Actions for Change

Improving Public Safety and the Nation's Water Resources Infrastructure

85th Meeting of the Coastal Engineering Research Board

September 2008

POC: Gary W. House, PE
HQUSACE
AFC Senior Program Manager

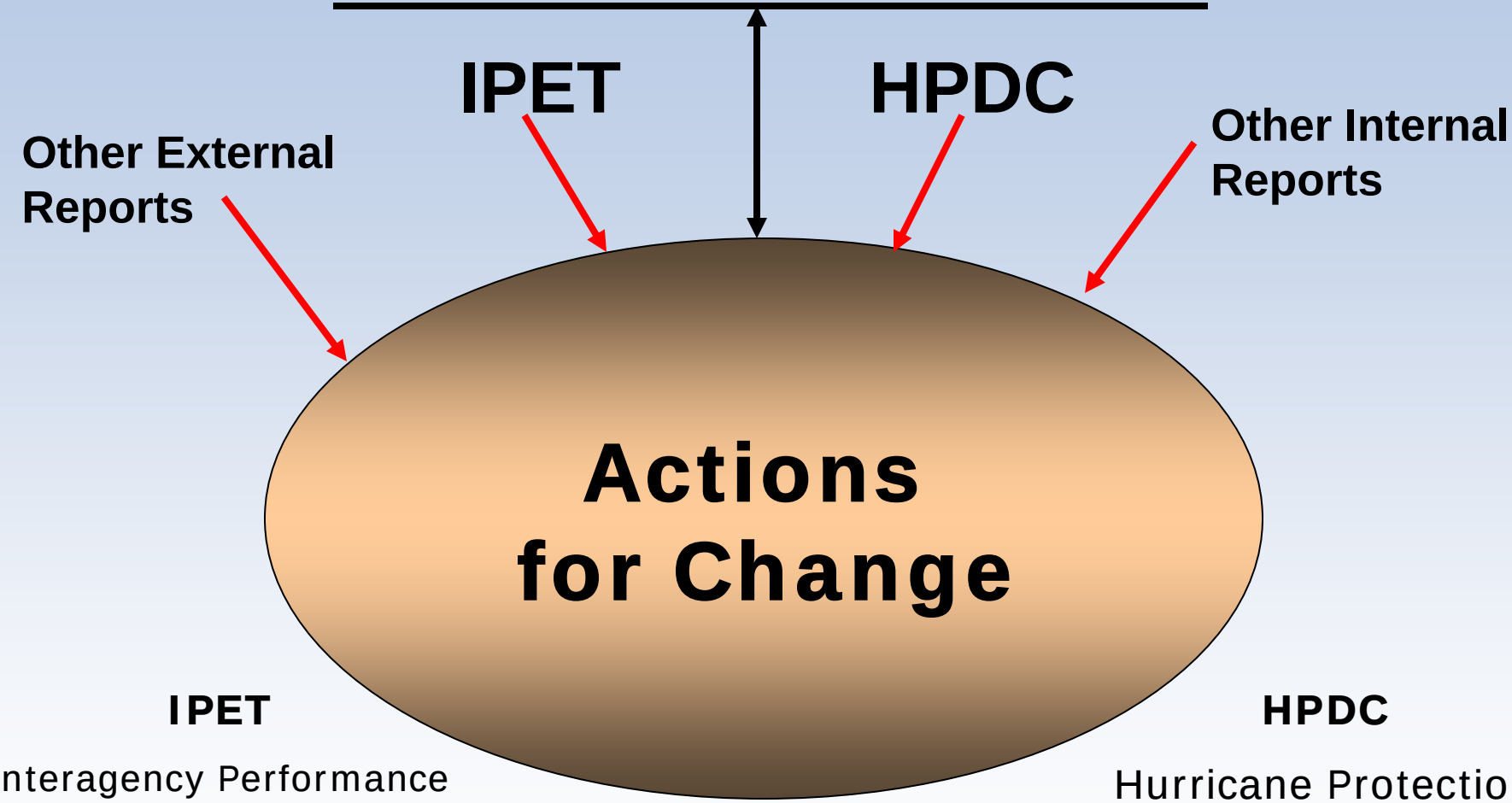
ACTIONS for CHANGE

CERB Brief - Actions for Change

- Background
- Program Planning / Development
- Implementation Approach
- Status Briefs from Our Four National Teams

