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15/11/07



PROJECT MANAGEMENT PLAN

Support to Operations

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DOCUMENT CONTROL¹

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References

	Document	Date
1	Safety and Security Report	30 Nov 2006
2	Capability Development and Improving Support Report	10 May 2007

¹ Maintenance - This Document will be reviewed throughout the project



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1. INTRODUCTION

1.1 Purpose of Plan

This document provides a definition of the project, including the project's aims and objectives. It will also serve as an agreement between the following parties: Project Sponsor, Steering Group, Project Directors, Project Manager, Project Team, and other stakeholders associated with and/or affected by the project. Any changes to the plan, once agreed, will require the approval of the Steering Group.

1.2 Background

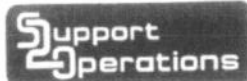
Experience gathered on Operation TELIC led to an increasing awareness of issues surrounding the deployable civilian workforce. These were picked up in discussions at the People Programme Customer Board and concerns were raised about both the general preparation of and support to those deploying and the supply and capability of the deployees.

The S2O programme was established in June 2006 to tackle these concerns and to reinforce the ambitions set out in the 2005 Civilian Workforce Plan.

Initial scoping identified eleven major work streams. The most important of these, Safety and Security, was investigated first and led to the publication of the Safety and Security Report in November 2006. It was agreed work would commence immediately to address the recommendations in this report given the importance of the safety of our deployed staff. More in-depth scoping of the other work streams was conducted in parallel and led to the publication of the Capability Development and Improving Support Report in May 2007.

The effect of implementing recommendations as they emerged has meant a gradual roll-out of improvements. This was deemed the most appropriate approach given the lead time in developing staff and the critical skills and support issues affecting current operations. The S2O programme changes will not be fully implemented until the project has completed.

The structure of S2O dictates its management as a programme made up of a number of individual projects (workstreams). However for the purposes of this document, we refer to this package of work as the S2O project to differentiate it from the ongoing process which individuals deploying to theatre go through which is referred to as the programme.



2. PROJECT DEFINITION

2.1 Departmental Objectives

The Department's Public Service Agreement target number one is to *'achieve success in the military tasks we undertake at home and abroad'*.

To provide the civilian staff to support this objective, the Civilian Workforce Plan 2005 identified a requirement *'to build on and develop the measures already in place to ensure a reliable and sustainable pool of well motivated deployable staff to meet operational commitments'*.

2.2 Project Aim

The aim of S2O is therefore ***'to develop a more capable deployable civilian workforce, to reduce the risk to deployed civilian staff and to ensure MOD is meeting its duty of care to those deployed'***.

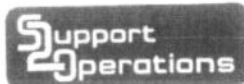
2.3 Project Scope

Interviewing and discussions with stakeholders identified eleven key workstreams:

1 Programme Definition
2 Programme Management
3 Capability Development
4 Line Management
5 Safety and Security (S&S)
6 Medical and Welfare
7 Support to Families
8 Reward and Recognition
9 Communications
10 Programme Process
11 Programme Evaluation

Each workstream was investigated in detail. The issues surrounding each area and recommendations for further work were set out in two major reports, the *Safety and Security Report, November 2006* and the *Capability Development and Improving Support Report, May 2007*. The scope and aims of each Work Stream are set out in Annex A.

The S2O programme applies to:



- Civilian staff deploying to or visiting an Operational Theatre²
- Civilian staff are defined as:
 - MOD employed civil servants, including those in trading funds and agencies (such as DSTL, DE&S, ABRO) and MOD employed uniformed staff (such as the Defence Fire & Rescue Service and the Ministry of Defence Police).
 - SCS staff (except for their selection)
 - Other Government Departments' staff seconded to the Ministry of Defence who thereby fall under our duty of care.
 - Other civilians sponsored and hosted by MOD to visit MOD operational theatres or to use MOD force protection measures within operational theatres (e.g. Ministers, Members of Parliament, officials from another Government Department (OGD), consultants or contractors retained in UK by MOD contracts normally for work in the UK etc), unless Command Secretary PJHQ accepts that the risk and duty of care clearly resides with the full time employer.

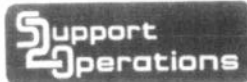
The programme does not apply to:

- CONDOs, contractors, LECs or embedded journalists for whom separate arrangements apply.

The scope of the project has grown significantly since project conception for a number of reasons:

- Capability development was originally envisaged for those roles which were understood to have significant difficulties in supplying suitable individuals (e.g. POLADs, CIVSEC and finance staff). Upon further investigation nearly all roles were discovered to have similar difficulties and a common solution was deemed appropriate. In addition as the project has been progressed more roles have been discovered (or created) which had not been captured at the outset.
- Incremental delivery of the recommendations has allowed for testing of ideas with stakeholders and further identification of best practice, particularly surrounding safety and security, all of which has led to the scope increasing. The early progress made by the S&S Work Stream identified critical risk issues to be addressed for all personnel (MOD or otherwise) visiting

² Operational Theatres are currently defined as Op TELIC, Op HERRICK and Op OCULUS



operational theatres, exponentially increasing the numbers of staff within project scope.

- The profile of the work and the best practice it has established has provided a focus for Other Government Departments (OGDs) to seek closer cooperation on civilian deployment issues; this is likely to increase further in parallel with the Comprehensive Approach.

This document aims to capture the scope of the project as it currently stands. It also introduces a process for change control when further issues are identified or ideas generated that affect project scope.

2.4 Project Objectives & Benefits

The objectives are set out by Work Stream in Annex A.

Project benefits were outlined in the maturity models³. These will be used as a basis from which to measure the benefits realisation. The first formal review will be at the end of Phase II.

2.5 Project Constraints

The following are known constraints that will impact the delivery of the S2O project and programme:

- S2O team resources.
- Operational Role Owner resources.
- Key stakeholder resources.
- S2O cuts across several areas of departmental business and must comply with wider departmental policy.
- Many deliverables depend upon the revision or creation of appropriate policy guidance by other lead branches.
- Appetite for change at a strategic level.

