PLANNERS' TRAINING AND DEVELOPMENT GUIDE

The guide is intended to serve as a roadmap for planner development during the stages of a planner's career, from novice to expert. The guide shows the "core courses" that planners should take, and at what stage in the planner's career they should be taken. It also shows the developmental activities that should occur at each stage of the planners career.

Stages of Planner Development:

Novice: is an inexperienced and untrained newcomer to planning.

Apprentice: is learning the craft of planning – not quite a beginner, but still requiring close supervision.

Journey-level: is experienced, and capable of performing all but the most complex planning assignments independently with little direct supervision.

Expert: is a highly skilled subject matter expert capable of handling planning tasks of the highest level of difficulty.

N	A	J	E	Knowledge, Skills, and Abilities	CWOC	Intro to planning	Planning Princ & Proc.	Plan Formulation WS	Econ Analy for WRP	Hydr. Engr. for WRP	Env. Analysis for WRP	Consensus Bldg. for WRP	Expert Planner Devel. Pgm.
●				Six-step planning process	●	●	●						
●				Civil Works missions	●		◒						
●				Civil Works history	●	◒							
●	◐			Communication skills				◒				◒	
●	◐			Project management business process	●		◒	◒					
●	◐			Continuing Authority procedures	●			◒					
	●			Water resources policies and authorities		◒	●	●					
	●			Determining the Federal interest	●	◒	◒	●	◒		◒		
	●			Public involvement processes		◒		◒					●
	●			Identifying without project conditions		◒		●					
	●			Identifying objectives		◒		●					
	●			Identifying/developing alternatives	●			●					
	●			Screening alternatives	●			●					
	●			Selection of the NED plan	●			●	◒				
	●			Cost Apportionment (cost sharing)			◒	●					
	●		◐	NEPA process	●			◒			●		
	●			Coordination with other agencies				●					●
	●		◐	Environmental mitigation analysis				◒			●		
	●			Social impact evaluation				◒	◒				
	●			Cultural resources evaluation				◒			◒		
	●			Local cooperation requirements				●					
	●			Economic benefit analysis documentation				◒	●				
	●			Engineering economics (time cost of money)				◒	◒				
	●			Floodplain Management requirements				◒					
	●			Real Esate rules and requirements				◒					
	●			Technical writing	●			◒					
	●			Team building/management	●			◒					
	●			P&G Accounts evaluation procedures	●	◒		●	◒				
	●			Scheduling and work breakdown structure				●					
	●			Independent technical review	●			●					
	●			Project features (flood, navigation, rest., etc.)	●			●					●
	●			Project approval steps	●			●					
	●			Decision documentation preparation, coord & review		◒		●					
	●		◐	Incremental cost analysis				◒	◒		●		
	●			Benefit cost analysis		◒		◒	●				
	●			Hydrology and flow frequency analysis				◒		●			
		●		Conflict resolution processes				◒				◒	
		●		Negotiating agreements with sponsors				◒				◒	
		●		Optimization					●				
		●	◐	Endangered species consultation process	◒						●		●
		●	◐	Habitat evaluation procedures or equivalent process							●		
		●		Post-authorization design and review procedures									◒
		●		Construction contracting procedures									◒
		●	◐	Financial plan evaluations, options for sponsors									●
		●		Documenting policy compliance review	◒								◒
		●		GIS applications						◒			
		●		Understanding requirements of PCA wording									◒
		●	◐	Government to government relations									●
		●		Relationships of HQ, ASA(CW), and OMB	◒								●
		●	◐	Leadership									●
		●		Risk analysis						◒			
		●		Federal budget process	◒								●
		●		CW authorization process	◒								●
			●	Cost allocation									●
			●	Multipurpose projects									●
			●	Briefing ASA(CW) and OMB									●
			●	Projects with interstate and international stakeholders									●
			●	Policy development									●

Other Developmental Activities[2]