ACTIONS for CHANGE

USACE Campaign Plan



IPET

Interagency Performance Evaluation Task Force

HPDC

Hurricane Protection Decision Chronology

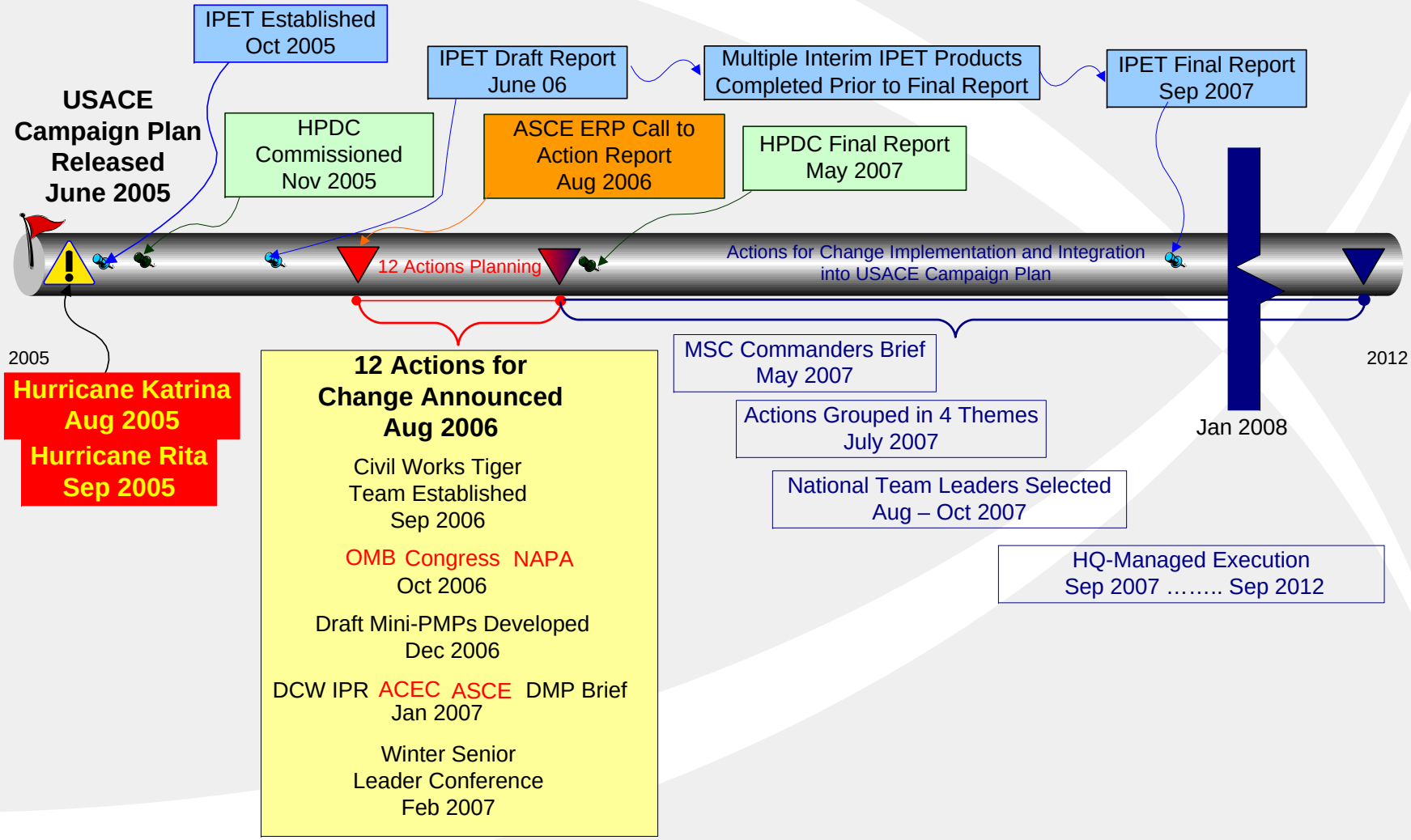
ACTIONS for CHANGE

BOTTOM LINE UP FRONT

"The Corps is responsible for the projects we build and manage, and we are accountable to the American people ……. for those who doubt us, words alone will not restore confidence. We are mindful that the public trust is earned when we follow through on our actions."

