



A STRATEGY FOR ADAPTIVE PLANNING

A 2009 Planning Associates Strategic Think Piece

Presented to USACE leadership

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Bottom Line Up Front

We've heard from senior leadership:
“Get it done right the first time”

The Purpose of Adaptive Planning is
to help make this happen





Presentation Outline

- Introduction to **Adaptive Planning**
- Current Process Problems and Issues
- Recommendations
- Barriers to Implementation
- Path Forward





What is Adaptive Planning?

Adaptive planning is about improving feedback

- Feedback occurs at the single study level
- Feedback also occurs at the organization level





Adaptive Planning - Strategic Context

- CW Planner Capability Task Force Report (2001)
 - ▶ Strengthen Core Competencies
 - ▶ Build Planning Leadership and Relationships
 - ▶ Improve Product Quality

- USACE Campaign Plan - *Goal 4 – Build and cultivate a competent, disciplined, and resilient team, equipped to deliver high quality solutions*
 - ▶ Set High Planning Standards
 - ▶ Deliver Superior Planning Products





General Problems and Issues

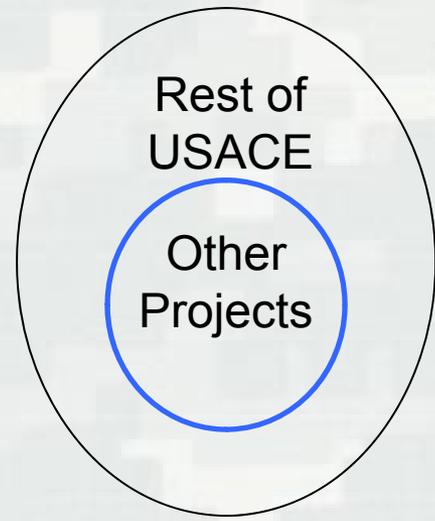
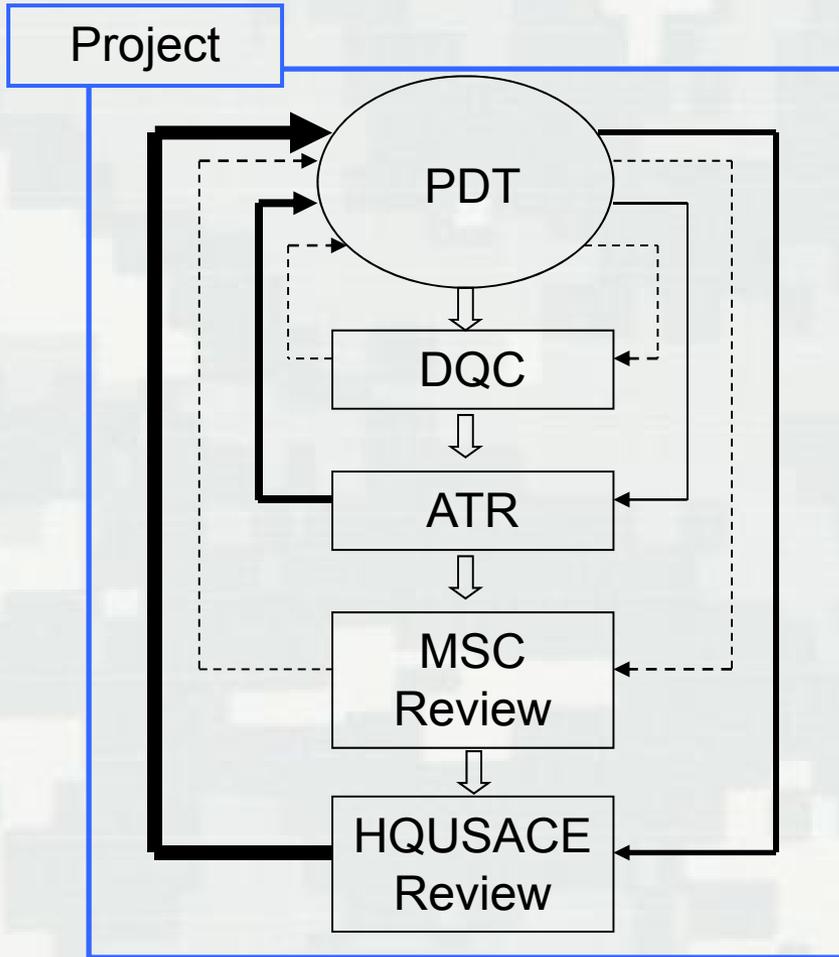
Received input from planners at different levels
within USACE

Common problems:

1. Insufficient knowledge base of planners executing studies
2. Inconsistent quality of review and response to reviews from PDT
3. Poor communication of issues and lessons learned across PDTs, Districts, and MSCs



Existing Condition



Observations:

