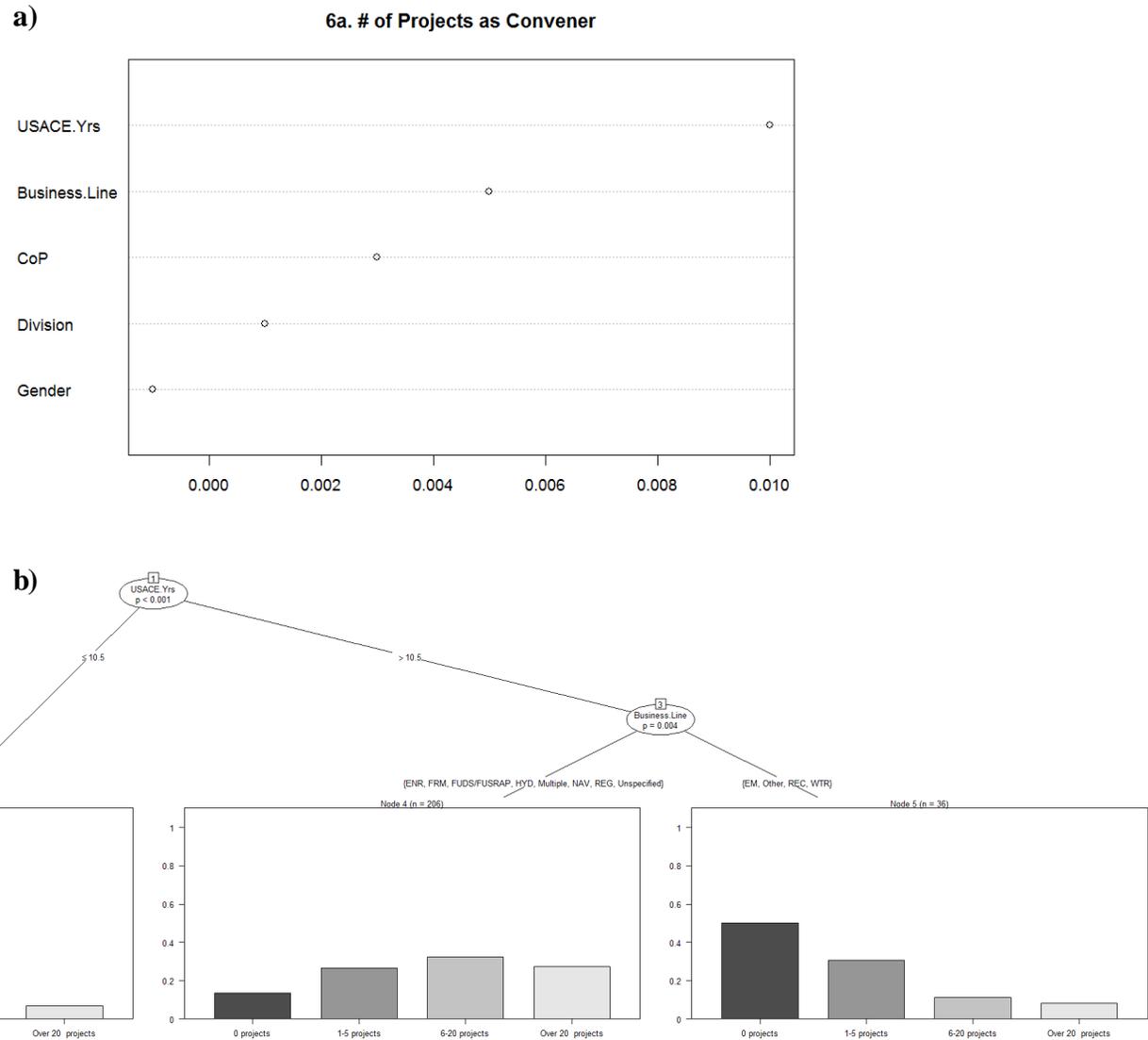


Figure 4 This figure shows (a) a dot plot that maps out the variable importance (x-axis) for each of the five survey-taker attributes (i.e., number of years served at USACE, Business Line, CoP, Division, and gender) with respect to question 6a. The total number of collaborative projects worked on at USACE as a convener. The number of years worked at USACE had the most influence on the total number of USACE projects on which an employee had worked. The classification tree (b) also shows how the distribution of USACE collaborative projects worked as conveners on changed with increasing employee USACE experience as well as within differing Business Lines. USACE employees with greater than 10.5 years of experience were less likely to serve as a convener on a collaborative project in the EM (Emergency Management), REC, and WTR business lines. In plot (b) the boxed numbers represent the number node, p is the p-value associated with the split at a given node, and n represents the number of questions responses within each node.

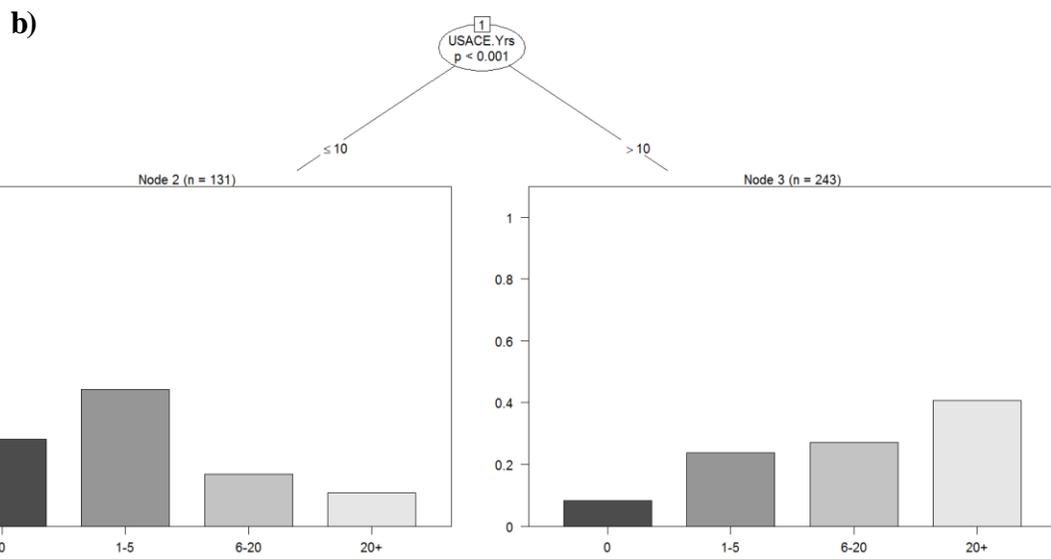


Figure 5 This figure shows (a) a dot plot that maps out the variable importance (x-axis) for each of the five survey-taker attributes (i.e., number of years served at USACE, Business Line, CoP, Division, and gender) with respect to question 6d. The total number of projects worked on at USACE as a technical expert. As is intuitive, the number of years worked at USACE had the most influence on the total number of USACE projects on which an employee had worked. The classification tree (b) also shows how the distribution of USACE collaborative projects worked on as technical experts changed with increasing employee USACE experience. In plot (b) the boxed numbers represent the number node, p is the p-value associated with the split at a given node, and n represents the number of questions responses within each node.

