

OVERCOMING DISCIPLINARY SILOS: BARRIERS AND STRATEGIES

Collaboration Webinar

2017 Planning Associates (PA)
Capstone

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Institute for Water Resources (IWR)

26 Sep 2017



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BOTTOM LINE UP FRONT

Our disciplinary and organizational silos provide great value

But, they also have **negative consequences**



The findings of this Capstone recommend:

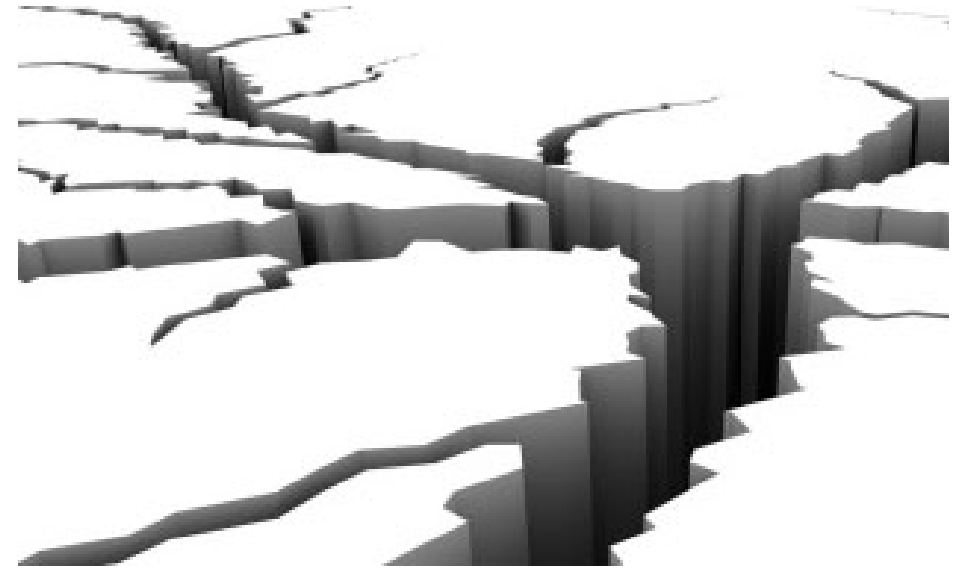
- Empowering better connections and integration across silos
- Encouraging big picture thinking,
- Emphasizing early PDT integration & team building
- Improving PDT coordination and accountability.



PROBLEM STATEMENT

Army Corps of Engineers (USACE or Corps) operates in:

- a fragmented organizational structure and culture
- negative consequences to decision-making effectiveness
- Often limits ability to develop holistic solutions to the nation's water resources challenges



Project Delivery Team



Communities of Practice



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PROBLEM STATEMENT



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OPPORTUNITIES

- Shift USACE Culture to be more holistic, integrated, and innovative
- Increase Collaboration, Cooperation, Communication (CCC), Transparency & Trust
- Improve work quality and decision effectiveness
- Prevent costly errors and conflicts



OBJECTIVES

- Break down barriers to CCC
- Increase transparency and trust



CONSTRAINTS

- Consistent with Federal Laws
- Time and Money: 3x3x3
- Avoids putting unreasonable demands on staff



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ADDITIONAL CONSIDERATIONS

- USACE is a large organization and culture change is not going to be easy



ADDITIONAL CONSIDERATIONS

- Communication is hard (and for certain people it is really hard)