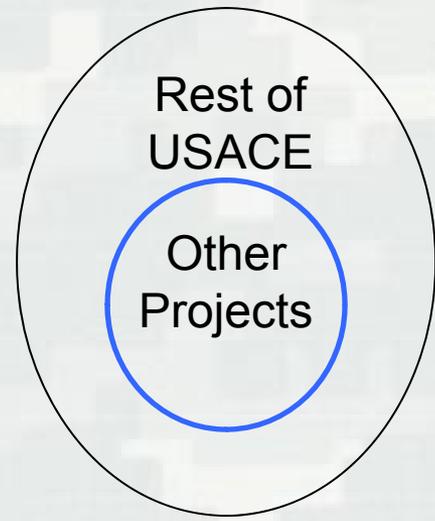
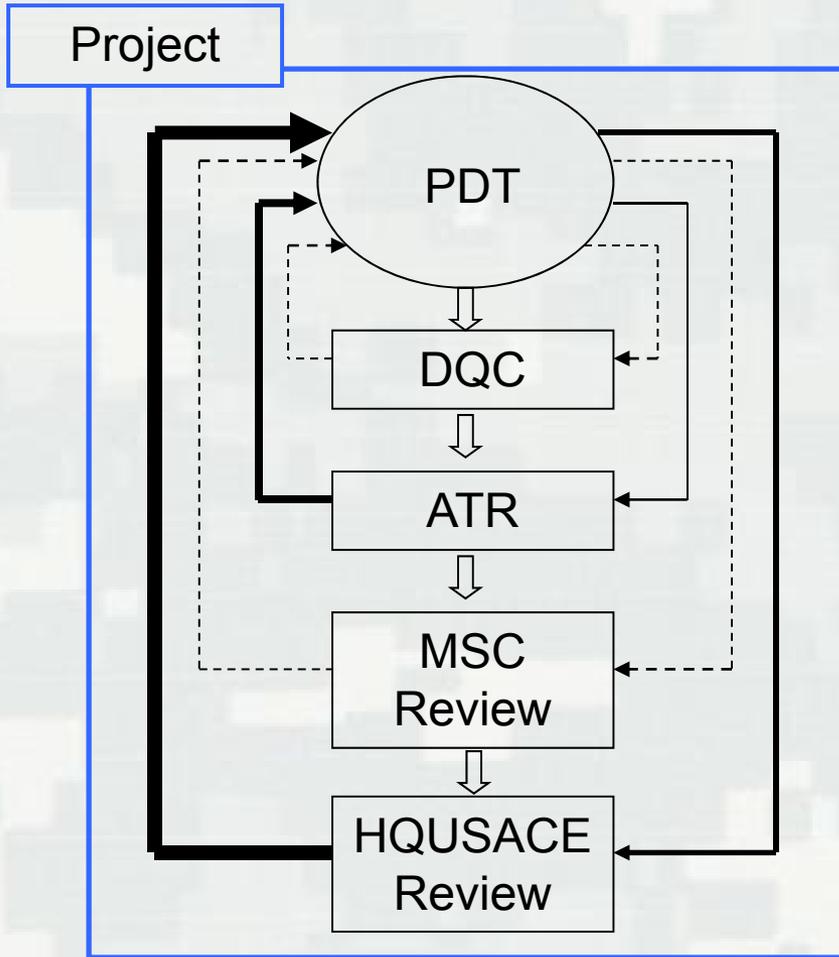
- 1) Inconsistent Report Quality
- 2) District Quality Control is not consistently performed

KEY

	Process is inconsistent		Thicker lines represent greater content flow
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Existing Condition



