

CASE STUDY - AFMO

Challenges They Faced:

The Assistant Secretary of the Army, Financial Management & Comptroller (ASA (FM&C)) faced increasing congressional mandates for auditability and compliance requirements amid a post-war shrinking budget. These pressures resulted in the decision to deploy the General Fund Enterprise Business System (GFEBS) intended to increase efficiencies and reduce cost by standardizing business operations while addressing NDAA and other compliance requirements.

Now that GFEBS has been deployed, the Army's financial management community has turned their attention to streamlining their operations, organizations and service provider agreements to leverage the efficiencies enabled by the ERPs.

On 11-Sep-2012, the Secretary of the Army directed ASA (FM&C) to 1) conduct a review of the Army's financial management processes, policies, organization and workforce, 2) recommend best practices, operations improvements, greater efficiencies, and 3) develop and submit a fully staffed & coordinated implementation plan for the optimization of the Army's financial management domain.

Solutions We Brought:

Today, we serve as the trusted advisor to the ASA (FM&C)'s executive management team as they work to address the requirements set forth in the Secretary of the Army's memo. We are responsible for the program's management, governance, business case development, risk management and organizational change and transformation strategy, design, planning and implementation for the Army Financial Management Optimization (AFMO) program.

1. Developed the 'AFMO Concept Plan' approved by the Secretary of the Army for pilot implementation in October 2014. Facilitated numerous working groups needed to develop the program's concept. Developed the 'AFMO Concept Plan' that outlined the scope, purpose, intended outcomes and implementation plan along with its associated business case, alternative courses of action and the recommended way ahead.
2. Designed the working group structure, project plan, identified the participants and 'battle rhythm' of meetings needed to move a group of highly interdependent work streams forward. Conducted the stand up meeting and provide the Program's Executive Sponsor and Action Officer with the strategic guidance and tactical implementation support needed for progress.
3. Responsible for the design, development, implementation and ongoing management of the program's Strategic Communications Plan, Performance Metrics & Measures, Business Transformation & Organizational Change Management Plan, Risk Management and Governance.

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Work Performed:

1. Drafted the organizational design for ASA (FM&C)'s Financial Management Support Operations Center (FMSOC); a newly formed centralized organization created to perform financial management transactions and leverage efficiencies now possible by GFEBS.
2. Developed the cross functional workgroup design needed to engage select Army commands (FORSCOM, EUSAEUR, ARCENT), DFAS and the ASA (FM&C) Deputy Assistant Secretariats in the design, planning and pilot of the financial management organization's new design, business processes and operating practices.
3. Facilitated numerous working group sessions to develop the concept plan for the program in collaboration with ASA (FM&C) executives, the Army's commanders, DFAS and supporting organizations.
4. Wrote the 'AFMO Concept Plan' that included the program's scope, purpose, intended outcomes and implementation plan along with its associated business case, alternative courses of action and the recommended way ahead.
5. Conducted the analysis and developed the business case that was presented to the Secretary of the Army to gain approval to move ahead on the concept.
6. Developed and now manage the program schedule, integration of activities among work stream leads, status briefings to executive, internal and external stakeholders.
7. Responsible for all strategic communications to internal and external stakeholders for a politically and operationally sensitive program.
8. Conducted the DOTMLPF-P Impact assessment to determine what changes were needed to the ASA (FM&C) Doctrine, Organization Structures, Training, Material, Leadership, Personnel, Facilities and Policies. Currently managing the closure of all open impacts.
9. Drafted the 'balanced scorecard' of measures to be used to ensure the program proceeds on schedule and delivers its intended business outcomes.
10. Drafted responses to numerous congressional inquiries about the program's purpose, intent and impact on manpower and staffing levels.
11. Develop briefings to support ASA (FM&C) AFMO program governance and status reporting to the Secretary of the Army.