³ S2O Capability Development Report, May 2007



2.6 Project Assumptions

The following assumptions were made in preparing the Project Plan:

- Management will ensure that the project is resourced to complete project tasks and objectives and experts will be made available to develop the project as required.
- The Steering Group will participate in the timely execution of the Project Plan (i.e., timely approval cycles and meeting when required).
- Failure to identify changes to draft deliverables within the time specified in the project timeline will result in project delays.
- Project team members will adhere to the Communications Plan.
- Role Owners will participate fully in the selection, development and deployment of civilians.
- Mid and upper management will foster support and "buy-in" of project goals and objectives.
- All project participants will abide by the guidelines identified within this plan.
- The Project Plan may change as new information and issues are revealed.
- PPPA will be able to develop, resource and deliver the required process.

2.7 Project Dependencies

The success of S2O is dependent on a number of factors, internal and external. They are fundamental to enabling the project to fulfil its vision and achieve the intended outcomes in the required timescales. These factors include:

- Relationship with and capacity of the PPPA.
- Many deliverables depend upon the revision or creation of appropriate policy guidance by other lead branches.
- Strong interdependent relationships with MOD organisations e.g. CBRN, DMSD, J3, RTMC, OWS.



- Support from senior management. Senior management leading and demonstrating the cultural and behavioural change required to make S2O a success.
- A fully resourced project team and plans for taking forward the S2O agenda post project.
- Capability and volume of staff volunteering.
- Line management support and cooperation. Line managers need to release staff for deployment to support wider departmental priorities.

2.8 Related Programmes and Projects

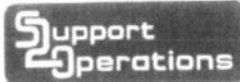
The S2O project is part of the People Programme and has links to projects within it.

2.9 Project Timelines

The project has three main phases:

Phase		From	To
Phase I:	Review and scope requirements identify work	Jul 06	Jul 07
Phase II:	Transition and implementation	Jan 07	Mar 08
Phase III:	Optimise, review phase I and II and set targets for S2O programme going forward.	Mar 08	Jun 08

This project management plan focuses on phase I and phase II.



2.10 Project Milestones

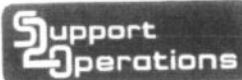
Key S2O milestones in the People Programme:

Milestone	Target Completion Date
Optimal Management Information database and reporting process in place	30/09/07
Training needs analysis conducted and development solutions established	31/10/07
Safety & Security recommendations resourced and implemented	31/10/07
Medical & Welfare recommendations resourced and implemented	31/10/07
'Support To Families' recommendations resourced and implemented	31/01/08
Reward & Recognition recommendations resourced and implemented	31/01/08
Optimal communications regime established	30/09/07
Process	
Requirements fully defined	13/06/07
Design complete	30/09/07
Policy documentation complete	30/09/07
Customer Acceptance Testing	30/11/07
Launch service	14/12/07
Formal acceptance	14/03/08
Long term evaluation and reporting process in place	31/01/08

Detailed milestones are set out in detail by Work Stream at Annex A.

2.11 Project Acceptance and Assurance

Project acceptance and assurance will take place at the end of phase II (March 2008). The project will be accepted by the Steering Group, supplemented as required by representatives from the User Group.

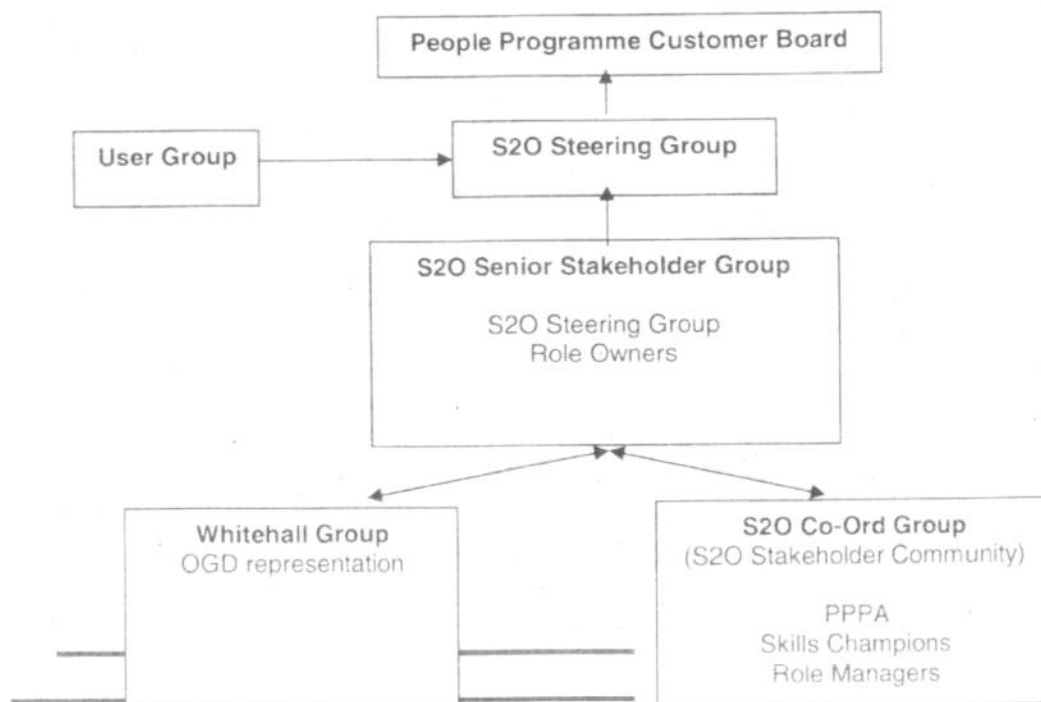


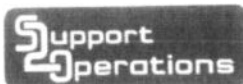
3. PROJECT MANAGEMENT AND GOVERNANCE

3.1 Project Governance

S2O is part of the People Programme and receives strategic direction from the People Programme Customer Board. On a day to day basis, the S2O Steering Group approves agenda and oversees the project direction. A number of other groups also participate in governing the project:

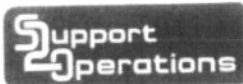
Group	Responsibilities
People Programme Customer Board	Strategic change direction
S2O Steering Group	Project direction and overview
S2O Senior Stakeholders Group	Stakeholder co-ordination and input
S2O Co-Ord Group	Work stream co-ordination, progress and issues
S2O Whitehall Group	OGD co-ordination and cooperation
User Group	Advice and acceptance testing