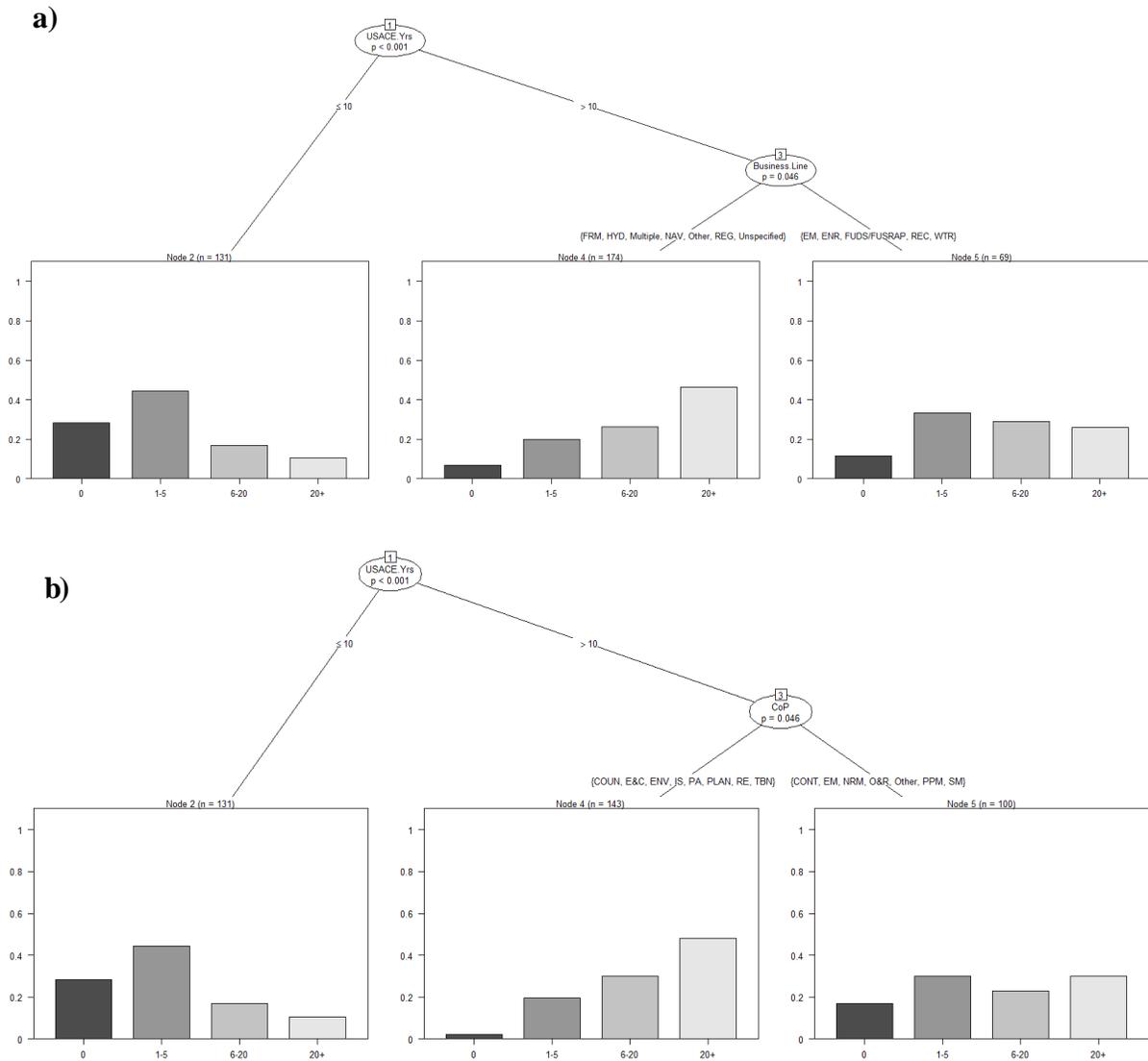
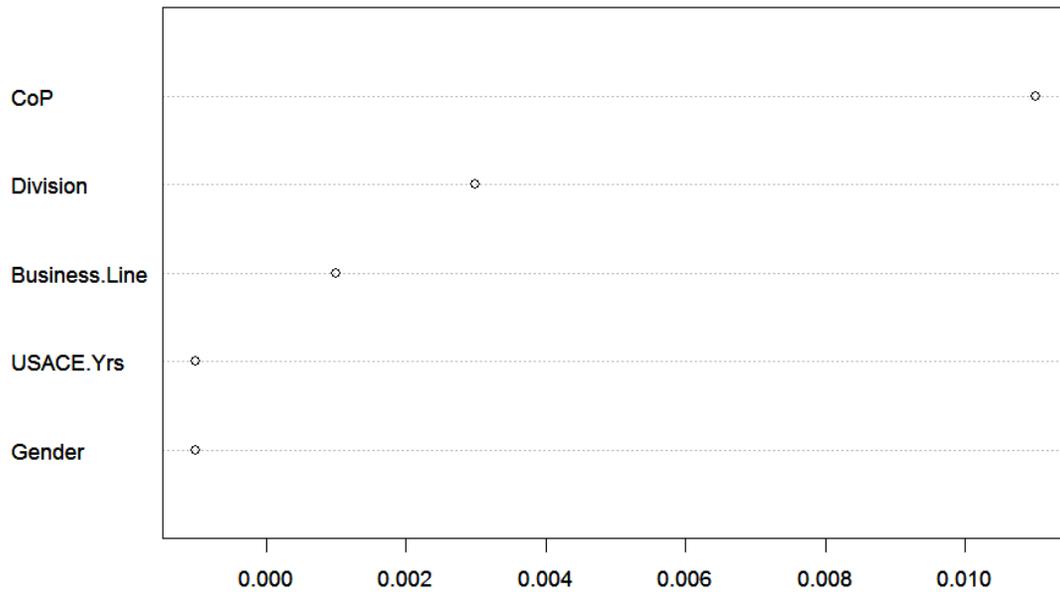


Figure 6 This figure shows (a) a dot plot that maps out the variable importance (x-axis) for each of the five survey-taker attributes (i.e., number of years served at USACE, Business Line, CoP, Division, and gender) with respect to with respect to question 6d., the number of projects for which employees served as technical experts was also related to both their containing Business Line (a) and CoP (b). The classification trees plotted above show how USACE employees with more than 10 years of experience served as technical experts more often for projects either under multiple business lines, or under FRM, HYD, NAV, or REG (Regulatory). Additionally, these same employees tended to serve as technical experts more often on projects under the Counsel (COUN), Engineering and Construction (E&C), Installation Support (IS), Planning (PLAN), Real Estate (RE), and Tribal Nations (TBN) CoPs; which suggests that USACE has more unique technical expertise in these CoP areas. In each classification tree, the boxed numbers represent the number node, p is the p-value associated with the split at a given node, and n represents the number of questions responses within each node.

a) **13. Confident in Ability to Translate Technical Information**



b)

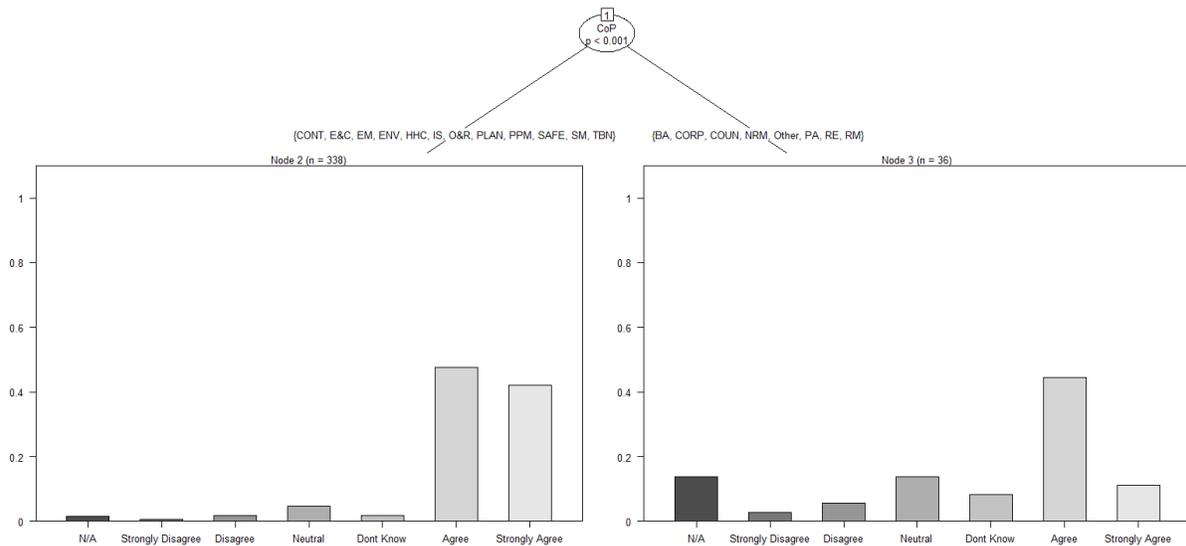


Figure 7 This figure shows (a) a dot plot that maps out the variable importance (x-axis) for each of the five survey-taker attributes (i.e., number of years served at USACE, Business Line, CoP, Division, and gender) with respect to question 13., which asked the survey-takers how confident they were in their ability to translate technical/scientific information. The most influential employee attribute in this case was CoP. The classification tree (b) shows how the distribution of employee agreement with question 13 shifted between the two identified CoP groups. According to the classification tree, employees generally felt more confident in their ability to translate technical information when working with the following CoPs, CONT, E&C, EM, HHC, IS, O&R, LAN, PPM, SAFE, SM, and TBN. Comparing plots 5b. and 6b., these results may indicate that the USACE has the greatest, unique technical expertise in these CoPs. In plot (b) the boxed numbers represent the number node, p is the p-value associated with the split at a given node, and n represents the number of questions responses within each node.