Observations

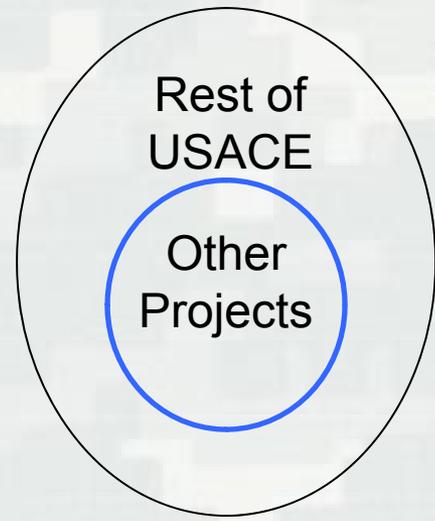
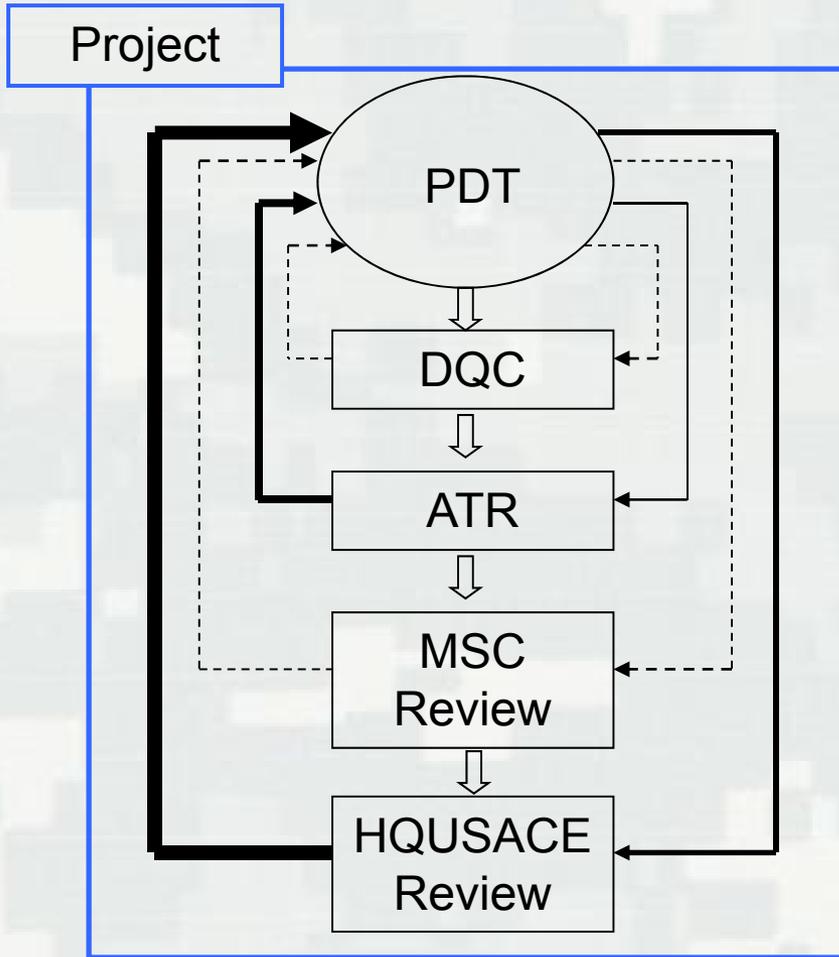
3) Comments are more substantive at later review levels while report quality is not substantially improved after early reviews

KEY

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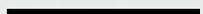
Existing Condition



Observations

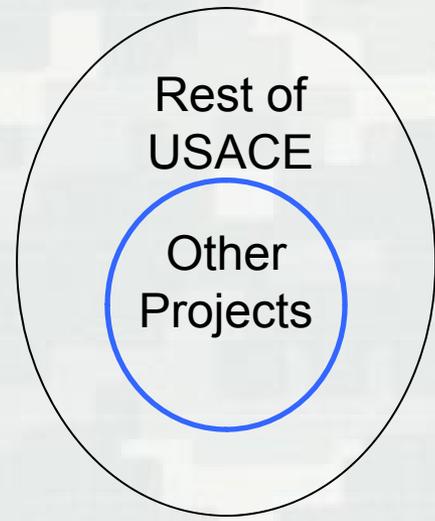
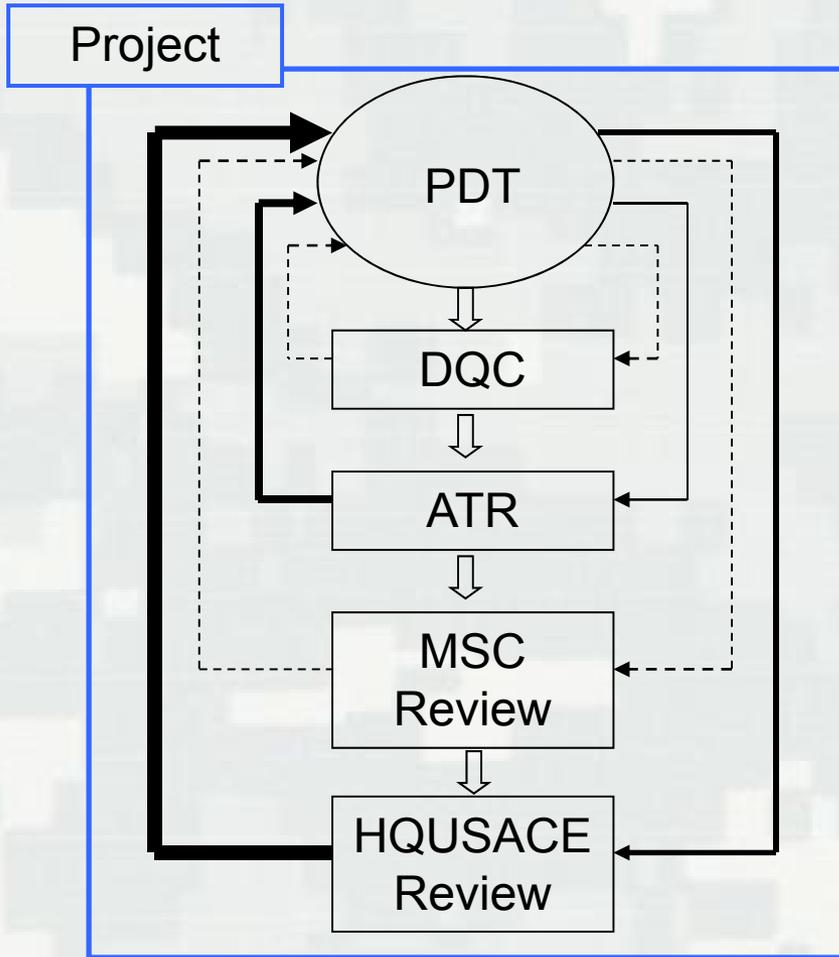
4) No formal process for sharing information from reviews between projects or with rest of Corps