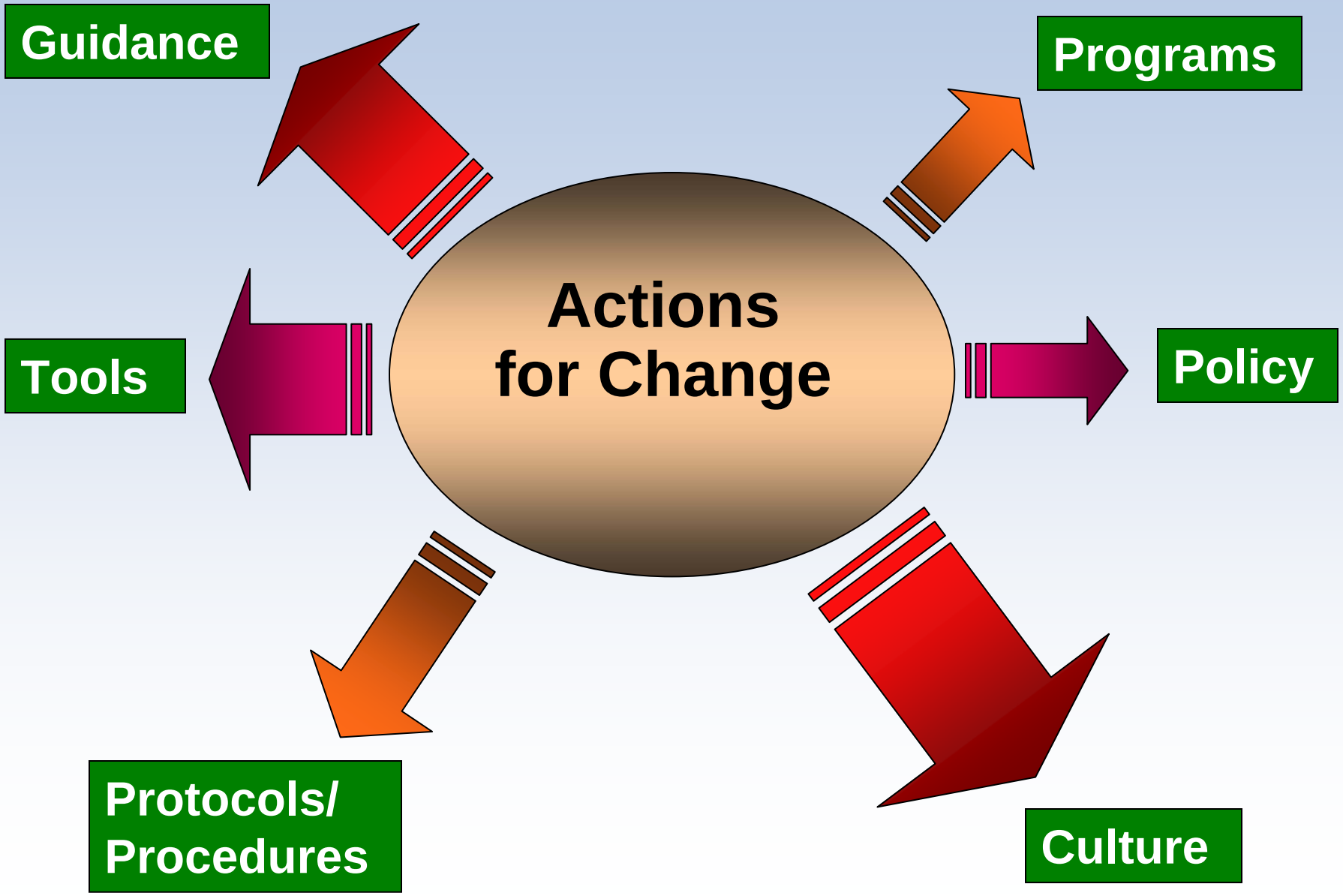
Lt. Gen. Carl A. Strock, Media event, New Orleans, 1 June 2006

TIMELINE
Actions for Change



All stressed that we must demonstrate our commitment to change.

How is the Program Targeted to Improve Public Safety and the Nation's Water Resources Infrastructure?



12 Actions Merged to 4 Themes

- **Theme 1: Comprehensive Systems Approach**
  - Action 1: Employ integrated, comprehensive and systems-based approach
  - Action 5: Employ adaptive planning and engineering systems
  - Action 6: Focus on sustainability
- **Theme 2: Risk Informed Decision Making**
  - Action 2: Employ risk-based concepts in planning, design, construction, operations, and major maintenance
  - Action 7: Review and inspect completed works
- **Theme 3: Communication of Risk to the Public**
  - Action 9: Effectively communicate risk
  - Action 10: Establish public involvement risk reduction strategies
- **Theme 4: Professional and Technical Expertise**
  - Action 3: Continuously reassess and update policy for program development, planning guidance, design and construction standards
  - Action 4: Employ dynamic independent review
  - Action 8: Assess and modify organizational behavior
  - Action 11: Manage and enhance technical expertise and professionalism
  - Action 12: Invest in research

ACTIONS for CHANGE

Theme 1 Actions

- **Theme 1: Comprehensive Systems Approach**
  - **Action 1**: Employ integrated, comprehensive and systems-based approach
  - **Action 5**: Employ adaptive planning and engineering systems
  - **Action 6**: Focus on sustainability

- Theme 1 will emphasize an integrated, comprehensive and systems based approach incorporating anticipatory management to remain adaptable and sustainable over time that places the highest priority on protection of public health and safety. These changes require the USACE to use collaborative, adaptive planning and engineering systems throughout the project life cycle to effectively manage its aging infrastructure in an environmentally sustainable manner through explicit risk management.