3.2 Key Roles and Responsibilities

Role	Responsibilities	Participant(s)
Project Sponsor	<ul style="list-style-type: none"> Provide project oversight and guidance to the Project Directors and Project Manager Review/approve project elements as required Chair of the S2O Steering Group Risk Owner/decision maker Appoints Role Owners 	PJHQ Command Secretary – Sarah Beaver
Steering Group	<ul style="list-style-type: none"> Approve major decisions and changes Provide direction to the S2O Project Directors and Project Manager Review project deliverables Monitor risk and milestones Resolve conflicts and issues 	PJHQ Command Secretary - Sarah Beaver (Chair) 2PUS – Ian Andrews DGCP – Deborah Loudon DG Op Pol – Jon Day
Project Directors	<ul style="list-style-type: none"> Provide direction to the project team Liaison with S2O Steering Group Promote S2O to the wider MOD, OGDs, NATO and other partners Manage key relationships Secure and allocate resources Act on advice from Project Manager in resolving conflicts or issues 	S2O Director – S2O Assistant Director –
Project Manager	<ul style="list-style-type: none"> Control and maintain project plan Support the Project Directors Act on guidance from Steering Group Manage key relationships Deputise for Project Directors Resolve conflicts and issues Direct/lead team members toward project objectives Report on Project Progress Manage resources 	S2O Project Manager -
Project Team	<ul style="list-style-type: none"> Understand Departmental and Project objectives Communicate project goals, status and progress Takes responsibility for delivering 	S2O Project Team

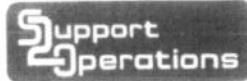


Role	Responsibilities	Participant(s)
	relevant work stream objectives to time and target. <ul style="list-style-type: none"> Identify risks and issues and help in resolutions Coordinate participation of and manage relevant individuals and stakeholders Provide knowledge and recommendations Help identify and remove project barriers 	
Role Owners & Role Managers	<ul style="list-style-type: none"> Act as a senior departmental expert on the operational role Define the role and own its operational requirement Take responsibility for recruitment, development, preparation and support of deployees in their role Lend expertise and guidance as required and interact with S2O 	Role Owners and Managers
PPPA	<ul style="list-style-type: none"> Responsibility for designing transactional process Responsibility for delivering transactional activity 	PPPA Project Team and PPPA S2O Transactional Team
User Group	<ul style="list-style-type: none"> Provide informal advice to S2O team Provide formal input to acceptance and assurance of S2O project 	Recent ex-deployees

3.3 Project Controls

The following project controls will be put in place:

- The Project Manager will hold regular Management Review Meetings to review project progress, risks and resolve any issues that may have been raised.
- The Steering Group will meet quarterly (three meetings will include the stakeholder group).



- The Steering Group will receive regular reports from the Project Manager.
- Changes will be managed through a change control process. Changes will be reviewed by the Project Manager and Directors, in order to assess the impact of changes to the project.
- Risks will be managed through a risk management plan.

3.4 Project Reporting

The project team will provide several regular reports:

Report	Audience	Frequency
Defence Balance Scorecard	DMB	Quarterly
People Programme Report	People Programme Customer Board	Quarterly
S2O Quarterly Report	Steering Group	Quarterly
Sit Rep	Stakeholders	Monthly

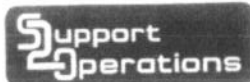
Additional and exception reports will be provided as required.

3.5 Resources - Financial

S2O Team – resources are split between personnel costs covered by MOD through CJO's TLB and costs that can be charged to Conflict Prevention.

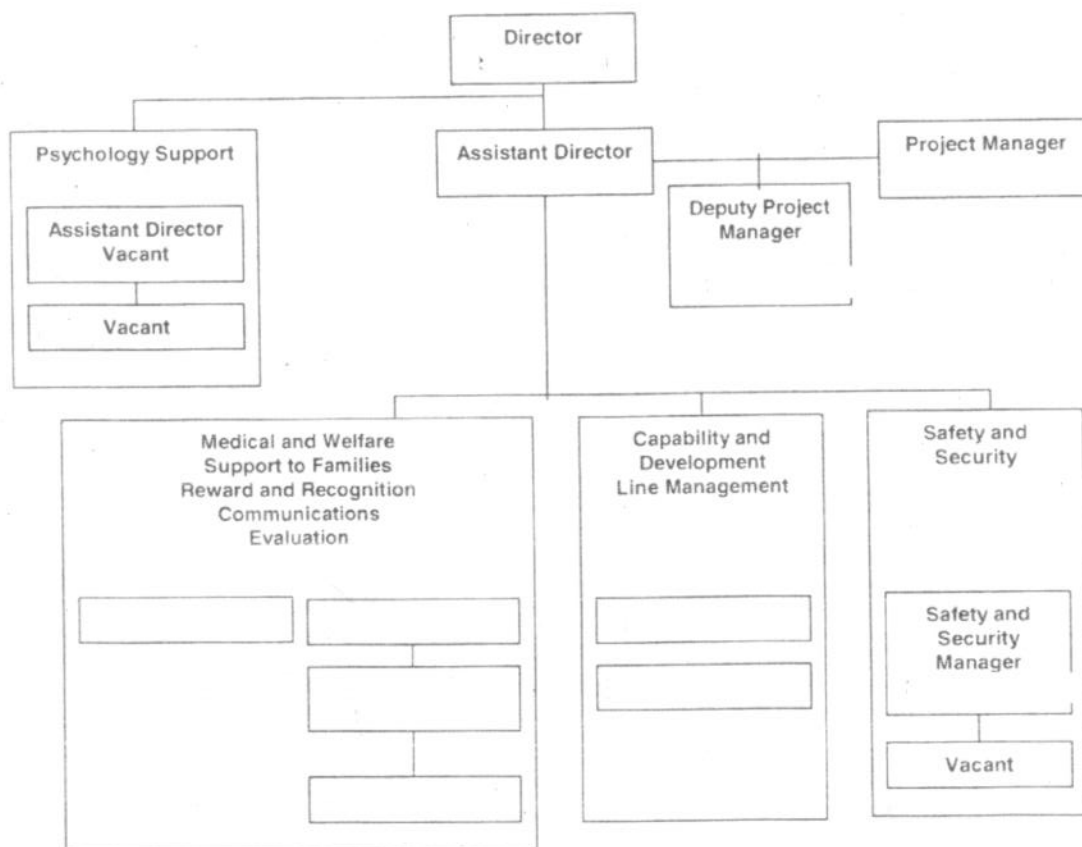
Deployed Personnel – salary costs fall with the parent TLB, other additional costs (e.g. allowances T&S) can be charged to Conflict Prevention.