KEY

	Process is inconsistent		Thicker lines represent greater content flow
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Existing Condition



Observations

5) MSC review role not consistent across Corps

KEY

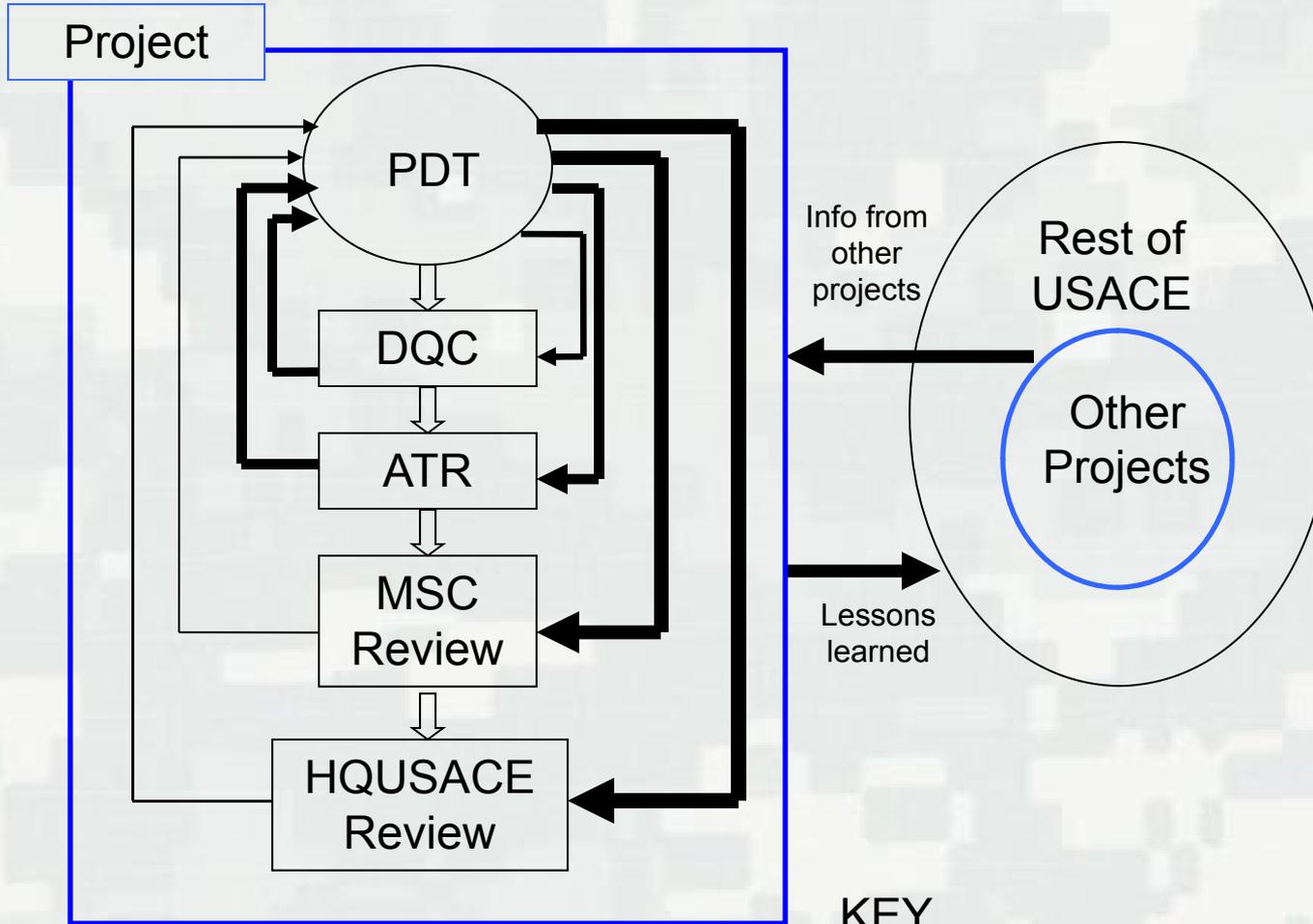
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Desired Condition