ADDITIONAL CONSIDERATIONS

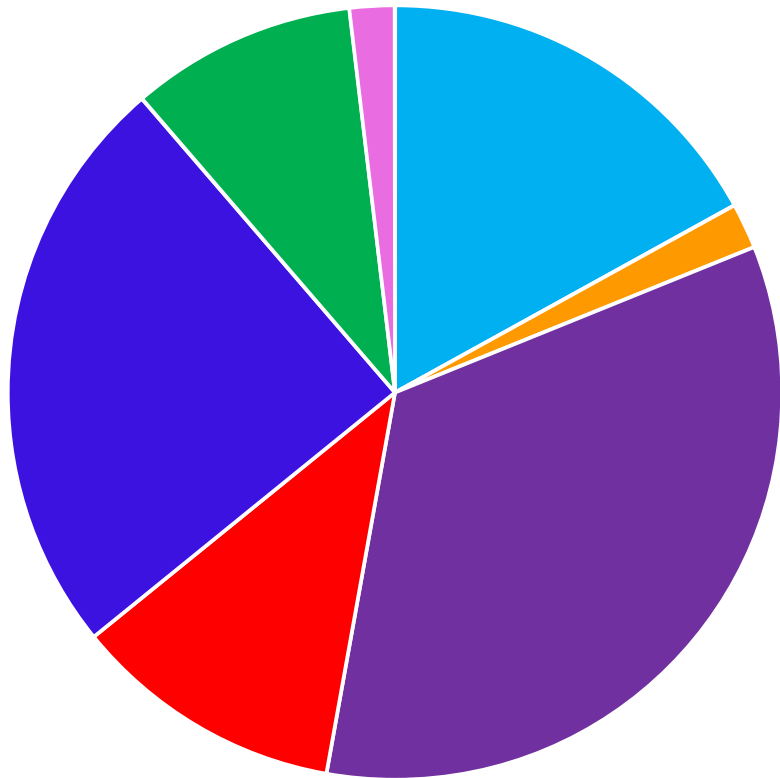
- We are still the government (and can't necessarily do things private sector can)



INVENTORYING AND FORECASTING

Historic and Existing Conditions:

Personal Interviews



■ IWR ■ ERDC ■ HQ
■ Division ■ District ■ Private Sector



Communities of Practice

- CW Planning and Policy
- Engineering & Construction
- Dam & Levee Safety
- Collaboration and Public Participation
- Program and Project Mgmt
- Real Estate
- Knowledge Management
- Risk Cadre
- (and others)

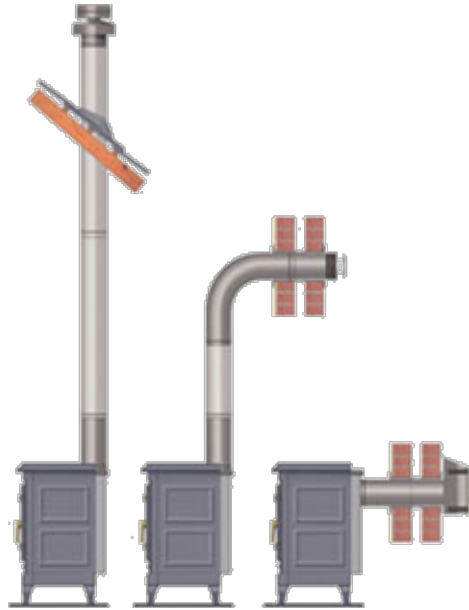
INVENTORYING AND FORECASTING

HISTORIC AND EXISTING CONDITIONS:

“kingdoms” /
“fiefdoms



“stove-pipes”



“independent
franchises”



“silos”



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INVENTORYING AND FORECASTING

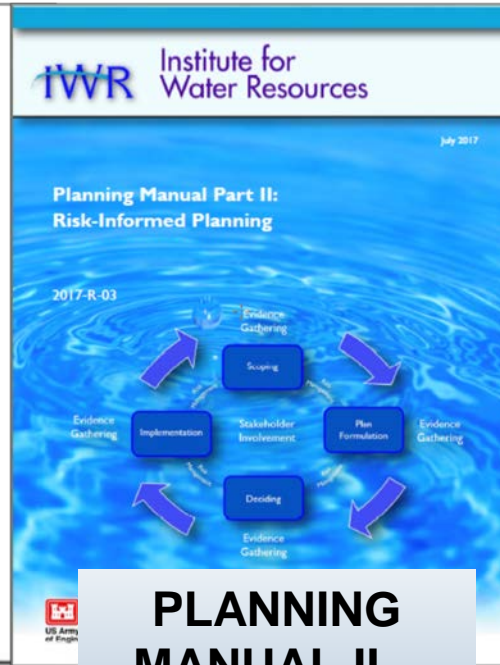
HISTORIC AND EXISTING CONDITIONS:

(3) **The Project Delivery Team (PDT) is responsible for project success.** The PDT is empowered and supported by senior organizational leaders to make project decisions within the bounds of the approved PMP. **Led by the Project Manager, they are empowered to act in unison across organizational boundaries** focusing on consistent service to customers. Senior leaders are responsible to ensure the team has the resources, tools, skills, and experience needed to

CECW-P Engineer Regulation 1105-2-100	Department of the Army U.S. Army Corps of Engineers Washington, DC 20314-1000	ER 1105-2-100 22 April 2000
	Planning PLANNING GUIDANCE NOTEBOOK	
	Distribution Restriction Statement Approved for public release, distribution is unlimited.	

