



U.S. Army Corps of Engineers

Program Management Plan

Family Readiness Project Delivery Team

Army Family Action Plan (AFAP) Sub-Team

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1.0 **Introduction.**

1.1 **Purpose.** This Program Management Plan (PgMP) outlines participation in the Army Family Action Plan Program for the U.S. Army Corps of Engineers.

1.2 **Goal.** Recognizing the increasingly expeditionary nature of USACE Operations, for both military and civilian team members and their families, Family Readiness assumes the same importance as in a Line Unit. The goal of this project is to permanently build AFAP Participation into USACE's routine operations, following an initial Rapid Fielding Phase to enable submission of current USACE issues by the 4 August, 2008 deadline. Time is of the essence.

1.3 **Objectives.** The Project Delivery Team (PDT) will develop and recommend participation methods that assist in achieving the following key objectives:

- 1.3.1 Establish Awareness: Publish the AFAP issues surfaced at the Family Readiness Breakout of the USACE Winter Leader's Conference to the USACE Family at large, and prepare them for AFAP Forums to validate these issues, and surface others.
- 1.3.2 Initial Operating Capability of sending 3 delegates, with validated issues, to the Department of the Army (DA) Level AFAP Conference 17-21 November, 2008.
- 1.3.3 Final Operational Capability of routinely planning and holding AFAP meetings at any level necessary to surface issues for consideration, and disposition as required (local on up).

1.4 **Background.** The major guiding document that provides the direction for this effort is Army Regulation 608-47, Army Family Action Plan (AFAP) Program. Initial Issues for consideration were captured in the Family Readiness Breakout of the 2008 USACE Winter Leader's Conference.

2.0 **Scope Of Work**

2.1 **Scope.** This PMP provides specific tasks and milestones associated with seven significant phases of the project:

- 2.1.1 *Phase I, Writing: Organization, Education, and Plan Development*
- 2.1.2 *Phase II, Validating: Rapidly validate initial issues from 2008 Winter Leaders' Conference, and carry to DA-Level Conference.*
- 2.1.3 *Phase III, Transition: Handover to next round of representatives, getting out of Rapid Fielding Mode, establishing routine USACE participation in AFAP.*

2.2 Assumptions of this PMP.

- 2.2.1 *Timeframe:* USACE is late entering the prescribed AFAP process for the 2008 DA-level conference, but has known issues (such as healthcare of redeployed DA Civilians) that mandate streamlined validation in order to present them for solution as quickly as possible—by 4 August, 2008. A small cadre will jump-start USACE participation between now and 21 November, 2008, before handing over participation to the Corps Family at large, from that point forward.
- 2.2.2 *Organizational:* AFAP Participation affects **all members** of the USACE Family now that more missions are on a wartime footing, in Hostile Fire/Imminent Danger zones. Formerly not emphasized by USACE as unique to the “green-suit” Army, AFAP, the Army’s way of addressing Quality of Life and other Army Community issues, is consequently of increasing relevance to DA Civilian employees.
- 2.2.3 *Revision Policy.* This PMP is a living document, to be revised on an as needed basis.
- 2.2.4 *Philosophy.* This PMP is oriented towards quickly addressing referenced Quality of Life detractors through a one-time initial trade of due process for speed, followed by institutionalizing the due process prescribed in AR 608-47. Time is of the essence.

3.0 Project Delivery Team & Roles

PDT Member	Role(s)
Customer	Provide input within the prescribed framework, surfacing, and working to resolve, QoL Detractors and other issues.
PDT Sub-Team Leader	Provide 1 st -cut products to spark debate and input of team members; synthesize resulting input into consensus, or separate Courses of Action (COAs). Facilitator first, arbiter second.
Senior Advisor	Provides SM Expertise / extensive experience, and senior perspective on how the Army works, and what sets the conditions for a good "unit family environment." From this perspective, supports the team as a sounding board in evaluating ideas and courses of action.
HR Representative	Provides SM advice and assistance on the full range of civilian personnel functional areas (including policy, procedures, and legislative requirements)
Team Member	Provide active participation, advice, and counsel in meetings real and virtual; provide analytical support where needed; assist Sub-Team Leader in reaching consensus; and provide field perspective.