Electives

Knowledge, Skills, and Abilities	Adv. Streambank Prot	A-E Contracting	Clean Air Act Workshop	Coastal Engineering	Coastal Planning	Civil Design to Planning	Civil Works Prog. and Budg.	Civil Emergency Mgmt. Course	Civil Works Prog. Dev. & Execution	Conflict Analysis & Res.	Conflict Mgmt. & Disp. Res.	Construction Wet Habitat	Cultural Resources	Customer Outreach Wkshp	Dredging Fund	Ecological Resources	Ecosystem Planning and Mgmt. Issues	Environmental Impact Assess of Proj.	Environmental Laws and Regs	Environmental Rest. Plan. & Eval.	Env. Impact Assess-Cultural/Hist. Res.	Env. Regs Appl	Eng/Des Constructed Wetlands	Environmental Writing	Flood Damage Tools	Flood Warn Prep Prop	Flood Frequency Analysis	Flood Hydrology with HEC-HMS	Fund Wetlands	GIS Introduction	GPS/GIS Application	HTRW	HEC-RAS, Basic	HEC-RAS, Advanced	Hydro. Analysis for River and Wetland Rest.	Plan., Design and Man. of Deep Draft Nav. Chan	Project Mgmt.-Civil Works	Project Management	Project Teambuilding	Public Involvement	Regulatory I – New Regs	Regulatory IIA – Proc. Issues	Regulatory IIB – Decision Making	Riparian Eco/Mgmt.	Remote Sensing	Risk Analysis for Water Res. Plan. & Mgmt.	River and Wetlands	Water Quality Mgmt.	Wetland Mitigation Bank Dev. & Mgmt.
Six-step planning process						◒																																														
Civil Works missions							◒	◒																																						◒						
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● Denotes phase in career when KSA is substantially acquired ◒ Provides in-depth treatment of KSA

● Denotes phase in career when KSA is substantially upgraded ◒ Touches on KSA

OJT/Mentoring

Novice:
- Receive "planners welcome package"
- Be assigned to senior planner "counselor"
- Be a member of a 905(b) team
- Participate on an ITR team
- Write something substantial (905(b), fact sheet, etc.)
- Visit four projects/studies
- Participate in a public meeting

Apprentice:
- Complete in-district development assignments in RE, constr, engr.
- Regularly attemd PRB meetings
- Review a budget justification sheet

Journey-level:
- Complete cross-district, MSC devlopmental assignment.
- Attend Congressional hearing.

Expert:
- Instruct at core curriculum courses;
- Developmental assignment at other agency, committee, etc.

Notes:

1. ***Core Courses*** constitute the set of training to provide skills acquisition in the planning KSAs. Planners need to concentrate on obtaining these courses:
   - **CWOC:** targeted at Novice/Apprentice level. Delivered at least once/yr at each MSC. Should be completed within the first 12 months of a planners career.
   - **Intro. to Planning:** targeted at Novice/ Apprentice level. Delivered at least once/yr. at each MSC. Should be completed within the first 12 mos. of a planner's career.
   - **Planning Principles and Procedures:** targeted at Novice/Apprentice level. Delivered at least once/yr at each MSC. Should be completed within the first 12 months of a planners career.
   - **Plan Formulation Wkshp:** targeted at Apprentice/Journey level. Delivered at least 4x/yr at various locations.
   - **Econ Analy for WRP:** targeted at Apprentice/ Journey level. Delivered at least 4x/yr at various locations.
   - **Hydr. Engr. for WRP:** targeted at Apprentice/ Journey level. Delivered at least 4x/yr at various locations.
   - **Env Analy for WRP:** targeted at Apprentice/ Journey level. Delivered at least 4x/yr at various locations.
   - **Consensus Building for WHP:** targeted at Apprentice/Journey level. Delivered at least 4x/yr at various locations.

2. ***Other Developmental Activities*** supplement formal training provided by the core courses.
   - **Expert Planner Development Program:** This is a 6 month developmental assignment targeted at journey-level planners. Details can be found on the planners resource web page (www.usace.army.mil/plannersresource)
   - **Electives:** provides more training in specialty areas to broaden and further enrich capability in particular KSAs. A list of PROSPECT technical courses of interest/applicability to planners is shown.
   - **OJT/Mentoring:** should be targeted at those KSAs appropriate to the individual's career phase (see example suggested activities for each phase in the boxes to the left).