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Theme 2 Actions

- **Theme 2: Risk Informed Decision Making**
  - **Action 2**: Employ risk-based concepts in planning, design, construction, operations, and major maintenance
  - **Action 7**: Review and inspect completed works

- Theme 2 will emphasize integrated risk management. These changes require the USACE to use risk and reliability concepts in planning, design, construction, operations and major maintenance and to improve its review of completed works program by including an assessment component with the goal of ensuring safe, reliable, and resilient infrastructure.

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Theme 3 Actions

- **Theme 3: Communication of Risk to the Public**
  - **Action 9:** Effectively communicate risk
  - **Action 10:** Establish public involvement risk reduction strategies

- Theme 3 will emphasize clear and candid communication of risk both internally and externally, supporting risk-informed decision making. These changes require the USACE to improve its effectiveness in communicating risk; to coordinate a risk management approach and policy with all agencies and stakeholders; and to specifically establish ways and means to increase public involvement in informed risk decision-making.

ACTIONS for CHANGE

Theme 4 Actions

- **Theme 4: Professional and Technical Expertise**
  - **Action 3:** Continuously reassess and update policy for program development, planning guidance, design and construction standards
  - **Action 4:** Employ dynamic independent review
  - **Action 8:** Assess and modify organizational behavior
  - **Action 11:** Manage and enhance technical expertise and professionalism
  - **Action 12:** Invest in research

- Theme 4 will emphasize professionalism and technical competence. In the final state, expert Corps capability will provide safe, reliable, adaptable, sustainable systems. These changes require the USACE to provide responsible and competent public service professionalism, with life safety as a fundamental driver, by improving the management and development of technical competence and professionalism.

ACTIONS for CHANGE

Actions for Change Team Structure

Chief of Engineers

Board of Directors
MG Riley
MG Temple
Dr. Houston

HQ SES Leaders
Mr. James Dalton / Ms. Pat Rivers

Senior Program Manager
Gary House

Senior Advisory Team
HQ SES

Advisory Boards
HQ Business Lines
CERD/IWR
NGO Reps
Interagency Reps

Four National Teams

Comprehensive Systems Approach
Dr. Kathleen White
Actions 1,5,6

Risk Informed Decision Making
Dr. David Moser
Actions 2,7

Communication of Risk to the Public
Mr. Bill Peoples
Actions 9,10

Professional and Technical Expertise
Mr. Jerry Foster
Actions 3,4,8,11,12

ACTIONS for CHANGE

MSC Roles and Responsibilities

- Provide “ITR” of implementation plan and products for the assigned Action Theme

- Primary proponent for implementing the changes coming from the AFC program

1 Comprehensive Systems Approach
LRD, SWD, POD

3 Communication of Risk to the Public
MVD, SPD

2 Risk Informed Decision Making
LRD, NWD, SPD

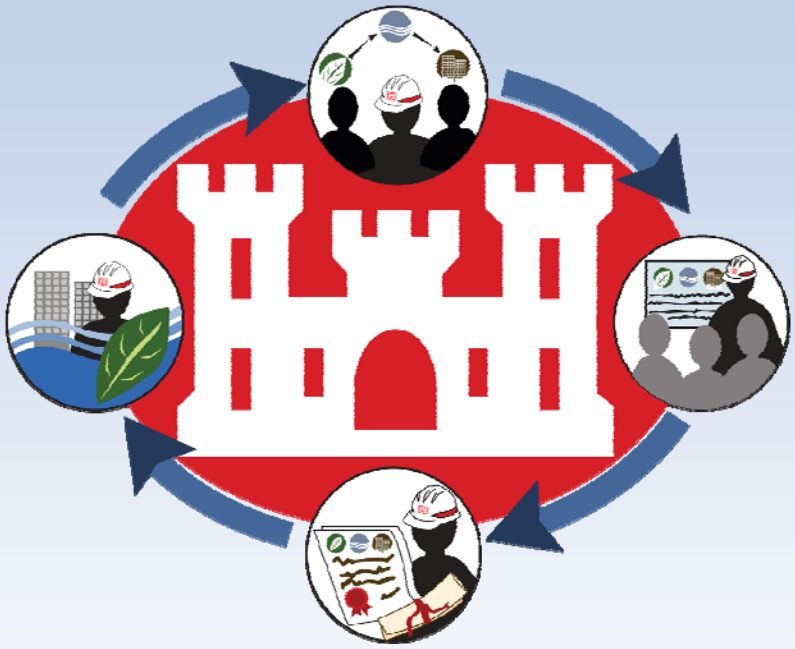
4 Professional and Technical Expertise
ERDC, SAD, NAD

