

SMART Planning Charette Facilitation Webinar

Hosted by the Planning Community
of Practice & the Collaboration and
Public Participation Community of
Practice, U.S. Army Corps of Engineers

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US Army Corps of Engineers
PLANNING SMART
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SMART Planning Charette Facilitation



<http://planning.usace.army.mil/toolbox/smart.cfm>

Jim Hutchison

Planning Community of Practice



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Charette Overview

- Intensive workshop that provides an opportunity to have the full Project Delivery Team & Vertical Team together
- New Studies: Held early in the Planning Process to work together through at least one iteration of 6-step planning process
- Ongoing (Legacy) Studies: Help to lay out strategy to complete study
 - ID areas of uncertainty that impact decisions
 - Utilize tools (risk register and decision mgmt plan) that help the PDT move forward

Conducting a SMART Planning Charette
A Handbook for Project Development Teams



Created for the Planning SMART Guide
Revised January 2013



SMART Planning

Charette Facilitation Tips

- Utilize familiar neutral-party facilitation skills and tools
- Understand the needs of the Project Delivery Team
- Develop an agenda with the support team that meets the PDT needs and the objectives for the meeting.
- Have a ‘Go-To’ SMART Planner that can differentiate between SMART Planning and the recent (legacy) process
- Know how the SMART Planner will guide the group through the planning discussions
- Remember “Planning” is still the heart of SMART Planning
- Acknowledge that charettes should be viewed as a Planning exercise, not a check-the-box facilitation exercise



Charette Facilitation – Before the Charette

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Charette Support Team's Role

Who: *Facilitator, SMART Planner, Risk Register Specialist*

Will:

- Facilitate the charette
- Work with PDT to understand and apply SMART Planning tools
- Use individual and group exercises to get Charette participants thinking and deciding



Charette Support Team's Role

Will not:

- Provide content -- have no data, info, values etc.
- Explain or interpret policy – that is for the Vertical Team.
- Provide documentation -- will not write up the results of charette, or DMP, or risk register, will not write report
- Make decisions, although may offer advice
- Be trainers – charettes are decision-making, hands-on group processes



Best practices (Pre-charrette)

- Schedule charrette >3 weeks in advance; entire PDT!
- 1 week prep for 1 week charrette
- HQ in person – BEST; virtual – less preferred
- Convene 2+ support/prep calls (PDT/MSA, MSA/HQ)
- Has HQ bought into the POOC (esp. Problems)?
 - If “NO”, spend a lot of time on this before measures & alternatives;
Very common disconnect w/in study VT’s
- Send roles/responsibility, best practices checklists
- Define objectives first. Agenda helps get everyone on same page
- Coordinate room layout, A/V needs, POC’s, etc.



Who Should Attend & Roles

- Entire PDT
- District Chiefs
- MSC Chiefs
- PCX
- ATR Lead
- HQ/OWPR
- HQ/RIT
- Sponsors
- Other Stakeholders



WHO	Mandatory?			
Entire PDT				
District Chiefs				
MSC Chiefs				
PCX				
ATR Lead				
HQ/OWPR				
HQ/RIT				
Sponsors				
Stakeholders				



Resources for Facilitators

- SMART Planning Charette Website
 - Conducting a SMART Planning Charette: A Handbook for Project Development Teams (rev. Jan 2013)
 - [Preparing for a SMART Planning Charette – Checklist for Districts & PDTs](#)
 - [Preparing for a SMART Planning Charette – Checklist for Vertical Teams](#)
 - SMART Planning and Rescoping Charettes (PPT) (July 2012)
- Other Resources
 - Facilitators Survival Guide to SMART Planning Charettes (Sep 2012)
 - Example SMART Planning Charette Agenda
 - Charette Best Practices
[https://cops.usace.army.mil/sites/ CPP/Lists/Announcements/AllItems.aspx](https://cops.usace.army.mil/sites/_CPP/Lists/Announcements/AllItems.aspx)
- Ask colleagues for actual agendas, logistics checklists, etc.



Tips for making decisions

- Determine how decisions will be made BEFORE the meeting
- Who are the decision makers, are they in the room? Are there decision blockers?
- What does consensus mean?
- Tools for decision making:
 - Negotiate tentative agreements
 - Determine what aspects group agrees with
 - Test drive decisions to understand implications
 - Agree on & document rationale for decisions



Charette Facilitation – During the Charette

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Charette Facilitation Techniques

- *Technique:* Establish charette ground rules & objectives; explain what charette will and will not do; manage expectations upfront
- *Technique:* Assign tables based on exercise objectives. Diverse groups for brainstorming exercises that need multiple perspectives, similar groups for risk register.
- *Technique:* Brainstorming/Brain writing. In small groups use to work on Report Synopsis components



Example Charette Exercises

1. *SMART Planning review*: At tables reach consensus on 3 main points from presentation
2. *Vertical Team Exercise*: After the Study Overview VT members comment where in planning process PDT appears to be. Did they get it right?
3. *Taking Stock of the Situation*: Where are we now, where are we going? Post-its on SMART planning map