PLANNING MANUAL
by
Charles E. Yoe, Ph.D., Principal
The Greeley-Polhemus Group, Inc.

and
Kenneth D. Orth
U.S. Army Corps of Engineers
Water Resources Support Center
Institute for Water Resources



DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, D.C. 20314-1000
ER 5-1-11
1 November 2006

CECW-CB
Regulation
No. ER 5-1-11

Management
USACE BUSINESS PROCESS

- Purpose:** This regulation establishes policy and doctrine to accomplish all work performed by the U.S. Army Corps of Engineers (USACE).
- Applicability:** This regulation applies to all USACE activities, all USACE employees, and all functions.
- Distribution:** Approved for public release, distribution is unlimited.
- References:**
 - AR 5-1, Total Army Quality Management
 - AR 11-2, Management Control
 - FM 22-100, Army Leadership
 - ER 25-1-8, The Community of Practice (CoP) in the U.S. Army Corps of Engineers (USACE), dtd 23 January 2006
 - A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Third Edition*, Project Management Institute, Inc., 2004
- Definitions:** Appendix A provides definitions to ensure a common understanding of key and essential terms.
- USACE Business Doctrine:**
 - Mission-Focused Execution.** USACE shall make resource decisions based on what is best for the mission, the Nation, and the public while considering the impacts to all customers. Leaders facilitate smart use of resources, technical competency, and innovation across the organization with a focus on mission execution. As public servants, all USACE employees have taken an oath to support and defend the interests of the United States and its citizens.

U.S. Army Corps of Engineers
Engineer Inspector General
Inspection Report

Inspection of Civil Works Transformation

August 2016

PLANNING GUIDANCE NOTEBOOK (ER 1105-2-100)

PLANNING MANUAL (1996)

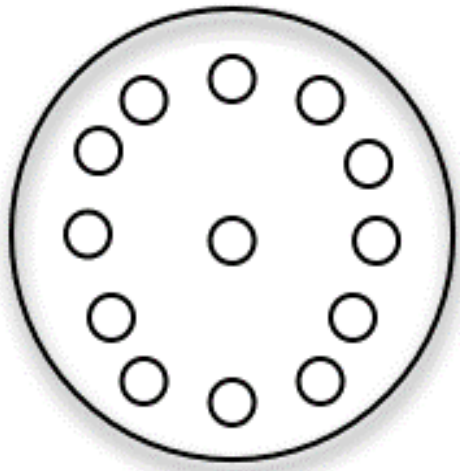
PLANNING MANUAL II – (2017)

PMBP (ER 5-1-11)

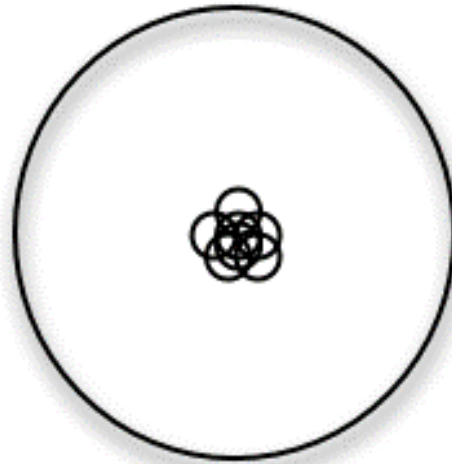
EIG Report – Inspection of CW (Aug, 2016)

INVENTORYING AND FORECASTING

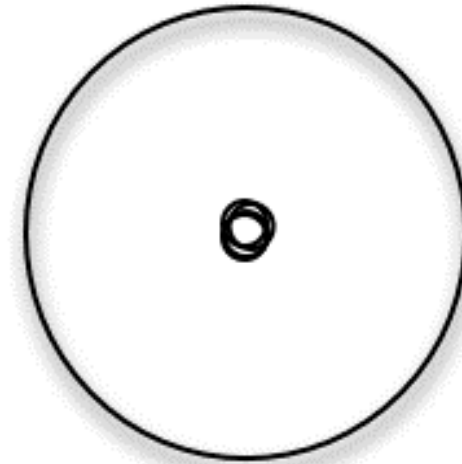
HISTORIC AND EXISTING CONDITIONS:



Multidisciplinary



Interdisciplinary



Transdisciplinary

From <http://www.arj.no/2012/03/12/disciplinarity-2/>
Originally based on Zeigler 1990



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INVENTORY AND FORECASTING

FUTURE TRENDS:

- Less and less face-to-face meetings and conferences
- More regionalized offices and national centers of expertise
- More/improved/innovative digital tools for collaboration

“Teamwork”
in the digital
age



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PLAN FORMULATION

Technology and environment

- Dedicated team rooms
- Innovative office design
- Intersperse disciplines

Remove Barriers

- Allow funds to move more easily between offices, CoPs, programs
- More national centers/regionalization
- Remove CoPs and Sections (staff self-screens)
- More CoP integration

Leadership

- Champions at right levels: Delegate multi-CoP authority (and create joint tiger team efforts)
- Train leaders on institutional resistance

Career development

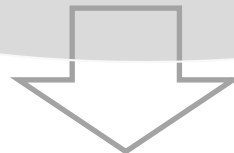
- Cross-training
- PDT mentoring requirements for Higher GS staff
- Update CW training memo
- Cadre of employees with multidisciplinary expertise

Messaging

- Systems approach
- Communications plan
- Multi-CoP Portal

PDT

- Shared objectives and accountability/reporting
- Team Building at the start
- Kickoff mts/Charettes
- Have PCX and/or reviewers involved at start of the study
- New team member orientations



Screened measures



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PLAN FORMULATION

Technology and environment

- Dedicated team rooms
- Innovative office design
- Intersperse disciplines
- Joint tool/technology development and usage

Leadership

Champions at right levels:
 • multi-CoP
 • and create joint
 (ports)
 • finance

Career development

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asures



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Screened



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Screened measures



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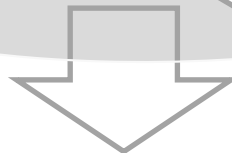
- Allow funds to move easily between off CoPs, programs
- More national centers/regions
- Remove CoP Sections (staff screens)
- More CoP in

Messaging

- Systems approach
- Communications plan
- Multi-CoP Portal

Career development

- Cross-training
- Share Training across CoPs
- PDT mentoring requirements for Higher GS staff
- Update CW training memo
- Cadre of employees with multidisciplinary expertise in planning



Screened measures



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PLAN FORMULATION

Messaging

- Systems approach
- Communications plan
- Multi-CoP Portal

Leadership

Champions at right levels:
 Integrate multi-CoP
 (and create joint
 efforts)
 Focus on
 resistance

Career development

- Cross-training
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- Update CW training memo
- Cadre of employees with multidisciplinary expertise