ACTIONS for CHANGE

Makeup of the National Teams

- Multidisciplinary & cross-functional
- USACE-wide participation
- Representation external to the Corps
- Include next generation of Corps
- Leads for pilot projects or existing efforts that can provide leveraging
- Include R&D
- Active participants from other linked activities (e.g., Flood Risk Management Program)
- CoP leads

ACTIONS for CHANGE



To learn more about Actions for Change
visit us on the web at
https://maps.crrel.usace.army.mil/AFC/

ACTIONS for CHANGE

Coastal Engineering Research Board
Hilton Hotel
Portland, OR
23 Sept 2008

Actions for Change Theme 3: Communication of Risk to the Public

Bill Peoples

Lead, USACE Actions for Change Theme 3: Communication of Risk to the Public

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ACTIONS for CHANGE

Communication of Risk to the Public

Theme 3 Mission

- **To effect fundamental improvement in the way USACE communicates risk and involves the public**
- **Develop and implement Risk Communication and Public Involvement policy, guidance and training across USACE mission areas**
  - **Incorporate "best practices" USACE, other government agencies and the private sector in order to be sustainable over time**
  - **Placing the highest priority on protection of public health and safety**
  - **Consistent with the Corps Communication Principles**

ACTIONS for CHANGE

Communication of Risk to the Public

Theme 3 Team

- Bill Peoples, Team Lead
- Dr. Hal Cardwell, IWR
- Nancy Porter, HQUSACE
- Judy Soutiere, SPK
- Nancy Sticht, SAJ
- Wayne Stroupe, ERDC
- Patrick Swan, NWD

ACTIONS for CHANGE

Communication of Risk to the Public

Definitions

- **Risk Communication:** The process of communicating potential risks of any issue to stakeholders and the public. *Communicating potential project risks to the public in order for them to understand risks and to take action*. *Two way, clear, transparent communication.*
- **Public Involvement:** Allowing stakeholders and the public to participate in public policy decision-making. *Involving stakeholders in the risk-informed decision-making process during the lifecycle of a project.*

ACTIONS for CHANGE

Communication of Risk to the Public

Objectives and Approaches

- **Action 9: Effectively Communicate Risk**
  - Objective – Communicate risk and reliability concepts, alternative levels of risk, and associated consequences more effectively internally, to project stakeholders, and to the general public.
  - Approach - Communicate alternative levels of risk and associated consequences more effectively to project stakeholders and the general public. Communicate simply and clearly the risks borne by the public and residual risks to life and property.

- **Action 10: Establish Public Involvement Risk Reduction Strategies**
  - Objective – Coordination of a risk management strategy and policy with all agencies and stakeholders; specifically establish strategies to increase public involvement in risk-informed decision-making and implementation.
  - Approach – Require public involvement, with special emphasis on those who will bear the risk, in selecting the right combination of structural, nonstructural, zoning, and emergency response components in the flood risk reduction system. Increase efforts to educate local governments on residual risk and impacts of their land use decisions.

ACTIONS for CHANGE

Communication of Risk to the Public

Deliverables

- Action 9. - Risk Communication
  - 9a. Methods to Communicate Risk
  - 9b. Risk Communication Guidance
  - 9c. Infuse Understanding of Risk
  - 9d. Risk Communication Pilots
- Action 10. - Establish Public Involvement Risk Reduction Strategies
  - 10a. Public Involvement Framework
  - 10b. Residual Risk Education
  - 10c. External Advisory Committee
  - 10d. Public Involvement Pilots

ACTIONS for CHANGE

Communication of Risk to the Public

Public Involvement

- Collaboration with non-federal partners and stakeholders is being mentioned often these days
- Collaborative decision-making will improve an organization's decisions by involving those people who are affected by those decisions
- Effective collaboration is assumed throughout the Risk-informed Decision-Making process
  - It is expected to be articulated in the new Risk-informed Planning process

ACTIONS for CHANGE

Communication of Risk to the Public

Implementation Approach

- Phase I – Research Best Practices
- Phase II – Planning and development of USACE processes and programs for Risk Communication and Public Involvement
- Phase III – Implementation
- Phase IV – Evaluation
- Key to success will be an effective training program

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Communication of Risk to the Public

Training

- Risk Communication Workshops – half-day Executive and three-day Interactive.
  - 5 division-level workshops completed (MVD, SWD,SPD, NWD, LRD)
  - Four scheduled (NAD, SAD, POD and 2nd NWD set)
  - Scheduling ERDC and HEC
- Train-the-Trainer Program – five-day course that includes training on Strategic Communication, Risk Communication and Public Participation
- Online and distance learning Risk Communication program for basic understanding for anyone in USACE.

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Summary

- Communicate risk to build relationships, public trust, credibility and confidence in the Corps to accomplish the mission
- Help people make risk-informed decisions
- Involve the public and stakeholders in project planning decisions to in order to increase public trust and to make better decisions.

