

2011 - 2015

IMPLEMENTATION PLAN FOR HQ USAASC STRATEGIC PLAN



October 2011



“Everything we do, every process we adopt, and every organizational adjustment we make serves a single purpose: get our Soldiers to the fight; provide discriminatory advantage to our Soldiers; and, enable our Soldiers to return home safely,”

Ms. Heidi Shyu
Army Acquisition Executive

HQ USAASC STRATEGIC PLAN (2011-2015) IMPLEMENTATION PLAN

Summary

This document supplements *HQ USAASC Strategic Plan (2011–2015)* (available on the HQ USAASC website) containing the strategic goals approved by HQ USAASC leadership in October 2011. The Strategic Plan identified five Strategic Imperatives that will drive our organization over the next five years:

1. Improve our ability to **Resource** (fiscal, human capital, technology, and equipment) the Direct Reporting Unit (DRU) and Army Acquisition Workforce (AAWF).
2. **Train** the DRU and AAWF for success in current operations as well as future eventualities.
3. **Manage** the DRU and AAWF by providing policy, guidance, support, and services.
4. **Develop** future acquisition leaders to strengthen the U.S. Army Acquisition Corps.
5. **Communicate** policies, guidance, issues, and initiatives regarding the DRU and AAWF.

Our stated mission is to **provide command-level resource management, human resources, and force structure support to PEOs and DRPMs and serve as advocates for the entire Army Acquisition Workforce to ensure their professional growth and development in order to continually improve Army combat capability.**

Our vision is for HQ USAASC **to be the premier agency that provides seamless support to the Army Acquisition Community through superior leadership, professionalism, quality, competence, and commitment through a culture of continuous improvement.**

Thirteen strategic goals were approved that will be important in achieving the Strategic Imperatives:

1. Formalize HQ USAASC Budgeting System (MANAGE)
2. Ensure HQ USAASC has the Capacity and Capability to Accomplish Mission and Future Requirements (MANAGE)
3. Ensure AAWF is Certified in Accordance with *DAWIA* Statute (TRAIN)
4. Define/Communicate HQ USAASC Mission (COMMUNICATE)
5. Ensure HQ USAASC Staffing is Aligned with U.S. Army and ASA(ALT) Fiscal Guidance (RESOURCE)
6. Reduce the Cost of Business Operations through Improvements in Cycle Time and Output Quality (RESOURCE)
7. Serve as the Authority for AAWF Information (MANAGE)
8. Develop Army Civilian Leaders throughout the DRU (DEVELOP)
9. Promote Opportunities for Collaborative Efforts with Stakeholders, Partners, and Customers (COMMUNICATE)
10. Achieve World-Class AAWF Capability (DEVELOP)
11. Create Army Career Program for Acquisition (DEVELOP)
12. Provide Manpower, Funding, and Personnel Resource Support to PEOs (RESOURCE)
13. Execute Timely and Responsive Civilian and Military Management Functions (MANAGE)

The Strategic Plan will be communicated internally via organizational and divisional meetings, individual coaching of sponsors and project team leads, and involving the staff in interdisciplinary teams that will develop solutions and fulfill goals and objectives. Externally, the plan will be communicated at conferences and meetings with stakeholders, customers, and partners; on HQ USAASC's webpage; and, through the use of marketing materials (i.e. pamphlets, *Army AL&T Magazine*, talking papers, etc.). The Implementation Plan structure and responsibilities are presented in Table 1 on the next page.

Implementation Plan Structure

Strategic Goals

This document establishes responsibilities for implementing the goals, which includes developing guiding metrics, identifying a detailed set of activities with milestones, and establishing component metrics for each of the activities.

The guiding metrics for each goal will provide a high-level measure of the desired outcome for achieving the goal. These guiding metrics and the detailed set of activities needed to achieve the goal, along with the component metrics that will measure success in carrying out the activities, will be defined by the responsible entities. The component metrics are input to the guiding metrics for the respective goals.

The following tables summarize the oversight responsibility, the lead individuals, and staff support for each goal.