Example Charette Exercises

- *Report Synopsis/4 POPs: Problems, Opportunities, Objectives, Constraints*
- *Meet the team where they're at: Exercises could be focused on measures, formulating alternatives, evaluating, comparing...*
- *Decision Management Plan & Risk Register: Overview presentations + work to complete for next decision identified*
- *Vertical Team Panel Discussion: At end, VT comes to front to answer questions & provide final comments to PDT*



Best Practices

Post decisions made, assumptions made, uncertainties (for risk register) on flip charts; Revisit decisions & progress on last day



Best practices (during charette)

- A/V – virtual technology must be tested & work!
- Room layout critical;
- Break-out groups critical to cross-pollinate ideas & expertise, build relationships, change of scenery, etc.
- Maps, graphics, handouts; virtual/hardcopy?
- Convene with charette leadership often; 3X/day
- Useful to use DMP & RR slides
- Quick AAR at end: “+” / “▲”



Virtual Meeting Facilitation

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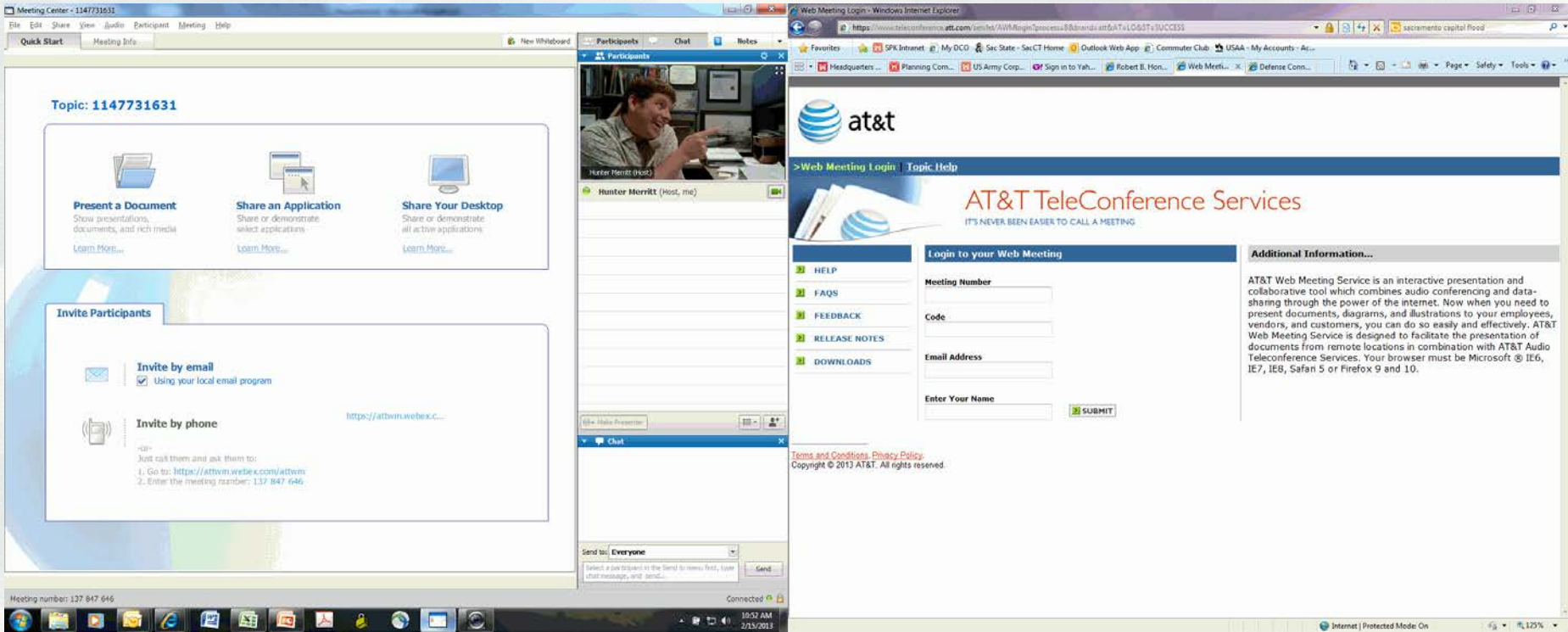


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Checklist for Facilitators

- Set up early (~1 hour) and test the system(s)
 - let participants know – AT&T or DCO, or ???
 - make laptop the “host” & make the podium a “guest”
- Recruit a virtual team facilitator early on in planning
- Have backups for your backups (esp. if you are off-site)
- Ensure high quality audio (separate phone #)
- Engage virtual participants often (15-20 min)
- Use video on both ends when possible
- Use Whiteboard (= flipchart), save files to PDF
- Offer support offline (email, phone), off hours, at breaks





- Very familiar platform
- clean interface
- ideal for webinars / presentations

- Reservationless # takes 6 weeks through ACE-IT, and division approval
- Costs \$ each time you use it
- no ability to save documents in a meeting

AT&T = “rental”



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Try it out!

- Cut/Copy/Paste into your browser:
<https://connect.dco.dod.mil/sacramentodistrict>
- Log in as Guest (unless you already have a Username)
- Wait for response from Host

- No need for ACE-IT
- Access beyond firewall
- create your own URL
- leave files in “persistent” meeting



Defense Connect Online (DCO) = “owner”
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