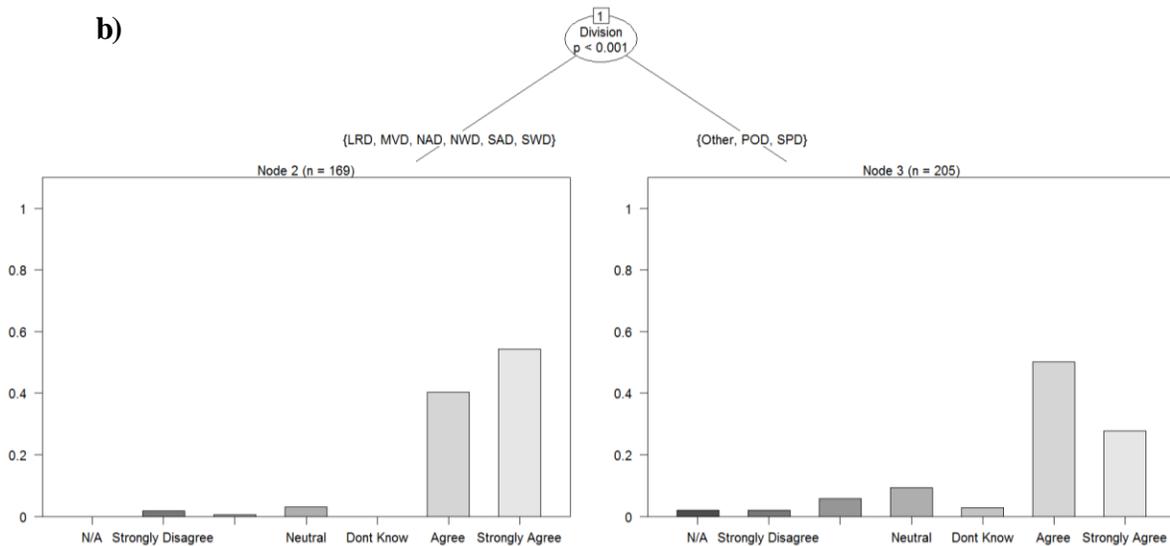
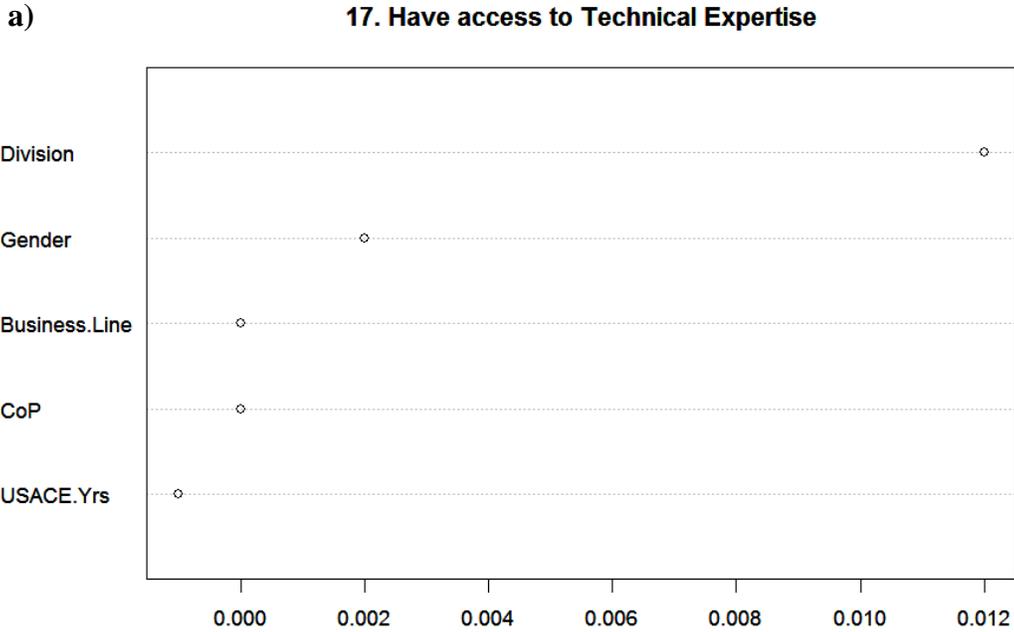


Figure 8 This figure shows (a) a dot plot that maps out the variable importance (x-axis) for each of the five survey-taker attributes (i.e., number of years served at USACE, Business Line, CoP, Division, and gender) with respect to question 17., which asked the survey-takers if they had access to technical/scientific expertise. The most influential employee attribute in this case was Division. The classification tree (b) shows how the distribution of employee agreement with question 17 shifted between the two identified Division groups. According to the classification tree, employees from the LRD, MVD, NAD, NWD, SAD, and SWD Divisions almost unanimously felt they had more access to technical expertise. In plot (b) the boxed numbers represent the number node, p is the p-value associated with the split at a given node, and n represents the number of questions responses within each node.

CoP	Abbreviation
Planning	PLAN
Environmental	ENV
Operations and Regulatory	O&R
Engineering and Construction	E&C
Public Affairs	PA
Natural Resources Management	NRM
Program and Project	
Management	PPM
Safety	SAFE
Business Administration	BA
Emergency Management	EM
Real Estate	RE
Counsel	COUN
Corporate Information	CORP
Other	Other
Tribal Nations	TBN
Resource Management	RM
Engineering and Construction	E&C
Hydraulics, Hydrology, and	
Coastal	HHC
Contracting	CONT
Strategic Management	SM
Installation Support	IS

Appendix G:

**Comprehensive Quantitative Data for the
2014 Collaborative Capacity Survey**

Appendix G: Comprehensive Quantitative Data for the 2014 Collaborative Capacity Survey

1a. In what Division or District do you work?		
MSC	MSC_Descript	Responses
LRD	Great Lakes and Ohio River Division	29
MVD	Mississippi Valley Division	25
NAD	North Atlantic Division	26
NWD	Northwestern Division	29
POD	Pacific Ocean Division	31
SAD	South Atlantic Division	27
SPD	South Pacific Division	154
SWD	Southwestern Division	33
Other		20
Total		374

MSC	MSC_Descript	Responses
HNC	Engineering and Support Center, Huntsville Division	0
HQ	Headquarters U.S. Army Corps of Engineers	0
IWR	Institute for Water Resources	0
ERDC	Engineer Research and Development Center	0
TAD	Transatlantic Division	0
Other	Other Division	20
Total		20

1b. What is your community of practice?		
	Responses	Percentage
Planning	79	21.2%
Operations and Regulatory	69	18.5%
Engineering and Construction	64	17.2%
Program and Project Management	57	15.3%
Environmental	46	12.3%
Public Affairs	11	2.9%
Emergency Management	9	2.4%
Real Estate	8	2.1%
Resource Management	5	1.3%
Counsel	4	1.1%
Contracting	3	0.8%
Natural Resources Management	3	0.8%
Tribal Nations	4	1.1%
Hydraulics, Hydrology, and Coastal	2	0.5%
Business Administration	2	0.5%
Corporate Information	1	0.3%
Installation Support	1	0.3%
Safety	2	0.5%
Strategic Management	1	0.3%
Other	2	0.5%
Total	373	

1c. In what business lines do you work?		
	Responses	Percentage
Ecosystem Restoration	62	16.6%
Navigation	48	12.8%
Flood Risk Management	47	12.6%
Regulatory	37	9.9%
Recreation	18	4.8%
Water Supply	14	3.7%
Emergency Management	9	2.4%
FUDS/FUSRAP	4	1.1%
Hydropower	2	0.5%
Other	25	6.7%
Unspecified	27	7.2%
Multiple	81	21.7%
Total	374	

1d. How long have you worked for USACE?		
	Responses	Percentage
Less than 1	4	1.1%
1 - 5	82	21.9%
6 - 10	46	12.3%
11 - 15	59	15.8%
16 - 20	37	9.9%
21 - 25	56	15.0%
26 - 30	43	11.5%
31 - 35	27	7.2%
35+	20	5.3%
Total	374	

1e. What is your gender?			
	Responses	Percentage	Adjusted
Male	226	60.4%	68%
Female	127	34.0%	32%
N/A	21	5.6%	
Total	374		

2. In terms of the frequency with which USACE uses collaboration in civil works mission areas, please put an X in the blank of the statement below that best reflects your experience:											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
a. We use collaboration frequently.	247	66.0%	73.0%	69.0%	80.0%	88.5%	79.3%	61.3%	77.8%	53.9%	75.8%
b. We use collaboration occasionally.	99	26.5%	24.0%	31.0%	16.0%	11.5%	13.8%	38.7%	22.2%	32.5%	24.2%
c. We use collaboration rarely.	28	7.5%	3.0%	0.0%	4.0%	0.0%	6.9%	0.0%	0.0%	13.6%	0.0%
Total	374										

3. When we do use collaboration, it is because:											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
a. Collaboration is a good practice generally.	211	56.4%	61.0%	65.5%	68.0%	65.4%	69.0%	54.8%	63.0%	48.7%	54.5%
b. Certain circumstances call for collaboration.	110	29.4%	25.0%	24.1%	28.0%	15.4%	17.2%	25.8%	25.9%	37.0%	30.3%
c. We are required to use collaboration.	53	14.2%	13.0%	10.3%	4.0%	19.2%	13.8%	19.4%	11.1%	14.3%	15.2%
Total	374										