Other costs (e.g. training and development) – to be determined case-by-case in accordance with rules and regulations.

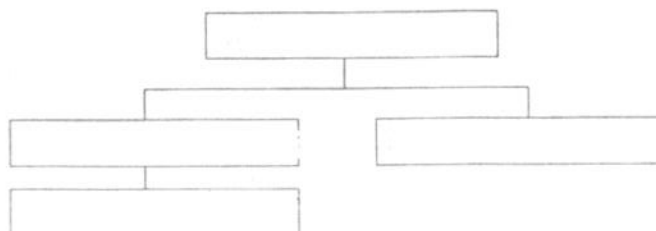


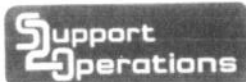
3.6 Resources - Project Team

DGCP and Command Secretary PJHQ created the resource cover to establish the Directorate of Deployment Capability (Civilian) that would roll out the S2O project and continue the work of the S2O programme. The S2O project team:



The S2O Transactional Team transferred to the PPPA on 1 October 2007. The conduct all transactional activities:





3.7 Risk Management

Risk management aims to identify, characterise, prioritise and document a mitigation approach to risks. The Projects risks and issues are to be recorded within a risk and issues register, which will be maintained by the Project Manager throughout the life of this project. Regular updates will be provided to the Steering Group.

3.8 Change Management

The information contained within the Project Plan will change as the project progresses. While change is both certain and required, it is important to note that any changes to the Project Plan will impact on at least one of three critical success factors; time, resources (financial and personnel), or outputs. The decision by which to make modifications to the Project Plan (including project scope and resources) should be coordinated using the following process:

- Step 1:** All changes should be assessed for impact on time, resources and outputs. The Project Manager will review the change and determine the impact to the project and will make a recommendation to the Project Directors.
- Step 2:** The decision on whether or not to proceed with the change may be decided at Director level or sent to the Steering Group for a decision. Where there is a significant impact on time, cost or output, the issue must be raised to the Steering Group.
- Step 3:** Upon receipt, the Steering Group should reach a consensus opinion on whether to approve, reject or modify the request.
- Step 4:** Following an approval or denial (by the Project Directors or Steering Group), the Project Manager will document the change and outcome notifying the original requestor of the action taken.

3.9 Communications Strategy

Disseminating knowledge about the project is essential to achieving success for any change programme. Stakeholders must be kept informed of the project status and how they are affected. The more that people are educated about the progress of the project and how it will help them in the future, the more they are likely to participate and benefit. The Communications Strategy can be found at Annex B.

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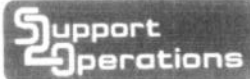


3.10 Stakeholder Management

Stakeholder management is also key to achieving success. Annex C sets out the structure for stakeholder management and some examples of key stakeholders. A stakeholder database will be maintained and reviewed regularly in conjunction with the communications plan.

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ANNEX A

WORK STREAM AIMS, OBJECTIVES AND KEY MILESTONES

See attached document.

AUSCANUKUS EYES ONLY RESTRICTED – MANAGEMENT
A-1

Project Management Plan
23 November 2007
Version 1.2

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COMMUNICATION STRATEGY

Aim

To raise awareness of S2O and to provide a framework for informing, involving, and securing buy-in from all stakeholders.

Audience

This communication strategy targets the following:

- Project Sponsor
- Steering Group
- Project Manager
- Project Team
- Deployees and visitors and potential deployees and visitors
- Families
- Line Managers
- Senior managers in MOD
- Senior military officers
- Wider department
- OGDs

Messages

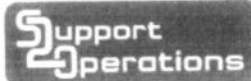
It is absolutely crucial that the MOD as a whole sense the Senior support and guidance for S2O. The Senior Staff involved in S2O need to speak with a unified, enthusiastic voice. This will be 'hands-on' change management, if it is to be successful.

To ensure the buy-in and confidence of the personnel involved in implementing or who are affected by the proposed changes, it will be important to communicate the way in which the solutions were created.

Messages will be tailored to suit the audience both in terms of style and substance. The key messages will support each workstream and in addition promoting change and the need for change and communicating project progress.

Methodology & Branding

Messages will be communicated using a variety of means. They will be branded with S2O and will form part of a co-ordinated publicity campaign. S2O also has



potential to offer positive publicity material for the People Programme as a whole. Regular communications include:

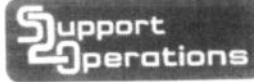
External

- **Newsletters** – The newsletters will go at least every other month to employees. These newsletters will be brief and include key changes that will affect the employee needs to know.
- **Monthly Sit Reps** The Communications Manager shall provide monthly written status reports to the Steering Group and wider stakeholders. The reports shall include a summary of progress against each work stream since the last report.
- **Regular Roadshows** To promote promote operational deployments and attract people to volunteer. These events will be held in a variety of locations.
- **Articles** Including Paperclips, Defence News etc.
- **DINs** to announce major changes in policy and process. Once all changes have been implemented, the DINs will be superseded by a PRG.
- **Posters** to publicise deployment opportunities.
- **Website** Material on the website will be updated regularly to ensure that it is consistent with S2O's development.

Internal

- **Quarterly Steering Group Meeting** These status meetings are held quarterly and are coordinated by the Project Manager. Every member of the Steering Group participates in the meeting. The Project Manager sends any relevant documentation to each member of the team prior to the meeting time so everyone can review it in advance.
- **Monthly People Programme Reports** The Project Manager shall provide monthly written status reports to the People Programme. The reports shall include: status, key achievements, slippage, key issues, key risks.
- **Fortnightly Project Team Meeting** These status meetings are fortnightly. Every member of the Project Team will be invited to participate in the meeting. Project Manager sends the status report to each member of the team prior to the meeting so everyone can review it in advance.

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- **Daily Project Team 'Bird Table'** These status reports are held daily for no more than ten minutes. Every member of the Project Team will be invited to report key items of information or issues.

Structure of Communications

Each workstream contains milestones. Before major milestones are reached the change or improvement will be communicated in the following phases:

Phase 1 – Preparing the ground – The need for the change and the vision of how the change will improve existing processes will be communicated. Stakeholders will be consulted where possible.