ACTIONS for CHANGE

CERB
September 2008

Actions for Change Theme 4: Professional and Technical Expertise

Christopher W. Gluck
USACE Actions for Change Theme 4: Professional and Technical Expertise
Christopher.w.gluck@usace.army.mil

ACTIONS for CHANGE

Professional and Technical Expertise

Theme 4: Professional and Technical Expertise

Action 3: Continuously reassess and update policy for program development, planning guidance, design and construction standards

Action 4: Employ dynamic independent review

Action 8: Assess and modify organizational behavior

Action 11: Manage and enhance technical expertise and professionalism

Action 12: Invest in research

ACTIONS for CHANGE

National Technical Competency Strategy (NTCS) – 6 Steps

1. Establish and resource a National Technical Competency Team (NTCT)
2. Identify future USACE missions, roles and methods of delivery
3. Determine competencies and level of technical capabilities to support these future roles.
4. Identify gaps between current and future competency and capability requirements
5. Develop short-term strategy and transition plan.
6. Develop USACE recruitment, hiring, development, and retention strategy.

ACTIONS for CHANGE

Professional and Technical Expertise

1. **Establish and resource a National Technical Competency Team (NTCT)**
   - Team Lead – Jerry Foster / HQ
   - E&C – John Jaeger / LRH
   - E&C – Bill Zaner / NWK (R)
   - Installation Support – Jim Lovo / HQ (R)
   - Project Management – John H. Roberts / SWT
   - O&M – Lee Bass / SWL
   - Strategic Workforce Planning – Chris Gluck / NWD
   - Environmental – Tomiann McDaniel / HQ
   - Human Resources – Rhonda Rhynes / HQ
   - Planning – Martin Hudson / NWD
   - Contracting – John B. Roberts / HQ
   - R&D – Joan Pope / ERDC
   - Real Estate – Mary Jane Beck / HQ
   - Military Engineers - COL Dornstauder / HQ

ACTIONS for CHANGE

Professional and Technical Expertise

2. Identify future USACE missions, roles and methods of delivery

- USACE Strategic Plans
- Organizational Structure and Business Process
- “Pre-Workshop” 11-12 Dec 07
- “External” Workshop 13 May 08
- CoP Review and ITR Process
- “Draft Report” Chapters 1 & 2 – Sept 08
- “Internal” CoP Workshop – Dec 08 (Tentative)

ACTIONS for CHANGE

Professional and Technical Expertise

3. Determine competencies and level of technical capabilities to support these future roles.

- CoP's / Sub-CoPs and MSC's
- Implementation of Army Competency Management System (CMS)
    - Technical (approx 600 competencies / 70 series)
    - Technological
    - Professional
    - Planning
    - Business
    - Management

ACTIONS for CHANGE

Professional and Technical Expertise

4. Identify gaps between current and future competency and capability requirements.

- Army CMS – 3 Year projections
- DCPDS - Workforce Analysis Support System (WASS)
- IMD – Workload Workforce Planner
- CoP's and MSC's Judgment

ACTIONS for CHANGE

Professional and Technical Expertise

5. Develop short-term strategy and transition plan.

- FY 08-09 assessment of MP
- FY 08-09 In-House design for military program
- Training with Industry (TWI)
- Encourage use of authorities for recruitment & retention (ECB)
- Developing process for selection of in-house projects (ECB)
- Identify Risk Management training
- Develop standards for knowledge sharing (ECB in process)
- Completed assessment of EC requirements at MSC's
- Set up DAWIA and business training for USACE
- Completed survey on health of CoP's
- Developing sustainable NTCS business process
- Campaign Plan Goal 4a
- CoP Refresh by NMB
- MSC transition plans based on MOD decisions