4. In terms of the results achieved through collaborating:											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
a. Collaborative planning has proven to be very valuable.	213	57.0%	60.0%	65.5%	80.0%	61.5%	69.0%	51.6%	48.1%	52.6%	48.5%
b. Collaborative planning has proven to be helpful in some cases but not all.	149	39.8%	39.0%	34.5%	20.0%	30.8%	31.0%	48.4%	51.9%	42.2%	51.5%
c. Results have not warranted the effort involved in collaborative planning.	12	3.2%	2.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	5.2%	0.0%

5a. In how many such projects have you participated in your USACE tenure?	
# of projects	Total projects (# of responses)
0	13
1 - 5	58
6 - 10	41
11 - 15	40
16 - 20	20
21 - 25	38
26 - 30	12
31 - 35	7
36 - 40	16
41 - 45	1
46 - 50	10
51 +	79

5b. Of these, how many have entailed some method of collaborating with external stakeholders?	
# of projects	Collaborative projects (# of responses)
0	18
1 - 5	76
6 - 10	48
11 - 15	41
16 - 20	18
21 - 25	28
26 - 30	13
31 - 35	9
36 - 40	14
41 - 45	0
46 - 50	3
51 +	58

6. I have played the following roles in collaborative projects while employed by USACE (please circle yes or no):							
	Convenor	Group Leader	Agency Rep	Technical Expert	Modeler	Facilitator	
0 projects	17.5%	18.8%	15.7%	13.4%	75.2%	26.6%	
1-5 projects	29.8%	32.4%	32.7%	29.3%	14.7%	38.3%	
6-20 projects	30.9%	27.6%	26.7%	23.9%	4.5%	20.2%	
Over 20 projects	21.7%	21.2%	24.9%	33.4%	5.6%	14.9%	
Any number of projects	82.5%	81.2%	84.3%	86.6%	24.8%	73.4%	

7. In my experience, the following people or entities are helpful resources for (please put X in all cells that apply):							
	Public Affairs Office	Supervisors	Colleagues	Office of Counsel	Institute for Water Resources	External experts	None or Not Applicable
a. Strategizing regarding stakeholder involvement	43.9%	69.5%	77.5%	34.8%	13.9%	34.8%	5.3%
b. Running meetings	16.8%	49.2%	73.8%	6.1%	9.9%	32.4%	9.9%
c. Strategic communications	59.4%	63.6%	55.9%	33.4%	10.2%	28.1%	7.5%
d. Meeting preparation, including presentations	39.0%	54.3%	84.5%	13.6%	7.5%	34.8%	5.6%
e. Removing roadblocks to collaboration	17.1%	65.5%	52.4%	24.1%	10.2%	31.3%	13.1%

8. My experience using collaborative approaches to advance USACE's mission has been positive.											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	134	35.8%	43.0%	51.7%	44.0%	53.8%	48.3%	35.5%	55.6%	24.7%	30.3%
Agree	163	43.6%	44.0%	44.8%	52.0%	42.3%	41.4%	45.2%	25.9%	42.9%	54.5%
Neither Agree nor Disagree	38	10.2%	7.0%	3.4%	0.0%	0.0%	6.9%	12.9%	7.4%	13.6%	15.2%
Disagree	15	4.0%	3.0%	0.0%	4.0%	3.8%	0.0%	3.2%	7.4%	5.8%	0.0%
Strongly Disagree	3	0.8%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%	1.3%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	15	4.0%	2.0%	0.0%	0.0%	0.0%	3.4%	3.2%	0.0%	7.8%	0.0%

9. I see collaboration as something "extra" I am being asked to do.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	12	3.2%	2.0%	3.4%	0.0%	0.0%	0.0%	0.0%	3.7%	3.2%	6.1%	
Agree	19	5.1%	4.0%	0.0%	0.0%	7.7%	0.0%	0.0%	14.8%	6.5%	3.0%	
Neither Agree nor Disagree	51	13.6%	13.0%	20.7%	4.0%	15.4%	6.9%	22.6%	3.7%	14.3%	18.2%	
Disagree	168	44.9%	45.0%	31.0%	36.0%	53.8%	51.7%	48.4%	44.4%	48.1%	45.5%	
Strongly Disagree	106	28.3%	34.0%	44.8%	56.0%	23.1%	41.4%	25.8%	33.3%	18.8%	27.3%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	13	3.5%	1.0%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%	6.5%	0.0%	

10. Overall, USACE collaborates well with stakeholders to accomplish the USACE mission.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	57	15.2%	15.0%	13.8%	32.0%	11.5%	13.8%	6.5%	22.2%	13.6%	9.1%	
Agree	171	45.7%	50.0%	44.8%	48.0%	65.4%	55.2%	58.1%	33.3%	39.0%	54.5%	
Neither Agree nor Disagree	73	19.5%	18.0%	27.6%	8.0%	11.5%	10.3%	22.6%	18.5%	21.4%	27.3%	
Disagree	34	9.1%	9.0%	3.4%	12.0%	7.7%	13.8%	9.7%	11.1%	9.7%	3.0%	
Strongly Disagree	15	4.0%	4.0%	6.9%	0.0%	3.8%	6.9%	0.0%	3.7%	5.2%	3.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	20	5.3%	4.0%	3.4%	0.0%	0.0%	0.0%	3.2%	11.1%	8.4%	3.0%	

11. I believe USACE planners generally try to proactively address stakeholders' needs.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	89	23.8%	28.0%	34.5%	44.0%	46.2%	13.8%	22.6%	22.2%	15.6%	21.2%	
Agree	193	51.6%	52.0%	41.4%	44.0%	53.8%	69.0%	41.9%	59.3%	52.6%	57.6%	
Neither Agree nor Disagree	38	10.2%	9.0%	6.9%	8.0%	0.0%	10.3%	19.4%	11.1%	9.7%	9.1%	
Disagree	17	4.5%	3.0%	3.4%	0.0%	0.0%	0.0%	6.5%	3.7%	7.1%	6.1%	
Strongly Disagree	7	1.9%	1.0%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	3.2%	3.0%	
Not Applicable	2	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	
Don't Know	28	7.5%	6.0%	13.8%	4.0%	0.0%	3.4%	9.7%	3.7%	10.4%	3.0%	

12. I am open to engaging in shared decision making processes where appropriate as long as I am authorized to do so.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	152	40.6%	44.0%	58.6%	48.0%	46.2%	41.4%	35.5%	48.1%	33.1%	39.4%	
Agree	179	47.9%	47.0%	34.5%	48.0%	42.3%	55.2%	54.8%	37.0%	51.3%	54.5%	
Neither Agree nor Disagree	18	4.8%	4.0%	3.4%	4.0%	7.7%	0.0%	6.5%	7.4%	5.2%	0.0%	
Disagree	3	0.8%	1.0%	3.4%	0.0%	0.0%	0.0%	0.0%	7.4%	0.0%	0.0%	
Strongly Disagree	5	1.3%	1.0%	0.0%	0.0%	3.8%	0.0%	0.0%	0.0%	2.6%	0.0%	
Not Applicable	11	2.9%	2.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	5.2%	6.1%	
Don't Know	6	1.6%	1.0%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	2.6%	0.0%	

13a. I feel confident about my knowledge and/or ability to: a. Make good judgment calls about how and when to engage in collaboration with stakeholders to help advance USACE's mission;											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	151	40.4%	46.0%	58.6%	52.0%	53.8%	44.8%	38.7%	55.6%	31.8%	30.3%
Agree	180	48.1%	46.0%	34.5%	48.0%	46.2%	55.2%	45.2%	37.0%	51.3%	51.5%
Neither Agree nor Disagree	22	5.9%	5.0%	6.9%	0.0%	0.0%	0.0%	9.7%	3.7%	7.1%	12.1%
Disagree	4	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%
Strongly Disagree	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	11	2.9%	2.0%	0.0%	0.0%	0.0%	0.0%	6.5%	3.7%	3.9%	3.0%

13b. I feel confident about my knowledge and/or ability to: b. Figure out how to successfully fund and launch collaborative initiatives;											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	60	16.0%	18.0%	31.0%	16.0%	23.1%	17.2%	19.4%	14.8%	11.0%	15.2%
Agree	116	31.0%	36.0%	37.9%	40.0%	50.0%	31.0%	19.4%	51.9%	20.8%	36.4%
Neither Agree nor Disagree	70	18.7%	18.0%	17.2%	16.0%	15.4%	13.8%	29.0%	18.5%	21.4%	9.1%
Disagree	60	16.0%	14.0%	6.9%	20.0%	3.8%	24.1%	3.2%	11.1%	18.8%	27.3%
Strongly Disagree	18	4.8%	4.0%	6.9%	4.0%	3.8%	6.9%	6.5%	0.0%	6.5%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	19	5.1%	3.0%	0.0%	0.0%	0.0%	0.0%	9.7%	0.0%	9.1%	3.0%