Figure 1. PDT Member Roles

- 3.1 **Project Manager:** Ms. Jeannie Davis
- 3.2 **Project Delivery AFAP Sub-Team:**
 - 3.2.1 Sub-Team Leader: HQ CEDC-R, LTC Wegener, Dave
 - 3.2.2 Sr. Advisors: SWT-DE, COL Funkhouser, Anthony; NAD, Mrs. Semonite, Connie
 - 3.2.3 HR Representative: CEHR, McNabb, Pat
 - 3.2.4 HQ PDT Members: HQ CEMP, MAJ Kimmel, Rob; POD, Naone, Anita; HQ CESI, Ellin-Echevarria, Amy; CENAD-HR, Clappsy, Dawn; HQ CEOP, Philben, Steve; SPD, Gilbert, Marsha; HECSA, Anderson, Tina; NWW, Stidham, Jeff (vice Gay Ernst)
 - 3.2.5 Peer Review Panel: Not applicable
 - 3.2.6 Customer: The Entire USACE Family
- 3.3 **Customer Expectations:** A chance to address Quality of Life (QoL) Detractors and other issues, in order to work with local and senior leadership to resolve them.
- 3.4 **Stakeholders/Authorities:**
 - 3.4.1 *Department of Defense;*
 - 3.4.2 *Department of the Army;*
 - 3.4.3 *The institution of the Corps of Engineers;*
 - 3.4.4 *The Employees of the Corps of Engineers, uniformed and not;*
 - 3.4.5 *The Families of Corps Employees, uniformed and not*

4.0 **Work Breakdown Structure.** The following table provides a summary level of activities involved with the AFAP Sub-Project.

Activity Description	Start-Finish	Duration	Lead POC
1. Draft AFAP Program Plan	04/04/08-04/07/08	1 wk day	Dave Wegener, CEDC-R
2. AFAP Breakout at ENFORCE Conference, 4-9 May	05/04/08-05/09/08	5 wk days	COL Funkhouser, SWT-DE; Connie Semonite, NAD
3. Develop & implement web polling for rapid capture of issues	04/08/08-07/04/08	4 wk days & ~63 wk days	Page Dupstadt, CEHR Nancie Turner(?) IT
4. Boil input down to AFAP-std. form for submittal.	07/05/08-07/19/08	10 wk days	Page Dupstadt, CEHR
5. LTG Van submits issues to DA	TBD-08/04/08	1 wk day	LTG Van Antwerp, CECG
6. Initial delegates to DA AFAP	11/17/08-11/21/08	5 wk days	Jeannie Davis, CEHR
7. Write & Publish Article on "Coming of AFAP"	04/08/08-05/01/08	3 wk days	Amy Ellin-Echevarria, CESI
8. District Reps seek AFAP Forums to observe (unit, install'n, etc.)	05/11/08-11/21/08	Varies	District / Division / Center Engineers, w/ Cmd. Emphasis
9. Need AFAP meeting windows and training timeline	To synch into in order to train people	To attend AFAP 09	w/ qualified delegates in a normal meeting progression.
10. Identify Interim Div/District Family Action Plan Coordinators	ASAP-FY09	~6 mos.	District / Division / Center Engineers, w/ Cmd. Emphasis

- 8.5 Training not implemented consistently/accordingly across the command. Low in itself due to many existing programs Army-wide under AR 608-47, the risk is exacerbated if there is no USACE budget for training, observation, and related travel. (Moderate until budgeted, then Low)
- 8.6 Issues not being processed in a timely manner (Low)
- 9.0 **Change Management Process.** The PM, in coordination with other members of the PDT, can initiate and approve action and schedule changes that do not affect other PMBP initiatives or the overall completion schedule for the project. On-going analysis throughout the life of the project that results in suggested changes to the PMP and project will be offered and approved at PDT meetings. The PM will document changes in the PMP.
- 10.0 **Communications Plan.** The success of the project will depend upon real time communication of project progress. Internal communication will include:
- 10.1 PM or PDT Lead will keep the PDT informed by email or teleconference biweekly.
- 10.2 PM will keep the senior leadership informed by email and/or teleconference at least monthly.
- 10.3 PM will keep the customer informed by published bulletins, email, and website posting at least quarterly
- 11.0 **Integration Plan.** Another key factor for the success of the project will depend upon the level of integration horizontally and vertically within the organization. Integration will be by command fiat initially, followed by voluntarily in proportion to the visibility of results.
- 12.0 **Implementation Plan.** This project will be initially implemented entirely by volunteers, changing to a mix of volunteers and contract employees over time. The initial contract employees may be on board as early as FY09.
- 13.0 **Operations and Maintenance Plan.** TBD as the job descriptions for the Family Readiness Coordinators are developed.
- 14.0 **Training Plan.** TBD. The regulation lays out a highly-specified process. In practice, products must meet a high standard to be elevated to the next level. Training, and the implied budget to support it are essential, especially as volunteers come and go. Until more specific guidance is available, the low-hanging fruit would be for personnel at each level to identify an Army installation within commuting distance, if possible, and arrange to observe a local AFAP forum.
- 15.0 **Measurement of Project Success.** The Army Family Action Plan Program will be successfully implemented in USACE when levels from District through HQ has a cadre of people trained in and experienced with the AFAP process, enabling issues to be either resolved locally, or distilled and elevated to the appropriate level for resolution.