Observations



- 1) Improved information flow between PDT and reviewers

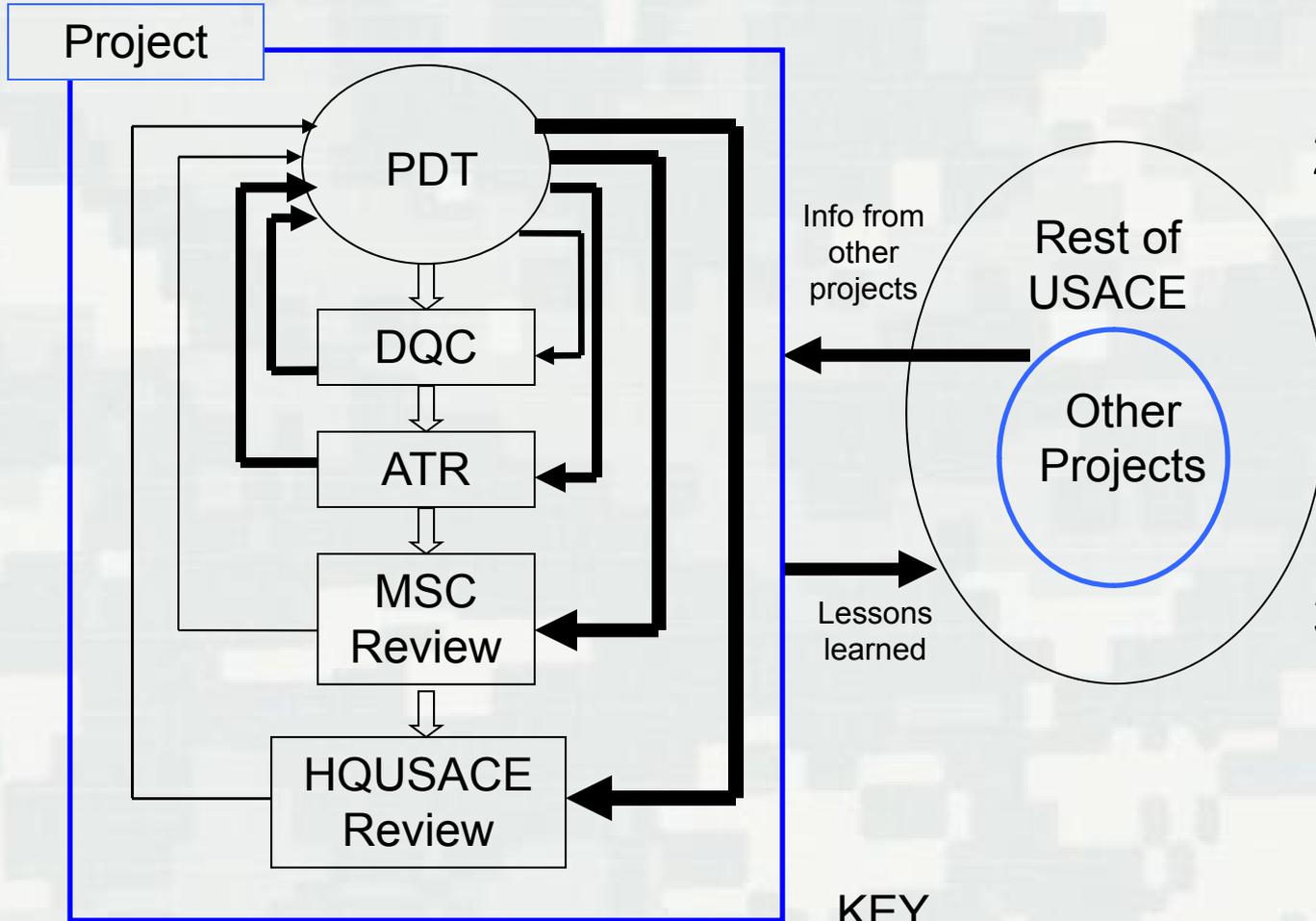
KEY

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Desired Condition



Observations

- 2) Better reports submitted to later review levels
- 3) Decrease in review feedback at later levels