13c. I feel confident about my knowledge and/or ability to: c. Manage meetings with multiple stakeholders;											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	130	34.8%	40.0%	55.2%	48.0%	50.0%	37.9%	32.3%	55.6%	26.6%	18.2%
Agree	167	44.7%	44.0%	41.4%	48.0%	42.3%	44.8%	35.5%	37.0%	44.8%	57.6%
Neither Agree nor Disagree	27	7.2%	6.0%	3.4%	4.0%	7.7%	0.0%	16.1%	3.7%	7.8%	9.1%
Disagree	13	3.5%	3.0%	0.0%	0.0%	0.0%	6.9%	6.5%	3.7%	3.9%	6.1%
Strongly Disagree	4	1.1%	1.0%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.9%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	12	3.2%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.8%	6.1%

13d. I feel confident about my knowledge and/or ability to: d. Solicit and listen to stakeholders' concerns without getting defensive;												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	145	38.8%	44.0%	51.7%	48.0%	57.7%	48.3%	32.3%	55.6%	30.5%	27.3%	
Agree	185	49.5%	47.0%	44.8%	44.0%	38.5%	44.8%	48.4%	33.3%	53.2%	66.7%	
Neither Agree nor Disagree	26	7.0%	7.0%	3.4%	8.0%	3.8%	6.9%	12.9%	11.1%	6.5%	6.1%	
Disagree	2	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	0.6%	0.0%	
Strongly Disagree	2	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	9	2.4%	1.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	4.5%	0.0%	

13e. I feel confident about my knowledge and/or ability to: e. Design an appropriate collaborative approach to a specific situation;												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	109	29.1%	33.0%	48.3%	28.0%	46.2%	31.0%	19.4%	48.1%	22.7%	21.2%	
Agree	179	47.9%	47.0%	37.9%	56.0%	46.2%	48.3%	51.6%	33.3%	48.1%	54.5%	
Neither Agree nor Disagree	50	13.4%	14.0%	13.8%	8.0%	7.7%	13.8%	16.1%	18.5%	13.0%	18.2%	
Disagree	14	3.7%	3.0%	0.0%	8.0%	0.0%	6.9%	3.2%	0.0%	5.8%	0.0%	
Strongly Disagree	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	14	3.7%	2.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	6.5%	6.1%	

13f. I feel confident about my knowledge and/or ability to: f. Establish interpersonal understanding – e.g., understand emotion, content, underlying issues, and meaning of another's message;												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	127	34.0%	39.0%	48.3%	52.0%	42.3%	31.0%	29.0%	59.3%	27.9%	24.2%	
Agree	201	53.7%	50.0%	44.8%	36.0%	53.8%	62.1%	38.7%	37.0%	57.8%	66.7%	
Neither Agree nor Disagree	26	7.0%	7.0%	6.9%	4.0%	0.0%	3.4%	19.4%	3.7%	7.1%	9.1%	
Disagree	6	1.6%	3.0%	0.0%	4.0%	3.8%	3.4%	9.7%	0.0%	0.0%	0.0%	
Strongly Disagree	1	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	8	2.1%	1.0%	0.0%	4.0%	0.0%	0.0%	3.2%	0.0%	3.2%	0.0%	

13g. I feel confident about my knowledge and/or ability to: g. Translate scientific and technical information into lay terms and accessible formats;											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	146	39.0%	41.0%	55.2%	40.0%	34.6%	44.8%	35.5%	59.3%	35.1%	24.2%
Agree	177	47.3%	48.0%	41.4%	44.0%	57.7%	48.3%	38.7%	37.0%	48.1%	66.7%
Neither Agree nor Disagree	21	5.6%	5.0%	0.0%	4.0%	3.8%	0.0%	16.1%	3.7%	5.2%	6.1%
Disagree	8	2.1%	3.0%	3.4%	8.0%	0.0%	6.9%	3.2%	0.0%	0.6%	3.0%
Strongly Disagree	3	0.8%	1.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	1.3%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	9	2.4%	1.0%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%	4.5%	0.0%

13h. I feel confident about my knowledge and/or ability to: h. Engage stakeholders directly in collaborative modeling or technical analysis											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	79	21.1%	24.0%	34.5%	24.0%	23.1%	10.3%	19.4%	48.1%	16.9%	15.2%
Agree	172	46.0%	45.0%	41.4%	40.0%	57.7%	51.7%	38.7%	37.0%	45.5%	48.5%
Neither Agree nor Disagree	51	13.6%	15.0%	10.3%	20.0%	7.7%	13.8%	19.4%	14.8%	12.3%	24.2%
Disagree	25	6.7%	7.0%	10.3%	8.0%	3.8%	10.3%	6.5%	0.0%	5.2%	9.1%
Strongly Disagree	8	2.1%	3.0%	3.4%	4.0%	3.8%	6.9%	0.0%	0.0%	1.9%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	14	3.7%	2.0%	0.0%	4.0%	0.0%	0.0%	6.5%	0.0%	6.5%	0.0%

13i. I feel confident about my knowledge and/or ability to: i. Engage in group problem solving (e.g. identifying and analyzing problems; weighing accuracy and relevance of information; generating evaluating alternative solutions; making recommendations);											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	133	35.6%	40.0%	62.1%	40.0%	42.3%	34.5%	25.8%	59.3%	28.6%	24.2%
Agree	197	52.7%	50.0%	34.5%	52.0%	53.8%	55.2%	54.8%	29.6%	59.1%	60.6%
Neither Agree nor Disagree	27	7.2%	7.0%	3.4%	8.0%	0.0%	3.4%	16.1%	11.1%	5.2%	12.1%
Disagree	4	1.1%	1.0%	0.0%	0.0%	0.0%	6.9%	0.0%	0.0%	1.3%	0.0%
Strongly Disagree	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	8	2.1%	1.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	3.9%	0.0%

13j. I feel confident about my knowledge and/or ability to: j. Negotiate while focusing on the interests that underlie demands or positions.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	103	27.5%	32.0%	34.5%	32.0%	42.3%	13.8%	32.3%	59.3%	20.8%	18.2%	
Agree	184	49.2%	48.0%	58.6%	52.0%	46.2%	55.2%	38.7%	25.9%	51.3%	54.5%	
Neither Agree nor Disagree	41	11.0%	12.0%	3.4%	16.0%	3.8%	13.8%	19.4%	14.8%	9.1%	12.1%	
Disagree	14	3.7%	4.0%	3.4%	0.0%	3.8%	13.8%	3.2%	0.0%	3.9%	3.0%	
Strongly Disagree	2	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	17	4.5%	3.0%	0.0%	0.0%	0.0%	0.0%	6.5%	0.0%	7.1%	9.1%	

13k. I feel confident about my knowledge and/or ability to: k. Manage conflict that arises when engaging stakeholders.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	97	25.9%	29.0%	37.9%	32.0%	42.3%	20.7%	16.1%	51.9%	19.5%	15.2%	
Agree	174	46.5%	48.0%	51.7%	44.0%	50.0%	48.3%	48.4%	40.7%	43.5%	57.6%	
Neither Agree nor Disagree	51	13.6%	12.0%	10.3%	12.0%	7.7%	13.8%	25.8%	0.0%	16.2%	9.1%	
Disagree	24	6.4%	7.0%	0.0%	12.0%	0.0%	13.8%	6.5%	7.4%	7.1%	6.1%	
Strongly Disagree	2	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	15	4.0%	2.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	6.5%	9.1%	

13l. I feel confident about my knowledge and/or ability to: l. Structure agreements that meet all stakeholders' needs.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	74	19.8%	23.0%	24.1%	20.0%	30.8%	13.8%	19.4%	40.7%	14.9%	18.2%	
Agree	155	41.4%	43.0%	58.6%	48.0%	57.7%	51.7%	22.6%	33.3%	40.9%	30.3%	
Neither Agree nor Disagree	75	20.1%	20.0%	13.8%	20.0%	3.8%	17.2%	35.5%	18.5%	17.5%	30.3%	
Disagree	24	6.4%	6.0%	0.0%	12.0%	3.8%	6.9%	9.7%	3.7%	7.1%	6.1%	
Strongly Disagree	4	1.1%	1.0%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	1.9%	0.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	19	5.1%	4.0%	0.0%	0.0%	0.0%	3.4%	6.5%	0.0%	7.1%	12.1%	

