



U.S. Army Corps of Engineers
Program Management Plan

Family Readiness Project Delivery Team

Casualty Management Sub Team

7 August 2008

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1.0 **Introduction.**

- 1.1 **Purpose.** This Program Management Plan (PgMP) outlines actions to develop a Casualty Management Program (CMP) 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 a CMP for USACE.
- 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 **Create Momentum:** Create PDT and hold meetings to identify issues and areas needing to be addressed.
 - 1.3.2 **Initial Operating Capability.** Publishing initial guidance NLT end August 2008.
 - 1.3.3 **Final Operational Capability** of finalizing guidance and completing all program components NLT end December 2008.
- 1.4 **Background.** The major guiding documents that provide the direction for this effort is Army Regulation DoD Instruction 1300.18 and Army Regulation 600-8-1. 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, Developing Guidance: Rapidly validate initial issues from 2008 Winter Leaders' Conference, identify low hanging fruit, and complete required USACE guidance.*
 - 2.1.3 *Phase III, Implementation: Train employees and establish and evaluate routine USACE operations in casualty management.*
- 2.2 **Assumptions of this PMP.**
 - 2.2.1 *Timeframe:* Time is of the essence, as there have been several seriously injured deployed civilians.
 - 2.2.2 *Organizational:* Now that more of our team mates are on a wartime footing, in Hostile Fire/Imminent Danger zones, a casualty management process is an absolute necessity for USACE.

- 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 requirements within USACE.

3.0 **Project Delivery Team & Roles**

PDT Member	Role(s)
Customer	Provide input through February 2008 Family Readiness Conference.
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 CEHR Ms Jeannie Davis
 - 3.2.2 Sr. Advisors:
 - 3.2.3 HR Representative: CEHR,
 - 3.2.4 HQ PDT Members:
 - 3.2.5 Peer Review Panel: Not applicable
 - 3.2.6 Customer: The Entire USACE Family
- 3.3 **Customer Expectations:** Knowledge that if deployed and injured, deployee and family will be taken care of – and in fact, this occurs.
- 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, Schedules and Milestones.** The following table provides a summary level of activities involved with the AFAP Sub-Project.

Activity Description	Start-Finish	Status	Lead POC
1. Draft Program Plan	04/04/08-08/07/08	Complete	Sub-Team Leader
2. Draft program components and interim guidance	<u>06/01/08-08/31/08</u>	In Progress	Team Members
3. Publish interim guidance	08/31/08-11/30/08	In Progress	Team Members ICW Sub-Team Leader
4. Publish final guidance.	08/31/08-12/31/08	In Progress	Team Members ICW Sub-Team Leader

5.0 **Performance Measurement.**

- 6.1 PDT recommendations accepted by senior leadership
- 6.2 Program implemented and recognized within USACE
- 6.3 Increased Workforce awareness

6.0 **Acquisition Plan.** N/A

7.0 **Risk Management.** Several key risks indicate that there is low overall risk for project failure. Potential risks include:

- 7.1 Lack of Senior Leadership Support (Very Low)
- 7.2 Availability of Resources (Moderate). Although funding has been pledged from both DA and HQUSACE levels, the most important implementing resource will be **people**. This can be mitigated to a Low residual level by District and Division leadership diligently soliciting volunteers or detailing individuals to assist this PDT.
- 7.3 PDT members drop out or leave organization (Moderate). This can be mitigated to a Low level if Supervisors understand the Command Emphasis behind the program, and coordinate with Managers for backup participants.
- 7.4 Program implementation is delayed (Low).

8.0 **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.

9.0 **Communications Plan.** The success of the project will depend upon real time communication of project progress. Internal communication will include:

- 9.1 PM or PDT Lead will keep the PDT informed by email or teleconference biweekly.
- 9.2 PM will keep the senior leadership informed by email and/or teleconference at least monthly.

- 9.3 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 overarching PDT. Integration will be by regular meetings and coordination of documents.
- 12.0 **Implementation Plan.** This project will be implemented entirely by volunteers.
- 13.0 **Operations and Maintenance Plan.** TBD as staff requirements are identified and met.
- 14.0 **Training Plan.** TBD during implementation phase.
- 15.0 **Measurement of Project Success.** The Program will be successfully implemented in USACE when a CMP is fully operational, employees are knowledgeable of its components, and employees and families are taken care of.