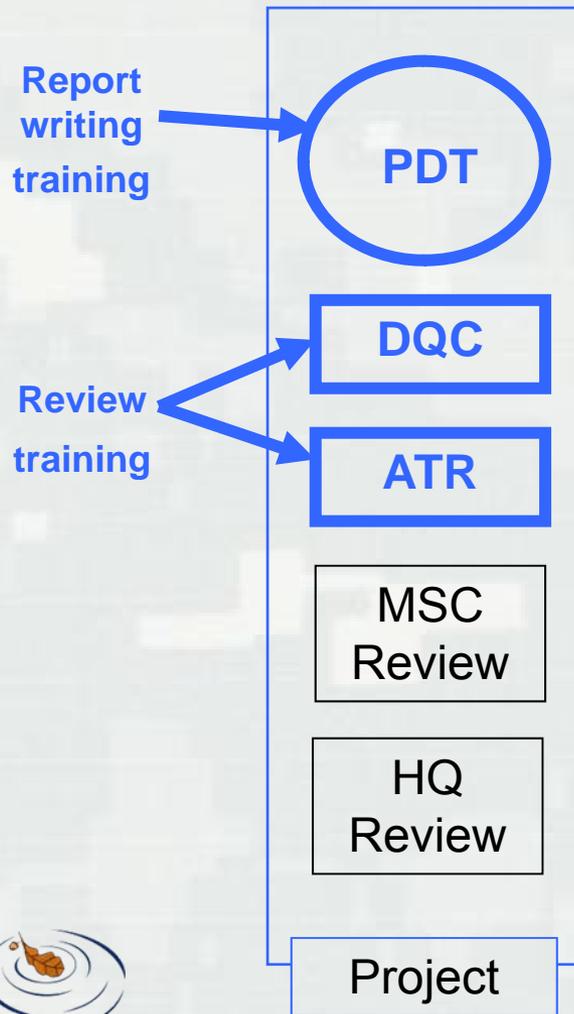


Recommendations

- Training
- Improved DQC
- PCX Clearinghouses
- Communicate & Adapt



Recommendation 1: Training

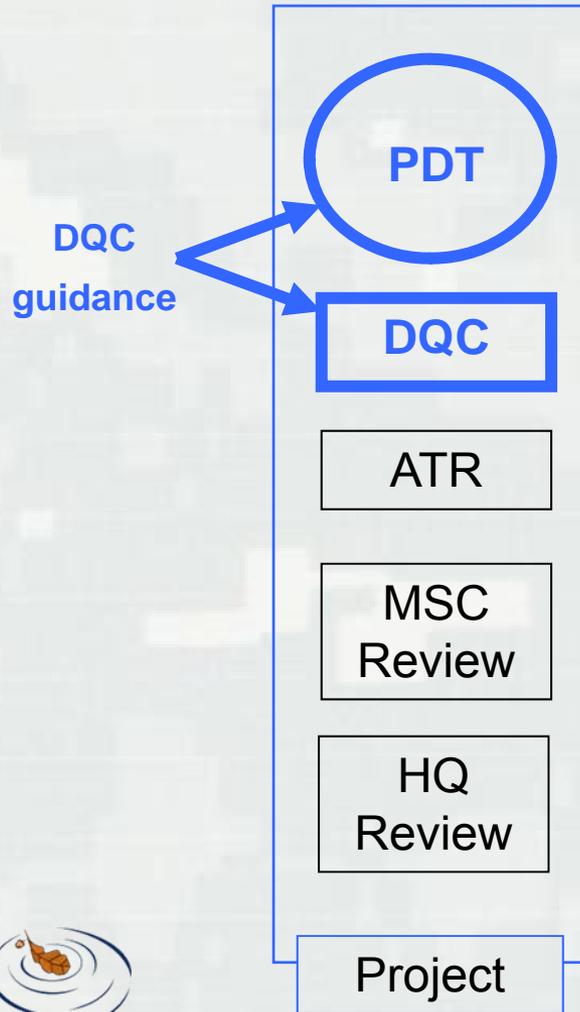


- Product Quality Training
- Review Training
- Certified Planner Certificate
- Develop Guides
 - ▶ How to Write a Report
 - ▶ Art of Review
- Start of Study Checklist and Training
- Train the Trainer Program