14. I feel confident about my ability to collaborate with the following types of external entities to advance USACE's mission: a. Business and industry											
	Responses	Percentage	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	57	15.2%	13.8%	32.0%	11.5%	13.8%	6.5%	22.2%	13.6%	9.1%	
Agree	171	45.7%	44.8%	48.0%	65.4%	55.2%	58.1%	33.3%	39.0%	54.5%	
Neither Agree nor Disagree	73	19.5%	27.6%	8.0%	11.5%	10.3%	22.6%	18.5%	21.4%	27.3%	
Disagree	34	9.1%	3.4%	12.0%	7.7%	13.8%	9.7%	11.1%	9.7%	3.0%	
Strongly Disagree	15	4.0%	6.9%	0.0%	3.8%	6.9%	0.0%	3.7%	5.2%	3.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	20	5.3%	3.4%	0.0%	0.0%	0.0%	3.2%	11.1%	8.4%	3.0%	

14. I feel confident about my ability to collaborate with the following types of external entities to advance USACE's mission: b. Native American tribes											
	Responses	Percentage	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	89	23.8%	34.5%	44.0%	46.2%	13.8%	22.6%	22.2%	15.6%	21.2%	
Agree	193	51.6%	41.4%	44.0%	53.8%	69.0%	41.9%	59.3%	52.6%	57.6%	
Neither Agree nor Disagree	38	10.2%	6.9%	8.0%	0.0%	10.3%	19.4%	11.1%	9.7%	9.1%	
Disagree	17	4.5%	3.4%	0.0%	0.0%	0.0%	6.5%	3.7%	7.1%	6.1%	
Strongly Disagree	7	1.9%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	3.2%	3.0%	
Not Applicable	2	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	
Don't Know	28	7.5%	13.8%	4.0%	0.0%	3.4%	9.7%	3.7%	10.4%	3.0%	

14. I feel confident about my ability to collaborate with the following types of external entities to advance USACE's mission: c. Disadvantaged communities											
	Responses	Percentage	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	152	40.6%	58.6%	48.0%	46.2%	41.4%	35.5%	48.1%	33.1%	39.4%	
Agree	179	47.9%	34.5%	48.0%	42.3%	55.2%	54.8%	37.0%	51.3%	54.5%	
Neither Agree nor Disagree	18	4.8%	3.4%	4.0%	7.7%	0.0%	6.5%	7.4%	5.2%	0.0%	
Disagree	3	0.8%	3.4%	0.0%	0.0%	0.0%	0.0%	7.4%	0.0%	0.0%	
Strongly Disagree	5	1.3%	0.0%	0.0%	3.8%	0.0%	0.0%	0.0%	2.6%	0.0%	
Not Applicable	11	2.9%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	5.2%	6.1%	
Don't Know	6	1.6%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	2.6%	0.0%	

15. USACE's organizational culture supports collaboration with stakeholders.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	53	14.2%	12.0%	6.9%	12.0%	19.2%	10.3%	9.7%	11.1%	16.9%	9.1%	
Agree	166	44.4%	48.0%	41.4%	52.0%	61.5%	41.4%	48.4%	51.9%	40.3%	48.5%	
Neither Agree nor Disagree	66	17.6%	16.0%	31.0%	12.0%	7.7%	10.3%	12.9%	14.8%	20.1%	21.2%	
Disagree	57	15.2%	17.0%	17.2%	20.0%	11.5%	24.1%	16.1%	22.2%	11.0%	15.2%	
Strongly Disagree	20	5.3%	5.0%	3.4%	4.0%	0.0%	13.8%	9.7%	0.0%	5.2%	6.1%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	8	2.1%	1.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	3.9%	0.0%	

16. The success of USACE's mission depends on working effectively with stakeholders.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	213	57.0%	62.0%	79.3%	72.0%	65.4%	65.5%	54.8%	55.6%	48.7%	51.5%	
Agree	136	36.4%	33.0%	20.7%	28.0%	34.6%	27.6%	29.0%	37.0%	43.5%	42.4%	
Neither Agree nor Disagree	12	3.2%	4.0%	0.0%	0.0%	0.0%	3.4%	12.9%	3.7%	1.9%	6.1%	
Disagree	3	0.8%	1.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	1.3%	0.0%	
Strongly Disagree	3	0.8%	1.0%	0.0%	0.0%	0.0%	3.4%	0.0%	3.7%	0.6%	0.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	4	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	0.0%	

17a. I have access to the following types of expertise as needed to enable me to use collaborative strategies effectively in pursuit of USACE's mission. a. Technical & scientific expertise												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	149	39.8%	48.0%	62.1%	64.0%	73.1%	55.2%	29.0%	37.0%	27.3%	39.4%	
Agree	171	45.7%	41.0%	31.0%	36.0%	23.1%	31.0%	38.7%	63.0%	52.6%	54.5%	
Neither Agree nor Disagree	24	6.4%	6.0%	3.4%	0.0%	3.8%	3.4%	25.8%	0.0%	6.5%	6.1%	
Disagree	13	3.5%	2.0%	0.0%	0.0%	0.0%	3.4%	3.2%	0.0%	5.8%	0.0%	
Strongly Disagree	7	1.9%	2.0%	3.4%	0.0%	0.0%	6.9%	3.2%	0.0%	1.9%	0.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	6	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	

17b. I have access to the following types of expertise as needed to enable me to use collaborative strategies effectively in pursuit of USACE's mission. b. Process expertise (e.g., facilitation, mediation, etc.)												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	86	23.0%	27.0%	34.5%	40.0%	38.5%	13.8%	19.4%	25.9%	16.2%	24.2%	
Agree	151	40.4%	39.0%	51.7%	28.0%	34.6%	51.7%	32.3%	29.6%	42.2%	39.4%	
Neither Agree nor Disagree	52	13.9%	15.0%	0.0%	20.0%	7.7%	6.9%	29.0%	29.6%	12.3%	12.1%	
Disagree	45	12.0%	11.0%	6.9%	12.0%	7.7%	20.7%	9.7%	7.4%	14.9%	9.1%	
Strongly Disagree	10	2.7%	3.0%	0.0%	0.0%	3.8%	6.9%	3.2%	3.7%	2.6%	3.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	20	5.3%	5.0%	3.4%	0.0%	7.7%	0.0%	3.2%	3.7%	6.5%	12.1%	

17c. I have access to the following types of expertise as needed to enable me to use collaborative strategies effectively in pursuit of USACE's mission. c. Legal expertise

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	116	31.0%	37.0%	44.8%	48.0%	50.0%	34.5%	19.4%	40.7%	21.4%	39.4%
Agree	168	44.9%	44.0%	41.4%	52.0%	46.2%	37.9%	51.6%	37.0%	46.8%	42.4%
Neither Agree nor Disagree	35	9.4%	8.0%	13.8%	0.0%	0.0%	13.8%	19.4%	3.7%	9.7%	6.1%
Disagree	28	7.5%	7.0%	0.0%	0.0%	3.8%	10.3%	6.5%	18.5%	8.4%	6.1%
Strongly Disagree	9	2.4%	2.0%	0.0%	0.0%	0.0%	3.4%	3.2%	0.0%	3.2%	6.1%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	7	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.9%	0.0%

18a. When collaborating with stakeholders, I generally have: a. enough time to effectively engage in collaboration;

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	35	9.4%	9.0%	10.3%	8.0%	19.2%	10.3%	6.5%	7.4%	8.4%	0.0%
Agree	127	34.0%	37.0%	44.8%	48.0%	42.3%	31.0%	25.8%	37.0%	30.5%	36.4%
Neither Agree nor Disagree	74	19.8%	21.0%	20.7%	16.0%	23.1%	13.8%	35.5%	14.8%	19.5%	21.2%
Disagree	92	24.6%	25.0%	24.1%	28.0%	11.5%	31.0%	22.6%	29.6%	22.7%	30.3%
Strongly Disagree	18	4.8%	5.0%	0.0%	0.0%	3.8%	10.3%	0.0%	11.1%	5.8%	6.1%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	12	3.2%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%	3.0%

18b. When collaborating with stakeholders, I generally have: b. sufficient funds to collaborate effectively (e.g., for travel, facilitators, technical consultants, etc.)

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	17	4.5%	3.0%	3.4%	0.0%	11.5%	6.9%	0.0%	0.0%	5.2%	0.0%
Agree	81	21.7%	22.0%	20.7%	24.0%	30.8%	24.1%	9.7%	22.2%	22.7%	24.2%
Neither Agree nor Disagree	67	17.9%	21.0%	27.6%	12.0%	30.8%	20.7%	32.3%	14.8%	11.7%	15.2%
Disagree	132	35.3%	37.0%	37.9%	44.0%	19.2%	31.0%	41.9%	40.7%	32.5%	48.5%
Strongly Disagree	41	11.0%	11.0%	10.3%	12.0%	7.7%	13.8%	3.2%	22.2%	11.7%	6.1%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	15	4.0%	2.0%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%	7.8%	3.0%

19. I know where to find case studies, practical guidelines, and other resources on how to effectively use collaborative approaches.