ACTIONS for CHANGE

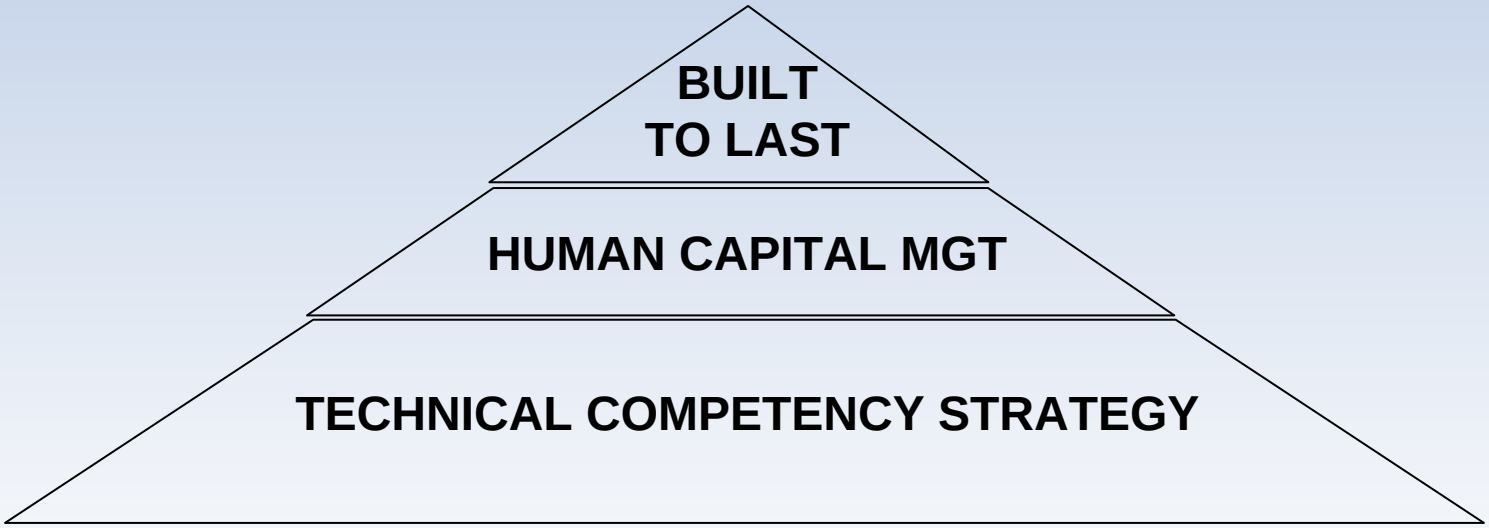
Professional and Technical Expertise

6. Develop USACE recruitment, hiring, development, and retention strategy.

- Focus on gaps identified through Army CMS
- USACE Corporate recruitment
- HR sponsored Recruitment Summit
- CMS and ATMP
- Mentoring
- Relationships with academia
- Exit interviews
- TWI
- CP-18 intern hiring and training

ACTIONS for CHANGE

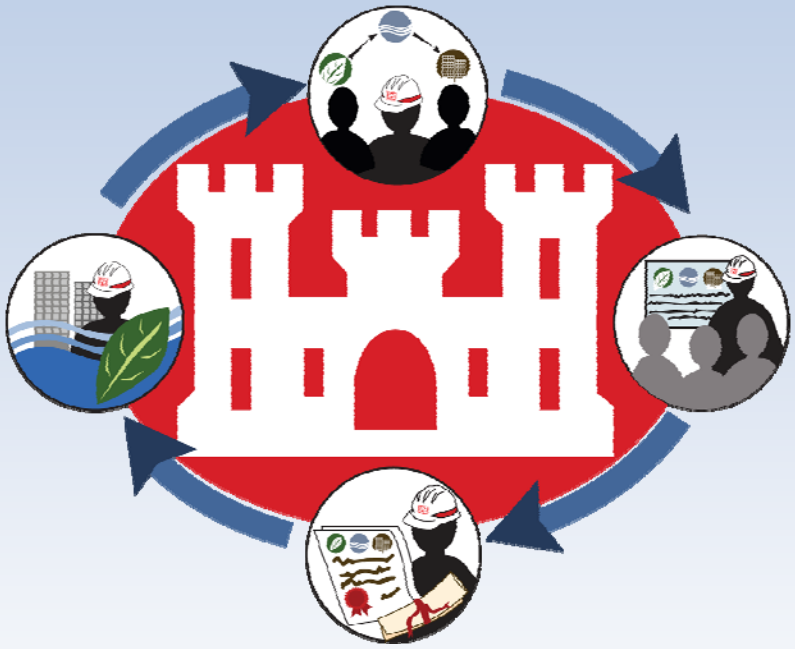
Professional and Technical Expertise



SYSTEMATIC & STANDARDIZED PROCESS ACROSS USACE

ACTIONS for CHANGE

Questions?



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Actions for Change Online Resources

***Engineer Update* Overview Article – Feb 2008**
http://www.hq.usace.army.mil/cepa/pubs/feb08/story7.htm

***Engineer Update* Theme 1 Article – March 2008**
http://www.hq.usace.army.mil/cepa/pubs/mar08/story11.htm

***Engineer Update* Theme 2 Article – May 2008**

http://www.hq.usace.army.mil/cepa/pubs/may08/story7.htm

Actions for Change website

https://maps.crrel.usace.army.mil/AFC/

(only available inside the USACE firewall at this time)

ACTIONS for CHANGE

Background Slides

ACTIONS for CHANGE

Talking Points - Actions for Change

- The Actions for Change are a set of actions the Corps will focus on to transform its priorities, processes, and planning to better serve the nation and its Armed Forces across all our mission areas.
- Driven by the Hurricane Katrina disaster, the primary goals of the Actions are to improve public safety and the Corps' water resources infrastructure.
- Several Actions have implications for MP (Technical Competence, Adaptive Management , Sustainability, Risk Management)
- The Actions will include a more rigorous focus on risk analysis in the planning, design, construction and maintenance of safe, reliable, sustainable systems.
- We will use dynamic reviews to assure public safety and broaden public involvement and acceptance.
- The 12 Actions have been divided into 4 themes; each theme will be implemented by a national team that reports to HQ
- Each MSC will play a quality assurance role for one or two of the Actions.