Table 1: Strategic Goal Responsibility and Support

Goal	Oversight ¹	Lead Responsibility ²	Staff Support (Assists) ²
Strategic Goal 1: Formalize HQ USAASC Budgeting System (MANAGE)	Resource Management Division	Sherry Taylor	Division Chiefs
Strategic Goal 2: Ensure HQ USAASC has the Capacity and Capability to Accomplish Mission and Future Requirements (MANAGE)	Deputy Director	Tom Evans	HQ USAASC Divisional Representatives
Strategic Goal 3: Ensure AAWF is Certified in Accordance with <i>DAWIA</i> Statute (TRAIN)	Acquisition Career Development Division	Joan Sable	Acquisition Career Development Division; Army Acquisition Center of Excellence
Strategic Goal 4: Define/Communicate HQ USAASC Mission (COMMUNICATE)	Deputy Director	Karl Donerson	HQ USAASC Divisional Representatives
Strategic Goal 5: Ensure HQ USAASC Staffing is aligned with U.S. Army and ASA(ALT) Fiscal Guidance (RESOURCE)	Force Structure and Manpower Division	Brian Winters	HQ USAASC Divisional Representatives
Strategic Goal 6: Reduce the Cost of Business Operations through Improvements in Cycle Time and Output Quality (RESOURCE)	Operations, Plans, Strategy, and Analysis Division	Pam Henderson	HQ USAASC Divisional Representatives
Strategic Goal 7: Serve as the Authority for AAWF Information (MANAGE)	Operations, Plans, Strategy, and Analysis Division	Pam Henderson	HQ USAASC Divisional Representatives
Strategic Goal 8: Develop Army Civilian Leaders throughout the DRU (DEVELOP)	Human Resources Division	Larry Israel	HQ USAASC Divisional Representatives
Strategic Goal 9: Promote Opportunities for Collaborative Efforts with Stakeholders, Partners, and Customers (COMMUNICATE)	Strategic Communications Division	Nelson McCouch	HQ USAASC Divisional Representatives
Strategic Goal 10: Achieve World-Class AAWF Capability (DEVELOP)	Acquisition Career Development Division	Joan Sable	Army Acquisition Center of Excellence; Operations, Plans, Strategy, and Analysis Division; Workforce Management Division; Force Structure and Manpower Division
Strategic Goal 11: Create Army Career Program for Acquisition (DEVELOP)	Acquisition Career Development Division	Joan Sable	Human Resources Management Division; Force Structure and Manpower Division
Strategic Goal 12: Provide Manpower, Funding, and Personnel Resource Support to PEOs (RESOURCE)	Force Structure and Manpower Division	Brian Winters	Force Structure and Manpower Division; Human Resources Management Division; Operations, Plans, Strategy, and Analysis
Strategic Goal 13: Execute Timely and Responsive Civilian and Military Management Functions (MANAGE)	Human Resources Management Division	Larry Israel	Human Resources Management Division; Force Structure and Manpower Division; Resource Management Division

¹**Note:** One Division is given responsibility for oversight and monitoring the guiding metrics and completion for the goal. There will be multiple entities responsible for implementing each goal. The entities responsible for a given activity have responsibility for metrics associated with that activity.

²**RACI: Responsible:** The one ultimately answerable for the correct and thorough completion of the deliverable or task; **Assists:** Those who do the work to achieve the task; **Consulted:** Those whose opinions are sought (Subject-Matter Experts); **Informed:** Those who are kept up-to-date on progress and/or completion of the deliverable or task.

Perspective on Oversight Responsibility

As previously noted, one organizational sponsor is assigned responsibility for oversight and monitoring of each overall goal. There will be multiple entities that have responsibility for the activities for achieving a specific given goal. For example, for Strategic Goal 1 (*Formalize HQ USAASC Budgeting System*) oversight responsibility lies with the Resource Management Division, but the Division Chiefs and/or Representative(s) will have the lead for preparing their respective budgets and other activities needed to accomplish this goal. As another example, multiple entities will contribute to Strategic Goal 4 (*Define/Communicate HQ USAASC Mission*).

Roles and Responsibilities

To assist sponsors, there are two “tabs” included in this Implementation Plan (Tab 1: “HQ USAASC Sponsors Roles”; and, Tab 2: “Managerial Decisions for Successful Deployment”). These will help focus sponsors and teams to achieve assigned goals.

The goals will be achieved via interdisciplinary teams comprised of subject matter experts throughout HQ USAASC. Employees will participate in teams that will focus on CPI initiatives that are directly related to the strategic goals. All HQ USAASC employees will have the opportunity to participate in achieving our strategic goals.

Each team supports a major initiative aligned with outcome goals. Our strategic initiatives are designed to be accomplished through a team comprised of the “right people at the right time” in the process. Through this team approach we are able to enlist the support of key personnel in the process, promote parallel communication, and work together toward common goals.