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	42	11.2%	10.0%	17.2%	4.0%	11.5%	6.9%	16.1%	7.4%	11.7%	9.1%
Agree	140	37.4%	40.0%	51.7%	44.0%	38.5%	48.3%	45.2%	25.9%	33.8%	30.3%
Neither Agree nor Disagree	62	16.6%	18.0%	6.9%	12.0%	23.1%	17.2%	19.4%	18.5%	13.0%	33.3%
Disagree	88	23.5%	23.0%	17.2%	32.0%	11.5%	27.6%	9.7%	40.7%	24.7%	24.2%
Strongly Disagree	11	2.9%	3.0%	3.4%	8.0%	7.7%	0.0%	0.0%	3.7%	3.2%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	21	5.6%	4.0%	3.4%	0.0%	7.7%	0.0%	3.2%	3.7%	8.4%	3.0%

20. Management supports me in acquiring and advancing the skills I need to collaborate effectively.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	50	13.4%	13.0%	6.9%	8.0%	26.9%	13.8%	12.9%	18.5%	14.3%	6.1%	
Agree	140	37.4%	40.0%	55.2%	40.0%	42.3%	41.4%	22.6%	33.3%	30.5%	54.5%	
Neither Agree nor Disagree	91	24.3%	25.0%	24.1%	28.0%	23.1%	24.1%	29.0%	29.6%	21.4%	24.2%	
Disagree	46	12.3%	12.0%	6.9%	16.0%	7.7%	13.8%	22.6%	11.1%	14.3%	3.0%	
Strongly Disagree	25	6.7%	5.0%	3.4%	0.0%	0.0%	6.9%	6.5%	7.4%	10.4%	6.1%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	16	4.3%	3.0%	3.4%	8.0%	0.0%	0.0%	0.0%	0.0%	6.5%	6.1%	

21. I have the resources I need to advance my skills in collaboration, public involvement, team building, and dispute resolution.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	36	9.6%	10.0%	6.9%	12.0%	23.1%	10.3%	6.5%	3.7%	9.7%	6.1%	
Agree	132	35.3%	37.0%	51.7%	28.0%	53.8%	37.9%	22.6%	33.3%	32.5%	36.4%	
Neither Agree nor Disagree	77	20.6%	20.0%	13.8%	20.0%	19.2%	17.2%	29.0%	14.8%	18.8%	24.2%	
Disagree	85	22.7%	23.0%	20.7%	32.0%	3.8%	24.1%	32.3%	29.6%	23.4%	21.2%	
Strongly Disagree	23	6.1%	6.0%	3.4%	0.0%	0.0%	6.9%	3.2%	18.5%	7.8%	6.1%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	13	3.5%	3.0%	3.4%	8.0%	0.0%	3.4%	0.0%	0.0%	3.9%	6.1%	

22. MSC leaders support us in collaborating with stakeholders on water resource issues as a strategy for implementing the USACE mission.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	41	11.0%	13.0%	20.7%	8.0%	19.2%	10.3%	9.7%	18.5%	7.8%	6.1%	
Agree	140	37.4%	40.0%	27.6%	48.0%	50.0%	41.4%	32.3%	40.7%	33.8%	45.5%	
Neither Agree nor Disagree	78	20.9%	21.0%	24.1%	28.0%	19.2%	13.8%	22.6%	18.5%	18.2%	24.2%	
Disagree	30	8.0%	9.0%	10.3%	12.0%	11.5%	6.9%	9.7%	11.1%	7.1%	6.1%	
Strongly Disagree	12	3.2%	3.0%	0.0%	0.0%	0.0%	6.9%	0.0%	3.7%	4.5%	6.1%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	61	16.3%	13.0%	17.2%	4.0%	0.0%	20.7%	19.4%	7.4%	22.1%	12.1%	

23. USACE headquarters leaders work productively with leaders of stakeholder organizations to improve collaboration, find synergy and maximize results that advance USACE's mission.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	21	5.6%	5.0%	13.8%	4.0%	7.7%	0.0%	3.2%	3.7%	5.2%	3.0%	
Agree	100	26.7%	26.0%	31.0%	24.0%	38.5%	17.2%	16.1%	33.3%	26.6%	24.2%	
Neither Agree nor Disagree	88	23.5%	25.0%	27.6%	28.0%	26.9%	24.1%	25.8%	22.2%	18.8%	30.3%	
Disagree	49	13.1%	14.0%	10.3%	16.0%	11.5%	17.2%	16.1%	11.1%	11.0%	21.2%	
Strongly Disagree	34	9.1%	8.0%	0.0%	4.0%	3.8%	13.8%	9.7%	14.8%	11.7%	9.1%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	77	20.6%	20.0%	17.2%	24.0%	11.5%	27.6%	29.0%	14.8%	24.0%	12.1%	

24. The USACE workforce is effective at coordinating internally so that USACE representatives in collaborative processes speak with one voice on behalf of USACE.											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	18	4.8%	3.0%	3.4%	4.0%	7.7%	0.0%	3.2%	3.7%	5.2%	0.0%
Agree	97	25.9%	28.0%	34.5%	40.0%	46.2%	20.7%	16.1%	18.5%	22.1%	27.3%
Neither Agree nor Disagree	79	21.1%	24.0%	20.7%	28.0%	19.2%	31.0%	29.0%	22.2%	17.5%	27.3%
Disagree	102	27.3%	26.0%	24.1%	20.0%	23.1%	27.6%	25.8%	25.9%	28.6%	33.3%
Strongly Disagree	44	11.8%	11.0%	13.8%	8.0%	3.8%	20.7%	6.5%	18.5%	13.6%	6.1%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	31	8.3%	6.0%	3.4%	0.0%	0.0%	0.0%	19.4%	11.1%	11.0%	6.1%

25. Conflicting USACE agency policies and procedural requirements make collaboration difficult.											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	63	16.8%	16.0%	13.8%	16.0%	7.7%	24.1%	19.4%	25.9%	18.8%	3.0%
Agree	168	44.9%	48.0%	55.2%	52.0%	53.8%	44.8%	32.3%	44.4%	40.3%	57.6%
Neither Agree nor Disagree	73	19.5%	19.0%	13.8%	12.0%	19.2%	13.8%	29.0%	18.5%	20.8%	24.2%
Disagree	33	8.8%	9.0%	10.3%	20.0%	7.7%	13.8%	3.2%	7.4%	8.4%	3.0%
Strongly Disagree	5	1.3%	2.0%	0.0%	0.0%	7.7%	0.0%	3.2%	3.7%	0.6%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	26	7.0%	5.0%	6.9%	0.0%	0.0%	3.4%	12.9%	0.0%	9.1%	9.1%

26. Federal laws under which USACE operates make it difficult to use collaborative approaches.											
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	18	4.8%	5.0%	3.4%	8.0%	0.0%	6.9%	3.2%	14.8%	4.5%	0.0%
Agree	113	30.2%	31.0%	44.8%	40.0%	23.1%	20.7%	12.9%	40.7%	30.5%	33.3%
Neither Agree nor Disagree	95	25.4%	26.0%	24.1%	16.0%	38.5%	17.2%	41.9%	14.8%	24.7%	27.3%
Disagree	102	27.3%	28.0%	17.2%	28.0%	30.8%	41.4%	35.5%	25.9%	24.7%	24.2%
Strongly Disagree	15	4.0%	6.0%	6.9%	8.0%	7.7%	6.9%	3.2%	3.7%	1.9%	6.1%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	26	7.0%	4.0%	3.4%	0.0%	0.0%	6.9%	3.2%	0.0%	11.0%	9.1%

27. Staff turnover, transfers, or rotations within USACE have made collaboration difficult.

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	35	9.4%	8.0%	6.9%	0.0%	3.8%	13.8%	3.2%	18.5%	13.0%	3.0%
Agree	158	42.2%	41.0%	31.0%	32.0%	30.8%	34.5%	48.4%	59.3%	42.2%	51.5%
Neither Agree nor Disagree	64	17.1%	18.0%	24.1%	20.0%	23.1%	13.8%	25.8%	0.0%	14.3%	24.2%
Disagree	81	21.7%	25.0%	31.0%	48.0%	34.6%	24.1%	12.9%	14.8%	18.2%	18.2%
Strongly Disagree	6	1.6%	2.0%	0.0%	0.0%	3.8%	3.4%	3.2%	3.7%	1.3%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	23	6.1%	5.0%	6.9%	0.0%	3.8%	10.3%	6.5%	3.7%	7.1%	3.0%