ACTIONS for CHANGE

US Army Corps of Engineers®

News Release

Release No. PA-06-11

Contact: Gene Pawlik 202-761-7690
Eugene.A.Pawlik@usace.army.mil

For Immediate Release:
August 24, 2006

U.S. Army Corps of Engineers releases its "12 Actions for Change"

Washington (August 24, 2006) – The commander of the United States Army Corps of Engineers today signed and released the "12 Actions for Change," a set of actions that the Corps will focus on to transform its priorities, processes and planning.

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Katrina Report Blames Levees

Army Corps Of Engineers: 'We've Had A Catastrophic Failure'

NEW ORLEANS, June 1, 2006

A new report released by the U.S. Army Corps of Engineers June 1, 2006, admits failures in the hurricane protection system during Hurricane Katrina. **(AP)**

(CBS/AP) A contrite U.S. Army Corps of Engineers took responsibility Thursday for the flooding of New Orleans by Hurricane Katrina and said the levees failed because they were built in a disjointed fashion using outdated data.

"This is the first time that the Corps has had to stand up and say, 'We've had a catastrophic failure,'" Lt. Gen. Carl Strock, the Corps chief, said as the agency issued a 6,000-page-plus report on the disaster on Day 1 of the new hurricane season.

The Corps said it will use the lessons it has learned to build better flood defenses.

FAST FACT

The Atlantic hurricane season starts on June 1, and ends on November 30.

"Words alone will not restore trust in the Corps," Strock said, adding that the Corps is committed "to fulfilling our important responsibilities."

Katrina's official death toll tops 1,000

Louisiana prepares for Rita, but levees still vulnerable

KATRINA DEATH TOLL: Failed canal walls led to hundreds of deaths: An analysis after Hurricane Katrina indicated hundreds of deaths might have been averted if New Orleans' canal floodwalls had not collapsed.

From: The Miami Herald | Date: January 1, 2006 | Author: JOHN SIMERMAN | More results for: katrina death 2006

The Miami Herald Nearly 600 deaths from Hurricane **Katrina** might have been averted had floodwalls on two New Orleans canals not collapsed, a Knight Ridder analysis of where bodies were found after the storm indicates.

The bodies of at least 588 people were recovered in neighborhoods that engineers say would have r
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shoddy constr

Investigators posit levee design flaws

The Boston Globe

Think catastrophe in New Orleans was avoidable

By Joby Warrick and Michael Grunwald, Washington Post | October 26, 2005

NEW ORLEANS -- Within a space of 15 hours on Aug. 29, three massive, concrete floodwalls in separate parts of the city suddenly fractured and burst under the weight of surging waters from Hurricane Katrina. The breaches unleashed a wall of water that swept entire

***USA Today:* Katrina Claims Stagger Corps**
Louisiana, New Orleans Want $277 Billion

By Brad Heath, USA Today

April 9, 2007

New Orleans and Louisiana, swamped when the city's storm protections failed during Hurricane Katrina, demand the federal government pay a damage bill that is more than double the entire cost of the massive Gulf Coast rebuilding effort.

So many claims have been filed against the Army Corps of Engineers that the agency needs at least another month even to tally the floor-to-ceiling stacks, spokesman Vic Harris says. Among the more than 70,000 damage claims filed is one for $200 billion by Louisiana's attorney general and another by New Orleans for $77 billion.

Those two alone are more than double the $110 billion Congress approved for Florida and the Gulf Coast after Katrina and two other hurricanes struck in 2005. The amount is more than half of what the military has spent fighting in Iraq and Afghanistan.

Actions for Change

1. Employ an Integrated Comprehensive Systems-Based Approach
2. Employ Risk-Based Concepts in Planning, Design, Construction, and Major Maintenance
3. Continuously Reassess and Update Policy for Program Development, Planning Guidance, Design and Construction Standards
4. Dynamic Independent Review
5. Employ Adaptive Planning and Engineering Systems
6. Focus on Sustainability
7. Review and Inspect Completed Works
8. Assess and Modify Organizational Behavior
9. Effectively Communicate Risk
10. Establish Public Involvement Risk Reduction Strategies
11. Manage and Enhance Technical Expertise and Professionalism
12. Invest in Research and Development