



Operationalizing the Soldier Family Action Plan

SFAP Support to ARFORGEN

(Organizing the SFAP)

31 July 2008



Organization Responsibilities

ACSIM: GO 00 (LVL VI)

- **Policy Formulation and Strategy Development-**
 - *Define skills and requirements for executing programs*
 - *Prescribe tasks to subordinate agencies and individuals-Commands DRU*

IMCOM: GO 00 (Lvl V)

- **Policy and Strategy Implementation-**
 - Develop a business plan for program execution
 - Delineate/assign tasks to subordinate commands

IMCOM GO 38

- **Manage installations and execute installation readiness missions**



GO 00

ACSIM: Level VI (PDASA; LTG; SES-4)

Functions

**Policy Formulation
Strategy Development
Program Analysis & Integration
Best Business Practices**

Critical Tasks

**Maintain Global Awareness
Manage Portfolios
Allocate Resources
Design: Structure, Systems, &
Processes**

IMCOM: Level V (MG; SES-5)

Functions

**Strategy Implementation
Identify Customers Needs
Business Plan & Program Development
Implement Continuous Improvement**

Critical Tasks

**Manage Operational Units
Manage Resources
Allocate Resources
Create Supportive Climate
Formulate Operational Unit Projects**



Stakeholders

- **SFAP Key Stakeholders**
 - EOH
 - ASA M&RA
 - ASA I&E
 - ACSIM
 - IMCOM/FMWRC
 - G1
 - G3
 - G4
 - OCCH
 - OTSG/MEDCOM
 - Army Reserve Command
 - Army National Guard Bureau
 - OWCT
- **These agencies must operate in an integrated system**
 - Unity of effort
- **Implementation *starts* with Strategy and Policy at HQDA**



