

EXHIBIT 1

A. COURSE DESCRIPTIONS

PA ORIENTATION

This session provides an opportunity for the newly selected PAs and the PA management team including course owners to introduce themselves. The class Charter development will begin with a facilitated session to review the PAs' needs and expectations, and with the program management team, develop the final list of needs and expectations that will be addressed during the program. There will also be time to discuss the required readings for this session, and the PAs will be asked to complete several instruments in preparation for the PA Team Building Session. There will also be time for questions and answers.

TEAM BUILDING, TEAM LEADERSHIP, EFFECTIVE COMMUNICATION

This session contains several modules:

a. **Team building.** Basic training on how teams work, and the fundamental skills needed to work effectively in a team-oriented environment. The training examines how to apply basic team processes and tools to foster commitment, increase trust, empower people, and create synergy for accomplishing organizational goals.

b. **Leadership.** This module focuses on critical competencies, including conflict management, influencing/negotiating, interpersonal skills, leveraging diversity, problem solving, vision, and creating a team identity, which fosters cooperation and commitment.

c. **Facilitated Logistical Planning Session.** Using the skills learned in the Team Building module, the class will complete the Class charter and develop work team norms and logos.

d. **Communication: Presentations and Briefings.** This training focuses on enhancing presentation and briefing skills. The goal of the training is to have the PAs master the skills to present information in a clear, concise manner that can be applied, when appropriate, at the work site.

PLANNING FOUNDATIONS

This course teaches all the basic Planning Foundations in order to keep the class at a common, minimum basis of understanding as well as using Planning Modernization and SMART Planning principles.

WASHINGTON, DC EXPERIENCE

The Washington, DC Experience provides an introduction to the Washington-level people and processes involved in the Corps water resources programs. The course includes formal training, individual discussions, shadowing activities, and networking opportunities. The course will include a full day bus tour of the Washington, DC area focusing on sites of historical and current significance to the Corps. Course training also covers current issues in the Administration and Congress and perspectives on the

authorization and appropriations processes. Office visits are scheduled to meet with staff and senior leaders in the Corps Headquarters, the Office of the Assistant Secretary of the Army (Civil Works), the Office of Management and Budget, Congress (both House and Senate), and the Institute for Water Resources. Discussions are held with staff and senior representatives of the Corps Headquarters, as well as Government Relations. Each Planning Associate will shadow a senior Washington-level leader for a day, receive instruction on interviewing and be interviewed. Risk communication and risk analysis will also be taught during this module.

CULTURAL RESOURCES/ TRIBAL AFFAIRS

This series of sessions will provide the students with a general understanding of the statutory and regulatory responsibilities, as well as the structure of the Corps cultural resources management program and Native American program. It will also provide students a well-rounded understanding, awareness and sensitivity to the unique status of American Indians and the importance of maintaining effective tribal relationships. This series of sessions will discuss cultural resource laws, consultation requirements, government-to-government relations, and how to effectively implement the requirements within the Corps of Engineers.

BUSINESS PROGRAM TRAINING

Business program training is the heart of the PA program. Identifying measures and formulating solutions to water resources challenges drive the Corps of Engineers planning process, and therefore training experiences in these skills are key areas of learning. Business program training consists of 8 courses; one located in each MSC. Each session will focus on specific Civil Works business programs.

Formal training will cover history, policy, measures and formulation, and evaluation analyses and procedures. Experiential training will involve assignments in technical analyses, formulation, evaluation, report writing, and include study and project site visits. Opportunities will also be provided to visit or discuss other business program activities in the host MSC.

The eight business program courses are: Deep Draft Navigation (SAD), Inland Navigation (LRD), Coastal Storm Risk Management (NAD), Flood Risk Management (SPD), Ecosystem Restoration (MVD), Endangered Species Act, Recreation, Hydropower and Water Supply (NWD), Watersheds (SWD), and Small Boat Harbors (POD).

Presentation Dry Run

The Critical Think Piece (CTP) Presentation Dry Run is a showcase preview of the PA class' assigned project. During the session, each PA will receive feedback on style and content from their peers and PA Management. The purpose of the practicum is to rehearse and refine the assigned Class Project before the presentation during the Awards Activities.