Phase 2 – Awareness - Awareness of the change will be maintained, stakeholders will be kept informed of implementation dates and impacts on procedures and processes will be communicated. How the changes are going to be implemented will also fall within this phase.

Phase 3 – Implement – What the change is, how the new process will work and why the need for change and where to get further information will be communicated.

Phase 4 – Maintain & Promote – Why the change is better now, details of reviews, maintaining awareness of policy changes and evaluating the change will fall within this phase.

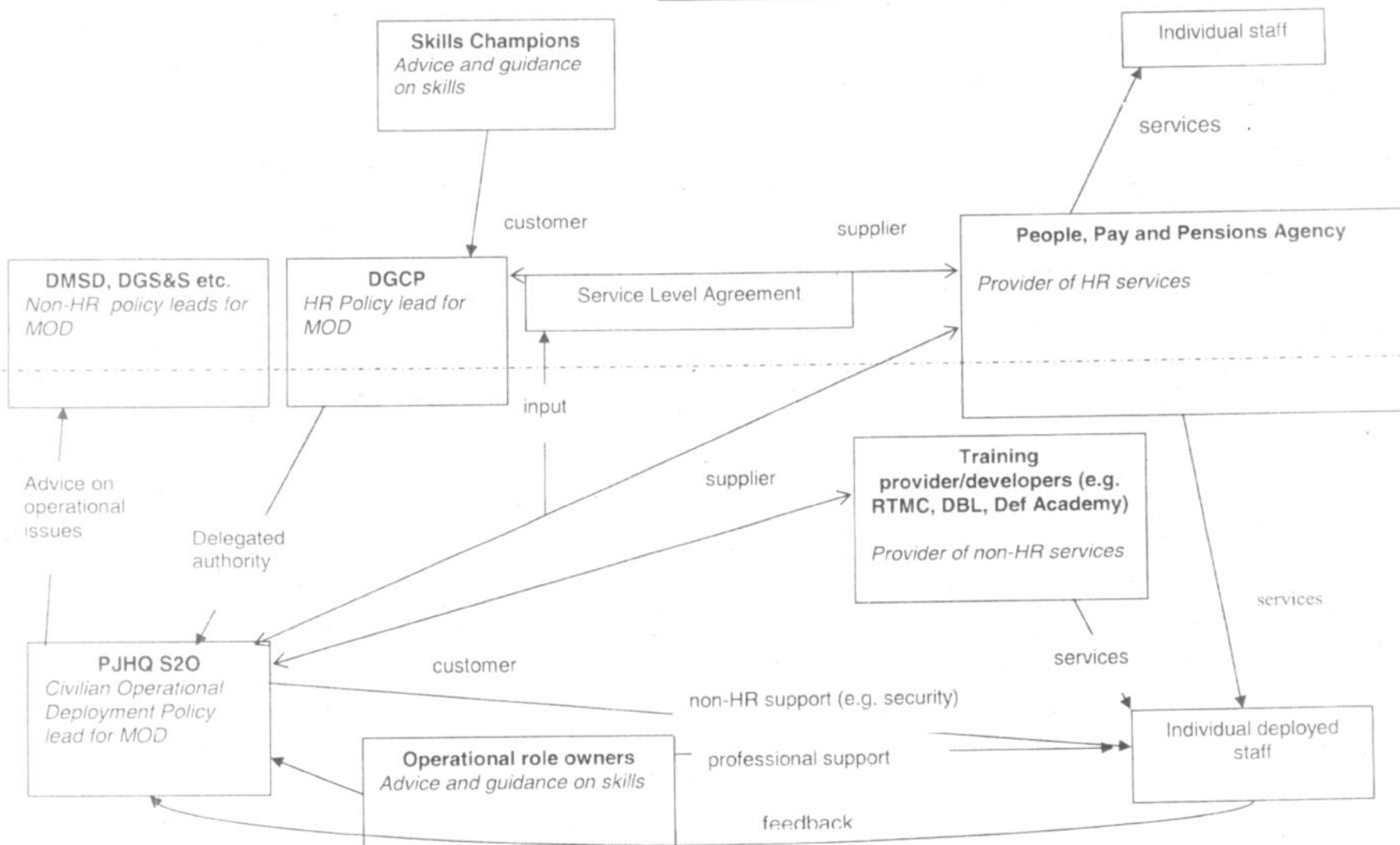
Review

The progress of the Communications Strategy and Plan will be reported to the Steering Group. The success and impact of the strategy will fall within the Workstream 9 of the S2O project (Communications) and will include reviews and surveys.

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STAKEHOLDER MANAGEMENT

	Group 1	Group 2
	Consult, Convince & Carry	Inform
Criteria	<ul style="list-style-type: none"> • Important and influential. • Change likely to impact on their work. • Their work likely to impact on the project. 	<ul style="list-style-type: none"> • Change will have low impact but they need to be aware of project. • They may be influential and need to be kept informed.
Themes	<ul style="list-style-type: none"> • Benefits of change. • Progress updates. • Seek advice. • Focus on their needs. • Support essential. 	<ul style="list-style-type: none"> • Benefits of change. • Progress updates.
Means (examples)	<ul style="list-style-type: none"> • Reports e.g. SitRep • Steering Group • Consultation Papers • Working Groups • Focus Groups • E-mail Updates • Cascade Briefing 	<ul style="list-style-type: none"> • Roadshows • Website • E-mail Updates • Posters • Briefing • Newsletters
Frequency	<ul style="list-style-type: none"> • Frequent and regular engagement and reporting. 	<ul style="list-style-type: none"> • Regular but infrequent.
Stakeholders (examples)	<ul style="list-style-type: none"> • Steering Group • Deployees (current, potential and future) • Role Owners • S2O Team • J3 • CBRN • DGTE • DCTS • OGDs • PPPA 	<ul style="list-style-type: none"> • Mentors • MOD civilian staff • Military staff • Families



MAIN STAKEHOLDERS BUSINESS RELATIONSHIPS



S2O WORKSTREAM AIMS, OBJECTIVES AND KEY MILESTONES

01 PROGRAMME DEFINITION

Aim

To scope the project and develop the structure and necessary management tools. Produce and agree with the Steering Group a realistic project plan to form the control baseline for the management of the project.

Objectives: Phase I & II

- Identify scope and structure the S2O project in terms of key workstreams.
- Form clear recommendations and define clear deliverables.