Also, each Division will identify a Performance Measurement Expert (PME) to develop and monitor metrics; each PME will be trained so they understand their roles and responsibilities. HQ USAASC will also establish a Performance Review Board to monitor ongoing progress on all initiatives, keep abreast of and discuss current issues/events, and analyze accompanying metrics. Information from this board will be fed to leadership through the OPS&A Division Chief.

Financial Constraints

The key long-term financial objective of HQ USAASC is to achieve cost-avoidance and/or savings for the U.S. Army and to maintain a balanced budget thereafter. Therefore, the activities that can be undertaken in support of the strategic goals must be prioritized with respect to the resources that are required versus those that are available. The prioritization will occur at two levels:

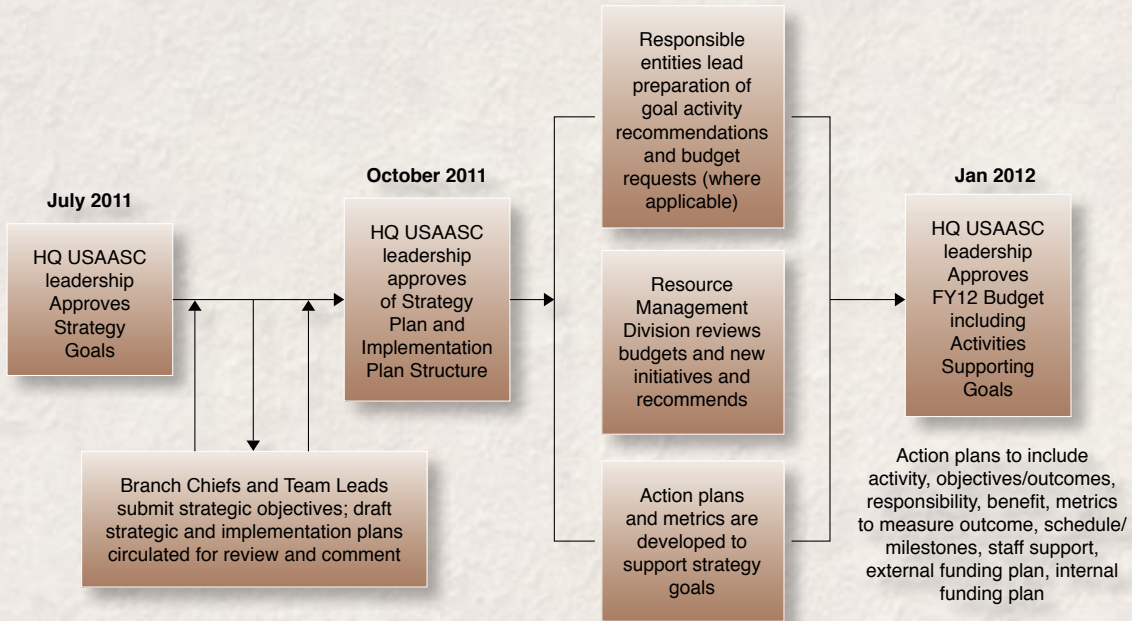
- In addition to preparing their base budgets (LEVEL 1), each Division Chief will prepare their requests for funding (LEVEL 2) of the strategic goal(s) for which they are the sponsor that require resources not otherwise included in the base budget. The plans will also include activities that do not require additional financial or staff resources. Each sponsor will prioritize the activities. These requests will be reviewed by HQ USAASC leadership as part of the annual budget process. They will be ranked by the criteria of their contribution to advancing the strategic goals.

The relative rate of progress toward achievement of each strategic goal will be determined by the prioritization of activities at each of the two levels. The Director and Division Chiefs will effectively “vote with their decisions on prioritization” as to which goals are most important to advance in a given year. This process ensures HQ USAASC maintains a balanced budget and allocates its scarce resources to the most prioritized goals.

It is important to see this implementation plan in context. Goals highlighted in this implementation plan are strategic. Many activities that HQ USAASC presently does are not highlighted in the goal statements. However, they are important as they consist of daily operations that tactically support our strategic goals. To be effective, it will be important to utilize the goals and implementation structure to increase our flexibility and ability to respond to priority needs of the organization. It is through our tailored implementation approach of cascading the strategic planning process throughout the organization that staff and customers will acknowledge and ensure their current activities continue to posture HQ USAASC strategically.