AWARDS ACTIVITIES

Activities include final dry run of the CTPs, presentation of the CTPs, final test and Awards Ceremony.

C. PA TASKS & PRODUCTS (Subject to change)

2016 REQUIRED PRODUCTS:

- * PA Charter
- * Reviews of required readings for class discussion, if any assigned
- * A list of questions (one from each PA, depending on number of PAs in class) to the course owners before each course, that the PAs want answered during the course session
- * Course Evaluation, due at the end of each course
- * Essay questions answered from each course, due at the end of each course
- * Situational Reports from each course to include hot topics sent to the PA Program Manager at the conclusion of each course for distribution
- * Preparation of class project(s) for presentation during the awards ceremony
- * Interim Program Review Meeting with PA Management (if necessary and schedule permits)
- * Final Program Evaluation

2017 REQUIRED ACTIVITIES:

- * Continued service through 30 September 2017
- * Serve as an instructor for a PROSPECT Planning course, PA module instructor, or participate in a project review team for a study or project not in the graduate PAs MSC
- * 6-month Post-Program Evaluation

D. PA SUPERVISOR TASKS

- * 6-Month Program Evaluation
- * 1-Year Program Evaluation

EXHIBIT 2
PLANNING ASSOCIATES PROGRAM
NOMINEE APPLICATION QUESTIONS

- a. Professionally, what is your most significant accomplishment and why is the world a better place for you having done it?

- b. How would participating in the PA program impact your professional performance in 5 years?

- c. What do you want your legacy to be as a result of your career in the Corps of Engineers?

- d. Describe your passion for planning.

Print Name: _____

Office Symbol:

Signature: _____ Date: _____

EXHIBIT 3

**PLANNING ASSOCIATES PROGRAM
PLANNING CORE CURRICULUM COURSES TAKEN**

PCC Course	Course Date Taken
Plan Formulation	
Environmental Considerations	
Public Involvement and Team Planning	
Civil Works Orientation	
H&H for Planners	
Economic Analysis	
Introduction to Planning	

EXHIBIT 4

PLANNING ASSOCIATES PROGRAM

PARTICIPATION AGREEMENTS

NOMINEE AGREEMENT:

I agree to: attend each and every scheduled training session on time; fully participate in all exercises and experiential training; prepare myself for sessions by homework and other assignments; contribute to development of team products; and participate in post graduate activities. I understand that Planning Associates work has priority over home office tasks, and that some Planning Associates Program work may need to be accomplished at the home office. I understand the program requires personal and family sacrifice, including rigorous training days, weekend and evening course-related activities, and weekends away from home. I also understand that some course assignments are not known at this time and will be scheduled as opportunities arise. I will conduct myself in a manner that will bring credit to me and the Corps of Engineers. I understand that unexcused absences or failure to comply with these requirements will be reported to my supervisor and Commander, recorded in my TAPES evaluation, and may result in my dismissal from the program.

Print Name: _____

Nominee Signature: _____ Date: _____

IMMEDIATE SUPERVISOR AGREEMENT:

I agree to assure that the PA will be available to attend all sessions and to fulfill all assignments for the Planning Associates Program. I will include participation in the program in the PA's TAPES, and understand that I may solicit input from the PA Management team on the PA's program performance. I understand that Planning Associates work has priority over home office tasks, and that some Planning Associates Program work may need to be accomplished at the home office and the home office will cover the labor. This work will include such activities as read ahead and homework assignments, production of PA work products, preparation of travel orders and vouchers, participation in pre-session briefs and virtual team teleconferences, and related logistical tasks. I will assure sufficient resources are available for the PA to accomplish these tasks (such as laptop, BB/digital camera) and further assure that no undue influence or pressure is put on the PA if a conflict arises between the PA's responsibilities and other home office tasks. I also will assure that the terms of this participation agreement will be enforced.

Print Name: _____

Nominee Immediate Supervisor Signature: _____ Date: _____

COMMANDER AGREEMENT:

If selected, I fully support the commitments of my nominee and his/her supervisor, and assure that my Command will do everything possible to sustain a successful, rewarding assignment in the Planning Associates Program.