Milestones: Phase I & II

Milestone	Target	Recommendations¹
Programme Structure – definition of Work Streams	30/06/06	
Recommendations - Safety and Security Report	30/11/06	
Recommendations - Capability Development and Improving Support Report	30/05/07	

¹ Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

02 PROGRAMME MANAGEMENT

Aim

To manage and co-ordinate the project and its work streams, monitoring and reporting issues, risks, benefits, resource requirements and progress against milestones.

Objectives: Phase I & II

- Establish the S2O Project Team and manage the S2O Transaction Team until transfer to the PPPA on 1 Oct 2007. Monitor and manage resource requirements.
- Establish governance arrangements including setting up a Steering Group. Identify and appoint Role Owners. Establish clear reporting arrangements.
- Develop the project plan which will form a control baseline for the management of the project. Agree the project plan and associated documents with the Steering Group.
- Manage the Project Management Plan as a live document and define the high level benefits and project deliverables. Identify and manage risk.
- Develop individual work stream plans to be consolidated into the overarching project plan and identify activities for roll out incrementally.

Draft Objectives: Post Phase II

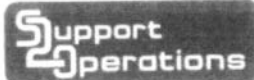
- Full review and evaluation at the end of Phase II. Make recommendations for further work.

Milestones: Phase I & II

Milestone	Target	Recommendations ²
Establish governance arrangements including setting up the Steering Group	30/06/06	
Establish the S2O Project Team	30/01/07	
Manage the S2O Transaction Team until transfer to the PPPA.	01/10/07	2.2
Establish Risk Management process.	30/01/07	

² Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

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Establish Whitehall Group	30/06/07	2.5, 5.9
Transition from TLB coord group to S2O working group	30/06/06	2.4
Produce costings for PR08	30/08/07	2.6
Project Plan v1	30/07/07	
Role Owners appointed (as identified at November 2006)	30/07/07	2.1, 2.3, 3.3
Evaluation on Phase I & II of S2O project begins and make recommendations for future work.	30/03/08	
Project Management Plan v1	12/10/07	

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03 CAPABILITY DEVELOPMENT

Aim

To develop and maintain a body of well-prepared and competent volunteers to deploy in support of military operations abroad. To manage effectively the supply and demand for civilian roles.

Objectives: Phase I & II

Supply and Demand

- Define current operational civilian roles and map the existing and planned operational civilian posts. Establish procedures to publicise the different roles.
- Establish a system to control and manage the creation of new roles and new posts and to regularly review post necessity.
- Establish links with other MOD development schemes to promote deployments as development opportunities and increase the numbers of volunteers.

Recruitment and selection

- Produce guidance for individuals to allow them to assess their suitability for roles.
- Establish the procedures for Role Owners to recruit and select through HRMS. Establish pools of staff suitable for deployment and where appropriate, pools of staff with the potential to be developed for deployment within two years.
- Inform the selection process by piloting and validating psychometric assessments for Polads.

Knowledge and Understanding of Roles

- Identify opportunities to increase understanding amongst the military of the role of civilians on operations and identify opportunities for joined up development and training with military colleagues.

Staff Preparedness and Development

- Identify 8 priority roles and conduct Training Needs Analyses to identify preparation and development needs, existing appropriate interventions and gaps. Develop tools to enable development opportunities to be used effectively.
- Analyse existing training and development interventions, identify learning outcomes and options for filling gaps. Develop and pilot two new interventions.

Draft Objectives: Post Phase II

- Expand the scope of phase II work to include remaining roles, where appropriate. Develop further interventions as and if required.
- Establish a committee to improve strategic planning by considering the civilian requirement against planning assumptions.
- Introduce further assessments (e.g. assessment centre, psychometric assessments) to inform the selection process for roles as and if appropriate (recommendation 3.12).
- Develop and exploit:
 - opportunities for joined up development and training with military colleagues (recommendation 9.8).
 - opportunities to increase understanding amongst the military of the role of civilians on operations (recommendation 9.7).
 - opportunities for joined up development and training with OGDs.
- Assess in-theatre performance in order to evaluate the effectiveness of selection procedures (recommendation 3.11).

Milestones: Phase I & II

Milestone	Target	Recommendations ³
Define existing roles	30/11/06	3.1
Establish support arrangements for Role Owners: <ul style="list-style-type: none"> • Role Managers appointed • Role Owners linked to an S2O Capability Manager focal point for central advice 	30/08/07	3.2
Map existing post requirement	30/11/06	3.1, 3.18
Map planning requirement	28/02/08	3.1, 3.18
Method for post prioritisation agreed	28/03/08	3.18
Formalise processes for creating new roles and new posts and reviewing post necessity.	30/11/06	3.1, 3.5
Formalise links with development schemes	28/03/08	3.9
Recruitment and selection		
Produce guidance for individuals & publish information on roles	30/11/06	3.4, 3.7
Establish procedures for recruitment: <ul style="list-style-type: none"> • through HRMS • to development pools 	30/11/06	3.5, 3.6, 3.15

³ Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

• to deployment pools		
Pilot and validate psychometric assessments for Polads	28/03/08	3.10
Knowledge and Understanding of Roles		
Identify opportunities to increase awareness amongst the military	28/03/08	9.7
Identify opportunities for joined up training with military colleagues	28/03/08	9.8
Development and Preparedness		
For 8 roles ⁴ TNA completed, identifying gaps and interventions.	30/11/07	3.13
Relevant existing interventions identified and publicised to those in Deployee and Development Pools.	28/03/08	3.14, 3.16
Two new interventions piloted and evaluated	28/03/08	3.7, 3.14
For 8 roles requirement proposal for new interventions completed.	28/03/08	3.8, 3.15, 3.17
For 8 roles, generic tools for maximising use of development opportunities launched.	28/03/08	3.9, 3.14, 3.17
For remaining roles, TNAs initiated	28/03/08	3.13

⁴ 8 roles prioritised because of perceived critical needs in meeting the requirements.

04 LINE MANAGEMENT AND INTERVENTION

Aim

To support home and in-theatre line managers and Role Owners by providing a framework for them to support civilian deployees and help them to reintegrate on return.

Objectives: Phase I & II

- Provide guidance to assist Line Managers in understanding their role and the support they can access.
- Provide guidance to assist Role Owners in understanding their role and the support they can access.
- Support returning deployees by establishing procedures to secure their next posting when they are not returning to their former unit.