The Path Forward

The following flow diagram summarizes the primary activities and schedule.



WHERE WE ARE



HQ USAASC SPONSOR ROLES

Participate actively and visibly throughout the project

- Hold team accountable for results
- Remove roadblocks and provide timely decisions on projects' issues
- Be accessible to the project team
- Provide unwavering support throughout the entire project

Build a coalition of sponsorship and manage resistance

- Build strong sponsor coalition of sponsorship among key leaders in the organization and with stakeholders
- Determine and communicate priorities between this project and other projects in the organization
- Manage the expectations of leadership, customers, and stakeholders
- Recognize and reward outstanding behaviors and manage resistance

Communicate directly with team members

- Build awareness with team about the “why” (“the need”) for project
- Share the risks or costs if no change is made (be open/honest)
- Show how the change aligns with the overall direction of the organization
- Celebrate successes with the team; be present and visible
- Listen and encourage feedback; be willing to answer tough questions

MOST COMMON MISTAKES MADE BY SPONSORS

1. Fail to personally engage in the project

- Are involved at the beginning to announce, but do not conduct regular reviews; lack frequent interactions
- Do not participate or are personally involved; assume change will happen without them; leave project on autopilot

2. Avoid direct communications with team

- Do not share vision and the rationale for the change
- Lack direct communication; did not deliver a consistent message
- Assume sharing things once is enough

3. Abdicate or delegate role as sponsor

- Abdicate sponsorship to team or outside consultant
- Delegate role; “sponsor in name only”

4. Waver on support

- Move to other priorities; do not manage conflicting priorities
- Shift directions mid-stream

5. Fail to build a coalition of sponsorship with key leaders in the organization

- Lack interaction with key leaders and stakeholders; do not listen and respond to their concerns
- Fail to set expectations with team; assume support will be there

MANAGERIAL DECISIONS FOR SUCCESSFUL DEPLOYMENT

Successful deployment demands thorough planning that is sufficient for each change effort. Those effecting the change and those impacted—as well as possible hurdles, obstacles, and/or risks (people, resources, infrastructure, policies, regulations, funding, etc.)—need to be identified. A process has to be outlined and acceptable levels of progress identified along a timeline.

GOAL: (LIST THE STRATEGIC GOAL AND PAINT THE PICTURE OF THE CURRENT STATE THAT LEADS TO THE DECISION FOR THE GOAL AND THE VALUE ADDED OF ACCOMPLISHING THIS GOAL)

STRATEGIC OBJECTIVE(S): (LIST THE OBJECTIVE(S) THAT ARE ASSOCIATED WITH THIS GOAL)

PROCESS SPONSOR: (SPONSOR'S NAME AND ORGANIZATION)

THE FOLLOWING QUESTIONS SHOULD BE ANSWERED BY KEY STAFF IN THE EARLY STAGES OF THE INITIATIVE:

- A. Do operational guidelines need to be established and communicated?** These are guidelines that outline the scope of the change effort; if guidelines need to be established: who, when, how, and where will they be established and disseminated?
- B. Who needs to be involved in the planning?** When? For how long? Involved in what stages? What functional areas? What level of the organization? Do we need expertise? What degree of involvement? What is the process for contacting staff?
- C. What is the timeline for completing this initiative?** Planning, development, review(s), deployment, etc.? How often and how long?
- D. What is the implementation approach for this initiative?** Incremental? One-time change? Ongoing process? Organization wide? Office specific? Other? Please explain.

E. Are there any benchmarks, best practices, lessons learned, or supporting documents that can complement this initiative? Yes? No? If yes, cite below.

F. What is our measure(s) of success? How will we know that we have achieved our goal? How will we ensure continued success? What controls will be put in place?

G. Describe the critical success factors for this initiative. What must be achieved to determine success?

H. Describe any dependencies/interrelationships with other initiatives/goals. Is “timing” a factor?

I. Describe any budget implications associated with this initiative.

J. Given the information on this form, what is the potential for this initiative's success?

K. Benefits of doing this initiative:

L. Risks of NOT doing this initiative:

M. What other issues should be considered that would affect the success of this initiative?
Please explain.

SUPPORTING THE ARMY'S
ACQUISITION MISSION THROUGH
SUPERIOR PERSONNEL DEVELOPMENT SYSTEMS
AND MANAGEMENT SUPPORT CAPABILITIES