red measures



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ment

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g memo
es with
pexpertise

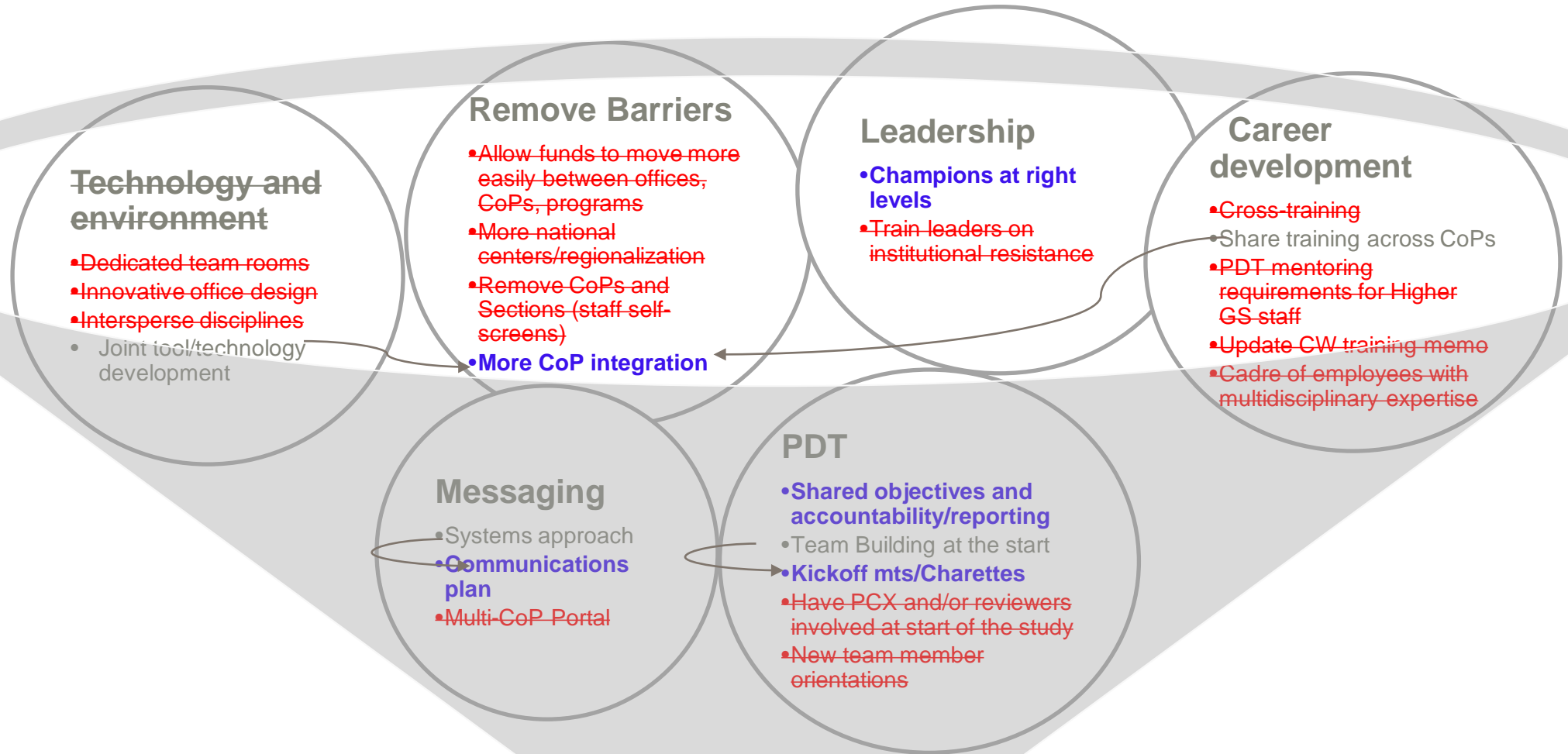
Screened measures



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Screened measures



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PLAN FORMULATION

Alternative 1 is made up of the measures that maximize benefits to the CoPs:

- Finding champions with the authority to move across silos
- Improve corporate messaging towards a unified Corps
- More integration among CoPs

Alternative 2 is made up of management measures focused primarily on best practices for PDT:

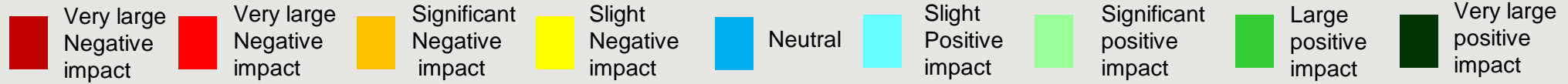
- Always have kickoff meetings (or charrettes) and team building at the start of a CW feasibility study
- Shared PDT objectives and accountability at the start of the study and at major decision points.

Alternative 3 is a combination of the measures from both Alternatives 2 and 3.

Alternative 4 was a no action alternative.

- The without-project condition (FWOP) is the most likely condition expected to exist in the future in the absence of a proposed project.

PLAN FORMULATION



Criteria	Alternatives			
	1 - Max Benefit for CoPs	2 - Max Benefit for PDTs	3 - Max benefit to Both CoPs and PDTs	4 - No Action
Increases coordination, collaboration, communication	3	2	4	1
Increases Transparency and situational awareness	3	3	4	1
Increases trust and relationship building	3	2	4	1
Net Long-term Cost	-1	2	3	-4
Initial Costs	-2	-2	-3	0
Personnel required	-2	-2	-3	0
Time to implement	-2	-1	-3	0
	2	4	6	-1



RECOMMENDED PLAN

1. Find champions with authority to go across silos
2. Improve corporate messaging toward a unified Corps
3. More integration among CoPs
4. Always having kickoff meetings/charrettes and teambuilding at the start
5. Shared PDT objectives and PDT accountability