28. The difference in missions among various federal agencies has been an impediment to collaboration.

	Responses	Percentage		LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	27	7.2%	5.0%	3.4%	4.0%	3.8%	0.0%	3.2%	14.8%	9.7%	0.0%
Agree	157	42.0%	42.0%	27.6%	48.0%	46.2%	44.8%	25.8%	51.9%	42.2%	51.5%
Neither Agree nor Disagree	74	19.8%	20.0%	27.6%	16.0%	23.1%	17.2%	25.8%	11.1%	20.1%	15.2%
Disagree	78	20.9%	26.0%	37.9%	32.0%	23.1%	27.6%	32.3%	18.5%	11.7%	27.3%
Strongly Disagree	10	2.7%	3.0%	0.0%	0.0%	3.8%	6.9%	3.2%	3.7%	3.2%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	24	6.4%	4.0%	3.4%	0.0%	0.0%	3.4%	9.7%	0.0%	10.4%	6.1%

29. Stakeholder perceptions of USACE are an obstacle to collaboration.

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	50	13.4%	14.0%	13.8%	12.0%	7.7%	13.8%	6.5%	25.9%	12.3%	18.2%
Agree	147	39.3%	36.0%	37.9%	36.0%	30.8%	41.4%	29.0%	25.9%	42.9%	45.5%
Neither Agree nor Disagree	82	21.9%	24.0%	20.7%	24.0%	34.6%	20.7%	32.3%	29.6%	18.8%	12.1%
Disagree	56	15.0%	18.0%	20.7%	16.0%	23.1%	20.7%	19.4%	14.8%	11.7%	15.2%
Strongly Disagree	4	1.1%	1.0%	0.0%	0.0%	3.8%	0.0%	0.0%	3.7%	1.3%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	29	7.8%	6.0%	3.4%	12.0%	0.0%	3.4%	12.9%	0.0%	10.4%	9.1%

30. USACE's focus on collaboration with project sponsors sometimes eclipses the need to collaborate with other stakeholders.

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	36	9.6%	8.0%	6.9%	4.0%	7.7%	6.9%	6.5%	7.4%	13.0%	9.1%
Agree	140	37.4%	37.0%	44.8%	48.0%	38.5%	24.1%	29.0%	29.6%	35.7%	48.5%
Neither Agree nor Disagree	74	19.8%	20.0%	17.2%	12.0%	19.2%	31.0%	25.8%	14.8%	20.1%	18.2%
Disagree	64	17.1%	22.0%	13.8%	36.0%	26.9%	17.2%	22.6%	33.3%	10.4%	15.2%
Strongly Disagree	6	1.6%	3.0%	0.0%	0.0%	3.8%	0.0%	6.5%	11.1%	0.0%	0.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	48	12.8%	10.0%	13.8%	0.0%	3.8%	20.7%	9.7%	3.7%	18.2%	9.1%

31. USACE's institutional procedures (e.g., contracting, performance evaluation, promotions, etc.) support collaboration with stakeholders.

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	12	3.2%	3.0%	3.4%	0.0%	11.5%	0.0%	0.0%	3.7%	3.2%	0.0%
Agree	72	19.3%	18.0%	31.0%	16.0%	15.4%	17.2%	16.1%	11.1%	20.8%	15.2%
Neither Agree nor Disagree	104	27.8%	29.0%	34.5%	28.0%	30.8%	31.0%	35.5%	14.8%	26.6%	30.3%
Disagree	110	29.4%	32.0%	27.6%	44.0%	26.9%	20.7%	25.8%	51.9%	24.7%	33.3%
Strongly Disagree	27	7.2%	9.0%	3.4%	8.0%	7.7%	13.8%	6.5%	11.1%	5.8%	12.1%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	44	11.8%	10.0%	0.0%	4.0%	7.7%	17.2%	16.1%	7.4%	16.2%	9.1%

32. USACE rewards employees for participating in collaborative activities that further its mission.

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	12	3.2%	3.0%	3.4%	0.0%	7.7%	0.0%	0.0%	7.4%	3.2%	0.0%
Agree	73	19.5%	20.0%	27.6%	28.0%	19.2%	27.6%	9.7%	7.4%	18.2%	21.2%
Neither Agree nor Disagree	89	23.8%	29.0%	44.8%	24.0%	26.9%	20.7%	35.5%	25.9%	15.6%	36.4%
Disagree	122	32.6%	32.0%	3.4%	40.0%	38.5%	27.6%	35.5%	48.1%	33.1%	30.3%
Strongly Disagree	35	9.4%	8.0%	10.3%	4.0%	3.8%	10.3%	6.5%	11.1%	13.6%	3.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	42	11.2%	9.0%	10.3%	4.0%	3.8%	13.8%	12.9%	0.0%	15.6%	9.1%

33. We at USACE generally do a good job of considering stakeholder input and incorporating it where appropriate.

	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
Strongly Agree	40	10.7%	11.0%	6.9%	12.0%	19.2%	6.9%	6.5%	22.2%	9.7%	6.1%
Agree	187	50.0%	54.0%	65.5%	64.0%	69.2%	51.7%	51.6%	37.0%	44.8%	48.5%
Neither Agree nor Disagree	79	21.1%	19.0%	20.7%	12.0%	7.7%	20.7%	29.0%	14.8%	22.1%	24.2%
Disagree	42	11.2%	10.0%	3.4%	12.0%	3.8%	3.4%	9.7%	22.2%	14.3%	12.1%
Strongly Disagree	11	2.9%	3.0%	3.4%	0.0%	0.0%	13.8%	0.0%	0.0%	3.2%	3.0%
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Don't Know	14	3.7%	3.0%	0.0%	0.0%	0.0%	3.4%	3.2%	3.7%	5.2%	6.1%

34. We at USACE generally do a good job of letting stakeholders know how their input has been incorporated into decisions and where it was not used, explaining why.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	28	7.5%	6.0%	3.4%	4.0%	19.2%	3.4%	0.0%	11.1%	8.4%	0.0%	
Agree	140	37.4%	40.0%	44.8%	60.0%	38.5%	31.0%	38.7%	33.3%	34.4%	39.4%	
Neither Agree nor Disagree	91	24.3%	24.0%	20.7%	16.0%	15.4%	31.0%	35.5%	25.9%	23.4%	21.2%	
Disagree	74	19.8%	21.0%	27.6%	20.0%	19.2%	20.7%	22.6%	18.5%	18.8%	24.2%	
Strongly Disagree	15	4.0%	4.0%	3.4%	0.0%	3.8%	10.3%	0.0%	7.4%	3.9%	3.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	24	6.4%	4.0%	0.0%	0.0%	0.0%	3.4%	3.2%	3.7%	10.4%	12.1%	

35. I get the right balance of guidance and flexibility from Headquarters for use of collaborative strategies to advance the USACE mission.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	11	2.9%	3.0%	3.4%	0.0%	3.8%	0.0%	3.2%	7.4%	1.9%	6.1%	
Agree	54	14.4%	14.0%	34.5%	8.0%	11.5%	13.8%	9.7%	7.4%	13.0%	12.1%	
Neither Agree nor Disagree	130	34.8%	38.0%	37.9%	40.0%	46.2%	34.5%	45.2%	37.0%	29.9%	36.4%	
Disagree	83	22.2%	24.0%	13.8%	28.0%	26.9%	20.7%	25.8%	29.6%	18.8%	27.3%	
Strongly Disagree	37	9.9%	10.0%	0.0%	12.0%	3.8%	20.7%	9.7%	18.5%	11.0%	3.0%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	44	11.8%	8.0%	6.9%	8.0%	7.7%	10.3%	3.2%	0.0%	18.2%	12.1%	

36. I know how to secure and structure funding to support multi-year collaborative process.												
	Responses	Percentage	Adjusted	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
Strongly Agree	17	4.5%	6.0%	3.4%	4.0%	11.5%	10.3%	3.2%	7.4%	2.6%	3.0%	
Agree	61	16.3%	18.0%	24.1%	20.0%	23.1%	24.1%	12.9%	18.5%	12.3%	9.1%	
Neither Agree nor Disagree	61	16.3%	18.0%	41.4%	12.0%	19.2%	10.3%	25.8%	14.8%	11.7%	12.1%	
Disagree	109	29.1%	28.0%	13.8%	32.0%	23.1%	24.1%	22.6%	37.0%	30.5%	42.4%	
Strongly Disagree	52	13.9%	14.0%	10.3%	20.0%	11.5%	13.8%	9.7%	18.5%	15.6%	9.1%	
Not Applicable	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Don't Know	32	8.6%	7.0%	6.9%	4.0%	7.7%	0.0%	12.9%	0.0%	11.7%	12.1%	



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