Draft Objectives: Post Phase II

- Review suitability of guidance and support and determine if further support is required.

Milestones: Phase I & II

Milestone	Target	Recommendations ⁵
Provide guidance for Line Managers	30/11/06	4.1
Provide guidance for Role Owners	30/11/07	
Establish procedure for returning deployees to find their next posting.	30/11/07	4.2
Promote success of deployees securing jobs on return.	Ongoing	9.2

⁵ Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

05 SAFETY AND SECURITY

Aim

To ensure that all civilians, deploying to or visiting operational theatres, are risk aware, are appropriately trained and are issued with suitable kit.

Objectives: Phase I & II

- Evaluate and benchmark safety and security issues associated for civilians deploying to or visiting operational theatres and propose improvements to current practices.
- Establish a single team with Departmental oversight for all civilian deployments and visits.

Risk:

- Establish a clear Risk Management Process that includes a clear chain of delegations for risk management and a senior civilian system for managing security in-theatre.
- Establish individual pre-deployment risk assessments that include location and role specific assessments.

Training:

- Carry out a systematic Training Needs Analysis (TNA) and implement the recommendations, including full course redesign and establishing new courses as appropriate.

Kit:

- Formalise arrangements for issuing correct PPE kit, including sourcing body armour identification slides.

Other:

- Develop and exercise Business Continuity plans including casualty reporting and repatriation processes.
- Provide guidance to units with embedded civilians on the command arrangements and S2O procedures.
- Provide guidance on insurance and claims procedures.

Draft Objectives: Post Phase II

- Investigate and take forward opportunities to better manage safety and security issues with OGDs.
- Review safety and security training with a view to developing a modular, flagship course.

Milestones: Phase I & II

Milestone	Target	Recommendations ⁶
Safety and Security Report published	31/11/06	
Establish a single point for oversight of civilian deployments and visits.	01/10/07	5.12
Risk		
Agree risk ownership model	30/1/07	5.1, 5.2
Risk Guidance issued	31/10/07	
Risk assessment process launched (including appointing Senior Civilians)	31/10/07	5.15, 5.16, 5.18
Training		
TNA published	03/07/07	5.3
Extend in-theatre RSOI brief	31/03/08	5.11
Implement interim PDT fix	29/06/07	5.5
Full PDT Launched	31/01/08	5.4, 5.7, 5.8
Visitors		
Visitors PDT Launched	31/01/08	5.18
V/VVIPs PDT Launched	31/11/07	5.19
Kit		
Arrangements for PPE kit in place	31/10/07	5.23
Body armour civilian ID slides developed and being issued.	28/03/08	5.17
Other		
S&S Aide Memoire issued	15/11/07	5.22
Develop Business Continuity Plans including casualty reporting and repatriation processes.	28/03/08	5.20
Insurance and claims guidance.	01/10/07	5.24
Advice for units with embedded civilians in them issued	28/03/08	5.14
Guidance for military commanders on the C2 arrangements for civilians issued.	28/03/08	5.21

⁶ Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

06 MEDICAL AND WELFARE

Aim

To develop a medical and welfare process that will ensure that civilians are fit to deploy and to monitor their fitness during and after deployment. To ensure support and treatment is available as appropriate.

Objectives: Phase I & II

Physical fitness

- Review physical standards and introduce a medical assessment pre and post deployment and secure appropriate medical resources. Introduce a basic fitness test for civilian deployments and develop guidance to allow individuals to assess themselves against the medical and fitness standards.

Psychological fitness

- Introduce a 'wellness process' to monitor changes in psychological wellbeing and review the stress management module in the Pre Deployment Training. Include at the return medical a briefing to provide guidance on reintegration, signs to look out for and further support.
- Introduce TRIM training for those who require and ensure civilians have access to appropriate psychological support on return, if required.

Welfare

- Establish and implement appropriate levels of OWS support and introduce OWS pastoral visits to theatre.
- Provide guidance for UK line managers on how to support individuals who have returned from a deployment and provide information the stress in pre application.
- Introduce a step-down process at the end tour, review and agree tour exit leave arrangements and establish a debriefing when employees return from theatre.
- Develop guidance for families on the issues they will face whilst their relative is deployed and the issues individuals face on return from an operational tour.

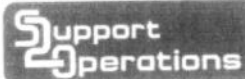
Draft Objectives: Post Phase II

- Review and enhance medical and welfare arrangements as required.
- Study the psychological and other effects of deployments on civilians and their families.
- Establish mandatory TRIM training for civilians with in-theatre line management responsibilities.

Milestones: Phase I & II

Milestone	Target	Recommendations ⁷
Physical		
Finalise medical standards and assessment requirement and guidance issued	30/11/06	6.1
Resources secured for medical facility	28/02/07	
Fitness test launched	02/07/07	6.2
Return medical launched	30/09/07	6.3, 6.11
Psychological		
Stress guidance published	30/11/06	6.4
TRIM training available and posts requiring TRIM identified	30/03/07	6.5
Stress briefing reviewed and revised	02/07/07	6.6
Introduce Wellness process	30/12/06	6.7
Briefing on reintegration included in return medical	30/09/07	6.11
Civilian access to appropriate healthcare agreed	30/10/07	6.12
Welfare		
Level of OWS support agreed	30/07/07	
OWS pastoral visits to theatre established	30/09/07	6.10
Guidance for deployee on role of the LM in support of their staff, military networks and OWS support	28/03/08	6.9
Gather evidence to support end of tour leave review (WS08).	28/03/08	6.13
Guidance on return and reintegration issues published for deployee, family and Line Manager.	30/11/06	6.8, 6.14
Returnees day established	27/09/07	6.3, 6.11

⁷ Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B



07 SUPPORT TO FAMILIES

Aim

To provide essential support to the families of civilian deployees before, during and after an operational tour.

Objectives: Phase I & II

- Define, implement and communicate the support arrangements.
- Develop comprehensive written guidance and establish an awareness briefing for families.
- Establish a families network to enable families to support each other and provide clear contact details for OWS and S2O and out of hours contact details.

Draft Objectives: Post Phase II

- Review and enhance support arrangements as required.