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RECOMMENDED PLAN – IMPLEMENTATION

1. Find champions with authority to go across silos

- Delegate multi-CoP integrator
- Expand Collaboration and Public Participation Center of Expertise (CPCX) to include internal CCC



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RECOMMENDED PLAN – IMPLEMENTATION

2. Improve corporate messaging towards a unified Corps

- Systems thinking taught in command course
- Utilize inclusive language



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RECOMMENDED PLAN – IMPLEMENTATION

3. More integration among CoPs

- Regular meetings lead by a CoP integrator
- CoPs should be inclusive



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RECOMMENDED PLAN – IMPLEMENTATION

4. Always having kickoff meetings/charrettes AND teambuilding at the start

- Team building and kickoff meeting at start of feasibility studies
- Use CPCX or our public involvement specialists in the districts to help as facilitators & team building techniques/training.



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RECOMMENDED PLAN – IMPLEMENTATION

5. Shared PDT objectives and PDT accountability

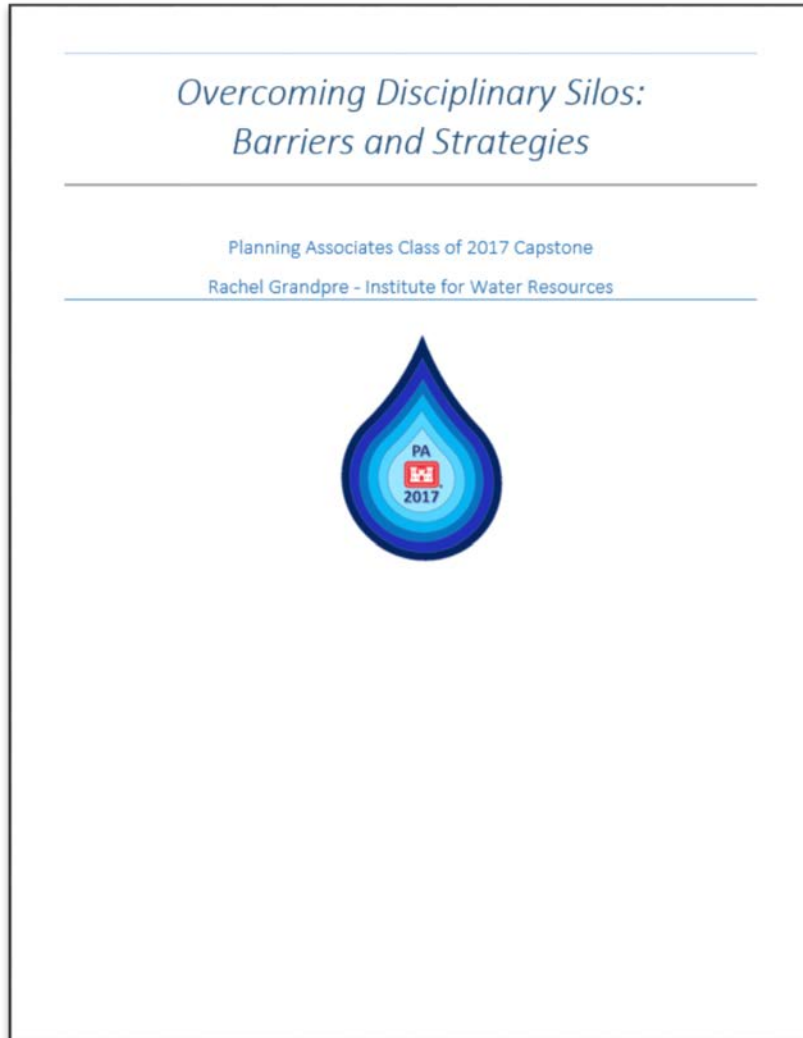
- Certification with accountability and tracking
- PDT members certify/agree to scope, role, PMP, and major decisions at each milestone



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FOR MORE INFORMATION:



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- **Erin Rooks – USACE IWR**
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- **Mathew Wood – USACE ERDC**
- **Raymond Wimbrough – USACE HQ**
- **Karen Zelch – USACE NWW**

■ IWR ■ ERDC ■ HQ ■ Division ■ District ■ Private Sector ■ Local Gov



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