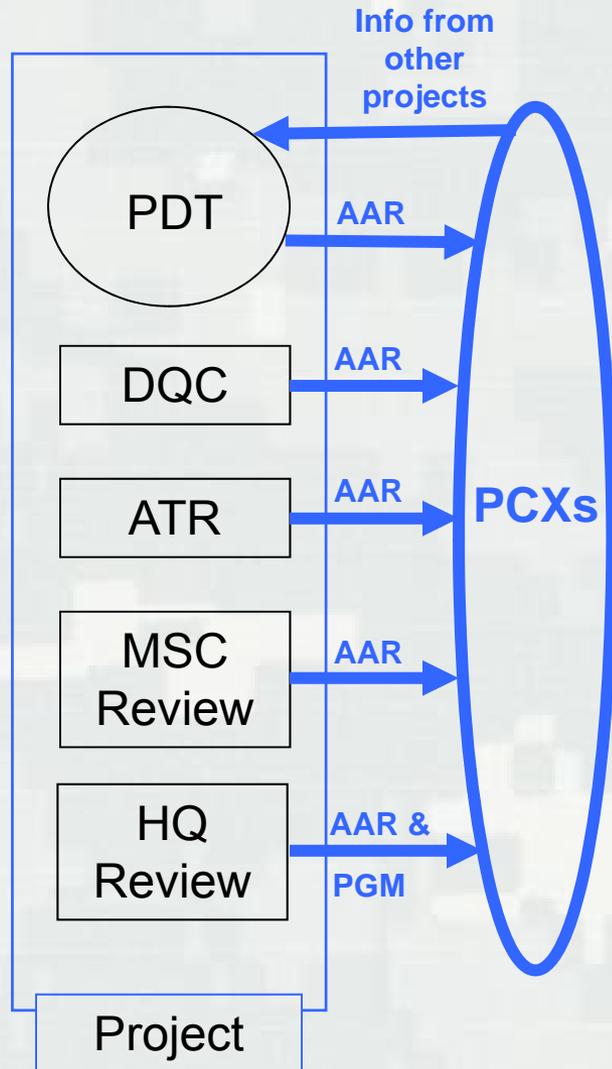
Recommendation 2: Improved DQC



- Establish DQC Requirements
 - ▶ Identify Responsible Parties
- DQC Guidance
 - ▶ Build Upon Current Guidance
 - ▶ Driven by HQ/PCX
 - ▶ More Emphasis in Peer Review Plan
- DQC Task Force for Each Business Line
 - ▶ Identify Responsible Reviewers
 - ▶ Keep Current on Guidance



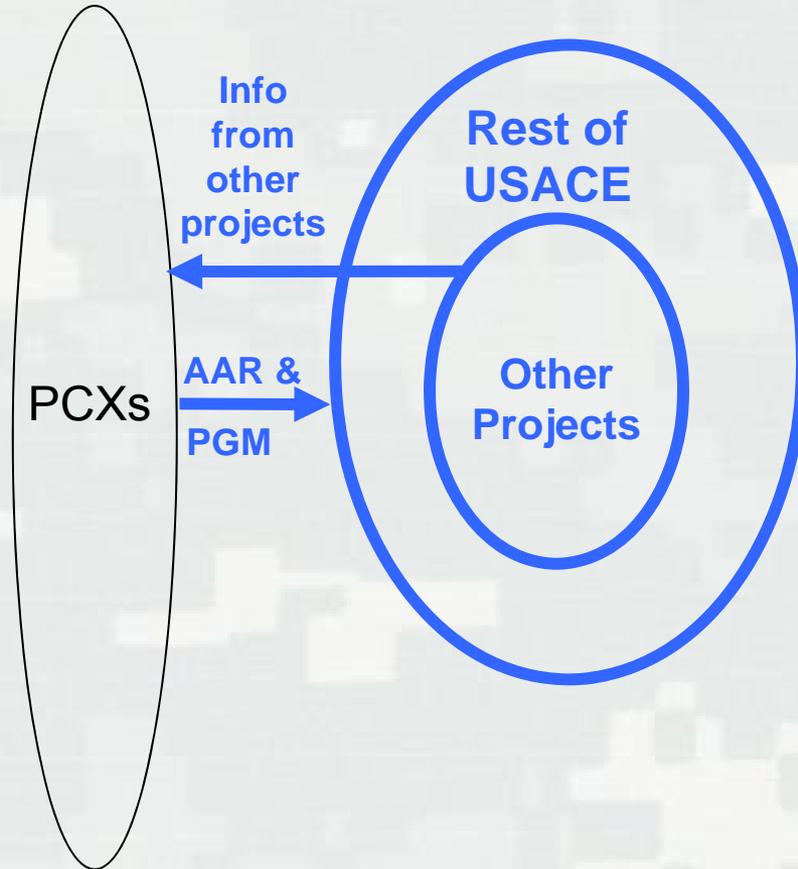
Recommendation 3: PCX Clearinghouses



- Require AAR for Milestones
- Standardized AAR Template
- PCX's as Clearinghouses
 - ▶ PGM's by Project
 - ▶ AAR's by Milestone
 - ▶ Review Summaries
- National Website
 - ▶ A Wikipedia for Planners
 - ▶ HQ Level Repository
 - ▶ Info Provided by PCX's
 - ▶ Relevant Info = Value