Milestones: Phase I & II

Milestone	Target	Recommendations ⁸
Guidance		
Information on operational deployments published	30/11/06	7.1
General information on each operational theatre published	30/11/06	7.2
Information on helping a deployee reintegrate on return published	30/11/06	7.5
Information sent to deployees on family arrangements	28/02/08	7.6
Contact Details		
Contact details of OWS and S2O	30/11/06	7.4
Families Briefing & Network		
Families Briefing Day launched/piloted	28/02/08	7.3
Family Network established	28/02/08	

⁸ Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

08 REWARD AND RECOGNITION

Aim

To recognise, appropriately reward and celebrate the contribution of civilian deployees to operations.

Objectives: Phase I & II

- Identify existing and new, internal and external reward and recognition opportunities.
- Develop and organise appropriate reward and recognition opportunities and agree and record the relevant policy and processes.

Draft Objectives: Post Phase II

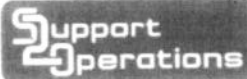
- Understand through research what might attract staff to operational deployments and review and enhance support arrangements as required.

Milestones: Phase I & II

Milestone	Target	Recommendations ⁹
Senior Staff		
Procedure established and implemented for PUS receptions.	30/11/06	8.2
Procedure established and implemented for organising PUS dinners.	28/03/08	
Procedure established and implemented for senior staff 'thank you' letters.	14/12/07	
Procedure established and implemented for PUS Christmas cards.	31/10/07	
Establish a means to identify exceptional performers to be thanked by senior staff.	28/03/08	8.3
Rewards		
Persuade Cabinet Office of the case for civilian eligibility for state honours and ensure civilians are nominated when appropriate.	Ongoing	9.4

⁹ Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

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Investigate potential for an S2O commendation scheme or linking in with existing commendation schemes.	28/03/08	8.5
Procedure established and implemented for the nomination of individuals and the presenting of awards and commendations.	28/03/08	
Procedure established and implemented for applying for campaign medals and their presentation.	28/03/08	9.3
Review and agree end of tour leave arrangements.	28/03/08	
Other		
Procedure established and implemented for Role Owners to debrief staff on return from deployments.	31/11/07	8.4

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09 COMMUNICATIONS

Aim

To publicise the role of civilians in operations and to promote the S2O programme, the need for and benefits of change.

Objectives: Phase I & II

- Develop strategies for stakeholder management and communications.
- Produce regular, targeted communications including information published on people services. Improve awareness amongst civilian and military staff of civilian deployments.
- Design and initiate a Department wide recruitment campaign.

Draft Objectives: Post Phase II

- Review and reprioritise as required.

Milestones: Phase I & II

Milestone	Target	Recommendations ¹⁰
Develop communications strategy and plan	30/11/06	
Develop a stakeholder management strategy and plan	30/11/06	
Publicity campaign launched.	30/11/06	9.1, 9.6
Central information portal created on people services for civilian deployees.	30/11/06	9.5
First recruitment and publicity campaign complete.	30/07/07	
Regular communications products in place	Ongoing	

¹⁰ Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

10 PROGRAMME PROCESS

Aim

To design and establish a centrally delivered, common, end to end process that underpins all civilian deployments to operational theatres.

Objectives: Phase I & II

- Map the existing 'as is' process and design the new 'to be' process capturing recommendations of the S2O project and involving key stakeholders. Implement the new process and test it to ensure it meets the required standard.
- Establish a central portal (PPPA) for administering civilian deployments and transfer responsibility from other TLBs.
- Establish S2O team at PJHQ as 'customer one' and the policy lead for civilians in operational theatres. Establish a customer supplier relationship with relevant organisations (e.g. PPPA, RTMC, Defence Academy, DBL).
- Determine management information requirements.

Draft Objectives: Post Phase II

- Review and evaluate the S2O process and redesign as required.

Milestones: Phase I & II

Milestone	Target	Recommendations ¹¹
Gap analysis and initial design of the 'to be' process	30/11/06	
PPPA project team established	30/03/07	
Map existing 'as is' processes	04/06/07	
Define the 'to be' process requirements	13/06/07	5.13
Design complete for the new 'to be' process	30/09/07	5.13
Customer acceptance testing	30/11/07	
Launch initial service	14/09/07	10.1
Launch full service	14/12/07	
Formal acceptance	14/03/08	

¹¹ Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

11 PROGRAMME EVALUATION

Aim

To define measures of success and long term benefits, developing an appropriate evaluation methodology.

Objectives: Phase I & II

- Define the evaluation methodology and the measures of success for the overall programme and for its discrete processes.
- Develop a comprehensive plan for regular evaluation of the project. Conduct evaluations and incorporate subsequent recommendations into the S2O programme

Draft Objectives: Post Phase II

- Review and assess evaluation methodology and processes.

Milestones: Phase I & II

Milestone	Target	Recommendations ¹²
Define evaluation methodology	01/12/07	11.1
Conduct first evaluation	10/10/07	11.1
Continuous review process initiated	15/10/07	11.1
Phase I & II Review and Evaluation	28/03/08	

¹² Recommendations set out in Capability Development and Improving Support 10 May 2007 Annex B

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Progress Report

Work Stream Managers

Damian Johnson

Work Stream

01 Programme Definition

Period ending

30/10/07

PROJECT DELIVERY STATUS		KEY STATUS INDICATORS						
Status summary	Work ongoing	Progress	Scope	Staff	Risks	Issues	Other Dependencies	Milestones
Overall Status	G	G	G	G	G	G	G	G
Status rationale	<p>Progress: Programme defined. Recommendations endorsed June 2007 and have been translated into a basic project plan. Scope: The scope of the project has grown significantly since the project initiated and needs to be managed better. Staff: A project manager has now been appointed to manage programme definition. Milestones: The Project Management Plan has been sent to the Steering Group for approval this month. The next major milestone is a full review of programme in March 2008.</p>							

Last Period								
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Key achievements	Workstreams identified. Major recommendations published through the Safety and Security Report and Capability Development and Improving Support Report.
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Slippage against plan this period, impacts and actions	
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Key activities next period	
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Issues

Description	Threat	Impact	Action	Due	Who

Milestone Reporting

	Milestone Description	Status	Original date	Forecast Date	Notes (Embolden if any change to date or notes this period)
	Programme Structure – definition of Work Streams	Complete	30/06/2006	30/06/2006	
	Recommendations - Safety and Security Report	Complete	30/11/2006	30/11/2006	
	Recommendations - Capability Development and Improving Support Report	Complete	30/05/2007	30/05/2007	

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