Commander's Signature: _____ Date: _____

EXHIBIT 5

PLANNING ASSOCIATES PROGRAM RATING CRITERIA

The following rating criteria will be considered by HQUSACE to assist in the selection of the participants in the 2015 PA Program.

1. Resume (0 – 40 points):

The applicants resume will be evaluated and rated on the candidate's experience, performance, and technical and leadership excellence potential.

0 = Very limited breadth of planning skills, little evidence of having produced planning products, little or no training in planning function activities, less than outstanding performance appraisals, few awards or special recognitions, no evidence of outside interests or activities.

40 = High level of achievement as a journeyman level employee, has a great interest in acquiring a breadth of planning skills; has produced or contributed to planning products of a quality indicative of the potential for future technical excellence or professional leadership; has achieved a knowledge level equivalent to having taken the 8-course Planner Core Curriculum; outstanding performance appraisals; evidence of awards, special recognitions, or outside interests or activities that signal leadership potential.

2. Nominee Application Questions (0 – 40 points)

A score of 0 – 10 will be given for each response. The ratings will be based on the candidate's vision of his or her current and future circumstances, and how this program ties into that vision. The ratings will reflect both the quality of the content as well as the quality of its articulation.

3. Target Class Membership and Immediate Post-Program Contributions (0 – 20 points):

0 = Less than 5 years of current Planning experience; GS10 or lower grade level; not a District employee; level of experience, knowledge and skills insufficient to absorb and integrate the advanced level of training in a manner that would be of immediate benefit to the home office.

20 = 5 – 10 years current Planning experience; GS11/12; District employee; level of experience, knowledge, and skills that would enable the nominee to absorb the advance training in a manner that would be of immediate significant benefit to the home office.

0 - 10 = More than 10 years current Planning experience; GS13 or higher grade level; not a District employee; level of experience, knowledge, and skills that are at a level equivalent to the program and therefore would not be of significant benefit to the home office. If the applicant's past work was focused on producing excellent work in

Exhibit 5 (Continued)

one business program at a single district, some points may be considered for that applicant.

4. Interview. Each candidate may undergo an interview by the HQ personnel, either in person or by phone.

EXHIBIT 6

PLANNING ASSOCIATES PROGRAM FY 2016 RESOURCE RESPONSIBILITIES

A. CENTRALLY FUNDED RESPONSIBILITIES

Labor. Funds will cover labor at the **effective rate**, which is the base labor to cover allocations for fringe benefits, which include Government contributions and leave minus G&A and Department Overhead, while the PA is on official TDY. **It is not the fully burdened rate.**

Travel. Travel between home office and TDY locations. Using contract airlines or lower priced fares or other means is authorized when advantageous to the Government. Travel compensatory time is authorized for required travel outside normal duty hours. Travel costs to home or other locations not related to official TDY during intervening weekend periods will not be centrally funded.

Per Diem while on official TDY. Standard Per Diem rate will apply. Actual expense, unless specifically authorized in writing in advance by the PA Program Manager, will not be centrally funded.

Miscellaneous expenses (within reason). Items have to be approved by the Planning Associates' Program Manager prior to purchase.

B. HOME OFFICE FUNDED

- Each PA will be provided with a laptop with the current MS OFFICE Suite; high speed and dial-in (wireless/air card, if possible) remote networking capability; a DVD/R drive; and 2.0 USB port.
- Digital camera (may be a Blackberry function) to record PA activities that will be used for project presentations at the Awards Ceremony as well as other PA activities throughout the year.
- Provide the use of a BlackBerry for a PA on TDY to check on home office projects and activities when their laptop is unable make an internet connection.
- Labor and supplies sufficient to permit the PA to complete homework assignments, virtual team requirements, logistical tasks such as making travel and lodging reservations, teleconferences, emails regarding the PA Program and preparing travel orders, and submitting vouchers.
- The home office will provide for shipping bulky course materials (which should be minimal, if any) back to the office. This prevents added baggage handling for the PA as well as avoiding extra baggage charges.