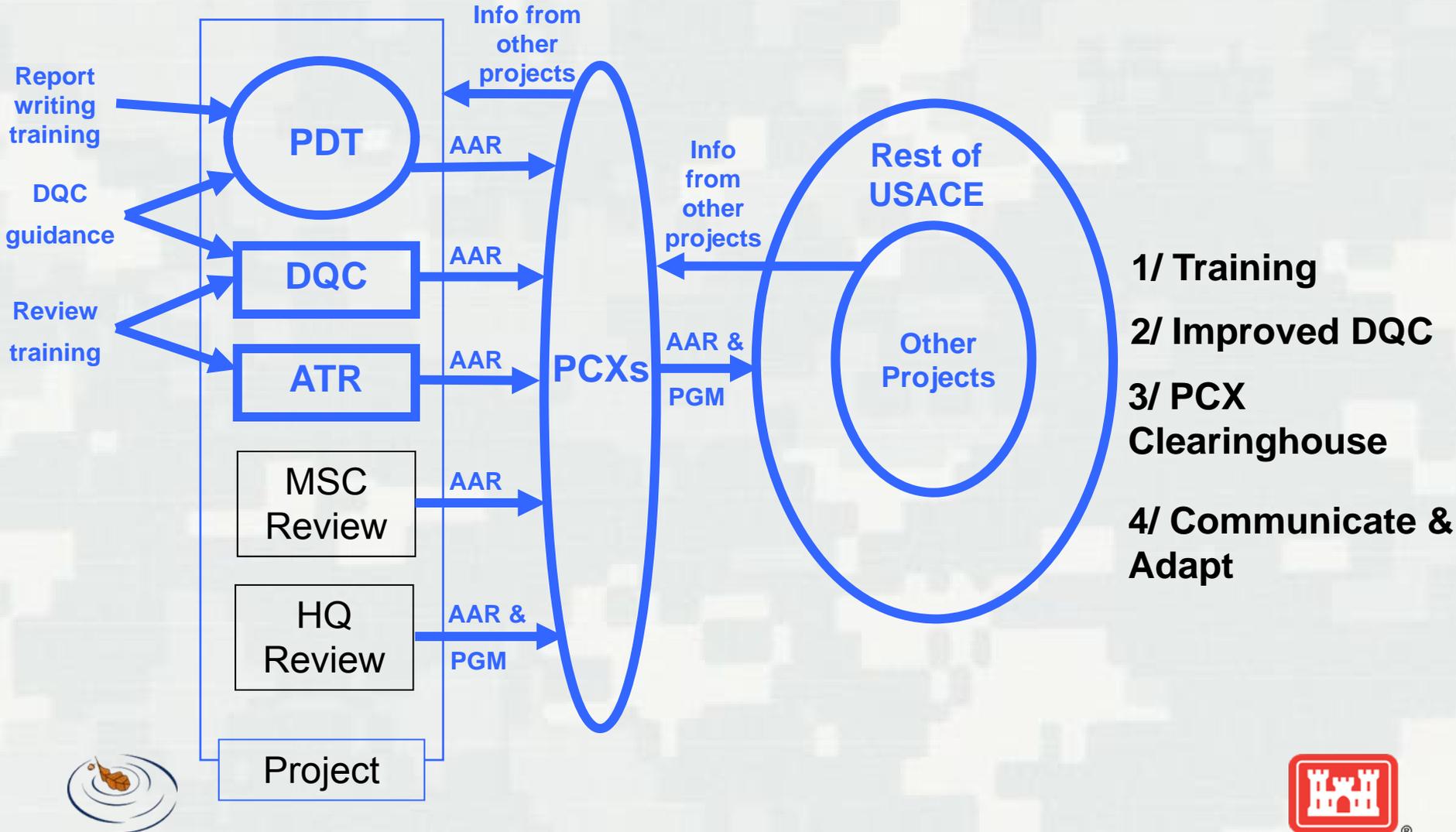
Recommendation 4: Communicate and Adapt



- Develop National Communications Plan
- PCX Newsletters
- Utilize Planning Ahead
 - ▶ Add an AAR Section
 - ▶ Upcoming Projects and Related Milestones
- Series of Webinars
 - ▶ Driven by Latest AAR Issues



Summary of Recommendations



Adaptive Planning Barriers

- **Funding**

How do we pay for this?

- **Accountability**

Even with a system in place, how do we get people to use it?



Suggestions for Overcoming Barriers

- Projects pay annually into database funding pool
- Utilize anticipated additional PCX personnel
- “Trade-off” and virtual developmental opportunities



Suggestions for Overcoming Barriers

- Include Adaptive Planning measures into Project Management Plans (scope, budget and schedule) and Review Plans
- Include providing lessons learned / AARs to PCX in scope of work
- Encourage planners to host seminars on projects



Benefits

Adaptive Planning focuses on:

- Better reviews early on
- Better response to reviews
- Better communication across projects
- Better planning capability

Ultimately leading to:

- Better use of the nation's fiscal resources
- Better water resources solutions for the nation



Path Forward

- Appoint a USACE-wide Adaptive Planning Work Group
 - ▶ Representation from District, MSC, PCX, and HQ levels
- Determine costs
- Foster a culture of sharing information





ADAPTIVE PLANNING



BUILDING STRONG®