Roles & Responsibilities

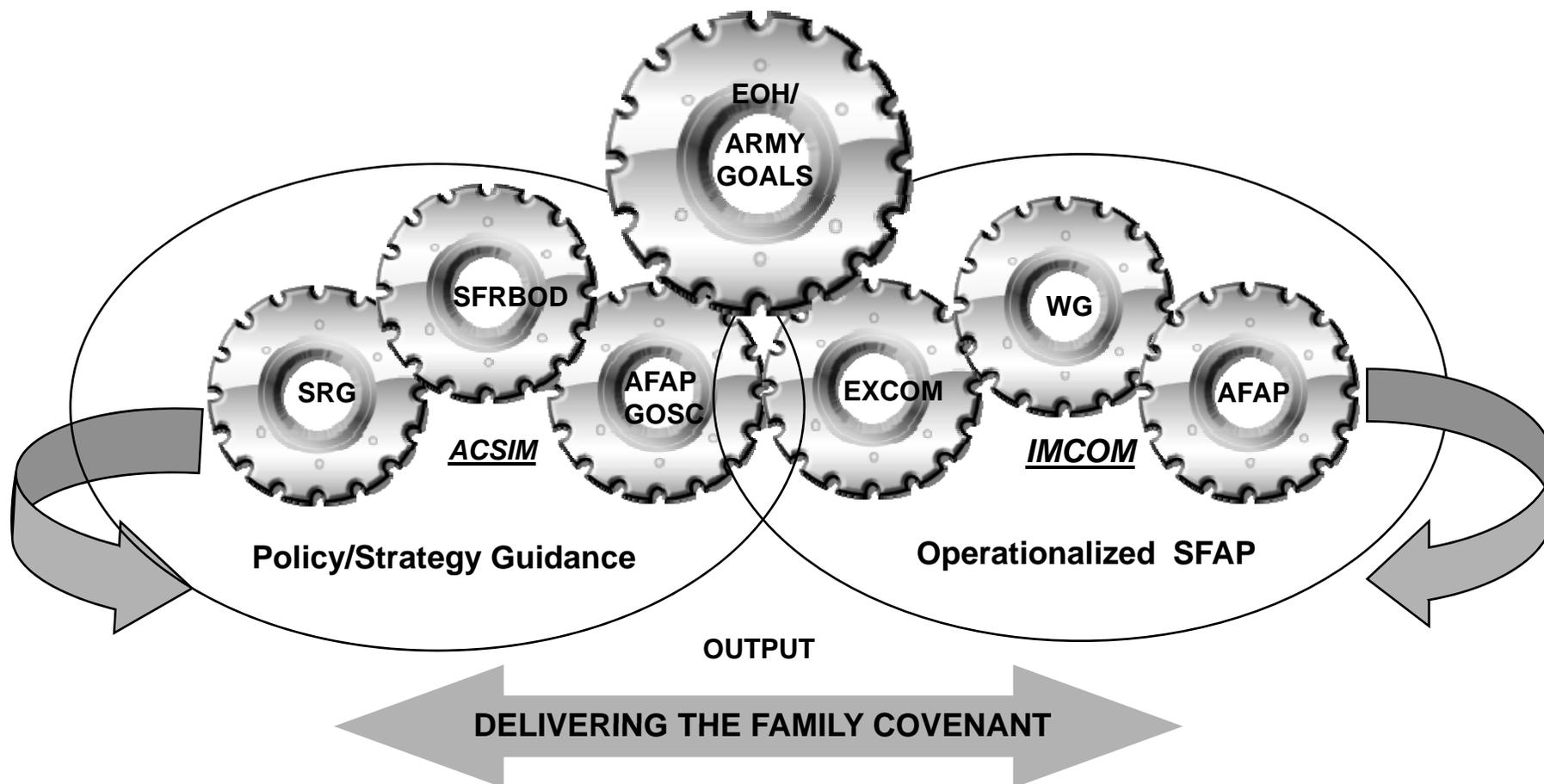
- **SFAP**
 - **EOH Intent for SFAP (Charter)**
 - M&RA lead with primary support from ACSIM (SFAP) and G-1 (AI2)
 - SFAP process uses the SRG's to seek strategic guidance and to inform Senior Leaders (ACSIM managed)
 - SA/CSA directed ACSIM oversight for SFAP
 - SFAP and SRG managed by ISS as HQDA element
 - **ISS Roles & Responsibilities**
 - SFAP Charter para 6. Phase I Establishment and Phase II Analysis, Planning and Coordination
 - Keep EOH promptly informed of progress and challenges of the SFAP through execution of SFAP SRG
 - Communicate directly with stakeholders
 - Assign tasks through ECC to, and directing coordination among LOO leads
 - Develop scorecard to evaluate and report progress to ensure alignment with Army goals (ACP, ARFORGEN, POM, ISR)
 - **IMCOM Roles & Responsibilities**
 - SFAP Charter para 6. Phase III Execution and Phase IV Sustainment – “Operationalizing the Soldier Family Action Plan”

Consistent with GO-00



Setting the Conditions

PUTTING THE ARMY IN BALANCE





ACSIM

- Policy Formulation and Strategy Development
 - ACSIM Lead/IMCOM Support
 - SFAP
 - SFAP SRG Management
 - Lead SFAP IPT
 - Scorecard development analysis and reporting
 - EXORD Development
- AFAP GOSC

IMCOM

- Policy and Strategy Implementation
 - IMCOM Lead/ACSIM Support
 - SFAP
 - Execution
 - Sustainment
- “Operationalize the Soldier Family Action Plan”
- AFAP Conferences



- Promotes interdependence and access to ACSIM and IMCOM capabilities
 - Decentralizes mission and promotes integration
- “Unity of Effort”**
- Creates quantum mindset change from vertical orientation



The Nature of the Problem

How to Achieve Balance in an Expeditionary Army

- For the health of our Army, what we want ...

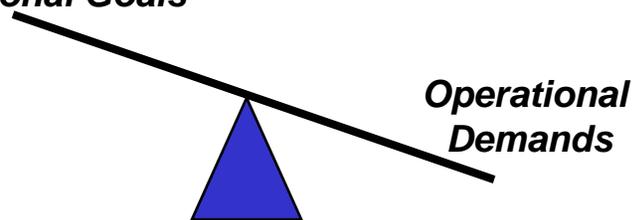


Ready, Healthy, Committed Soldiers



- The pressures of life in an expeditionary Army at War challenge this

*Quality of Life;
Personal Goals*



balance.

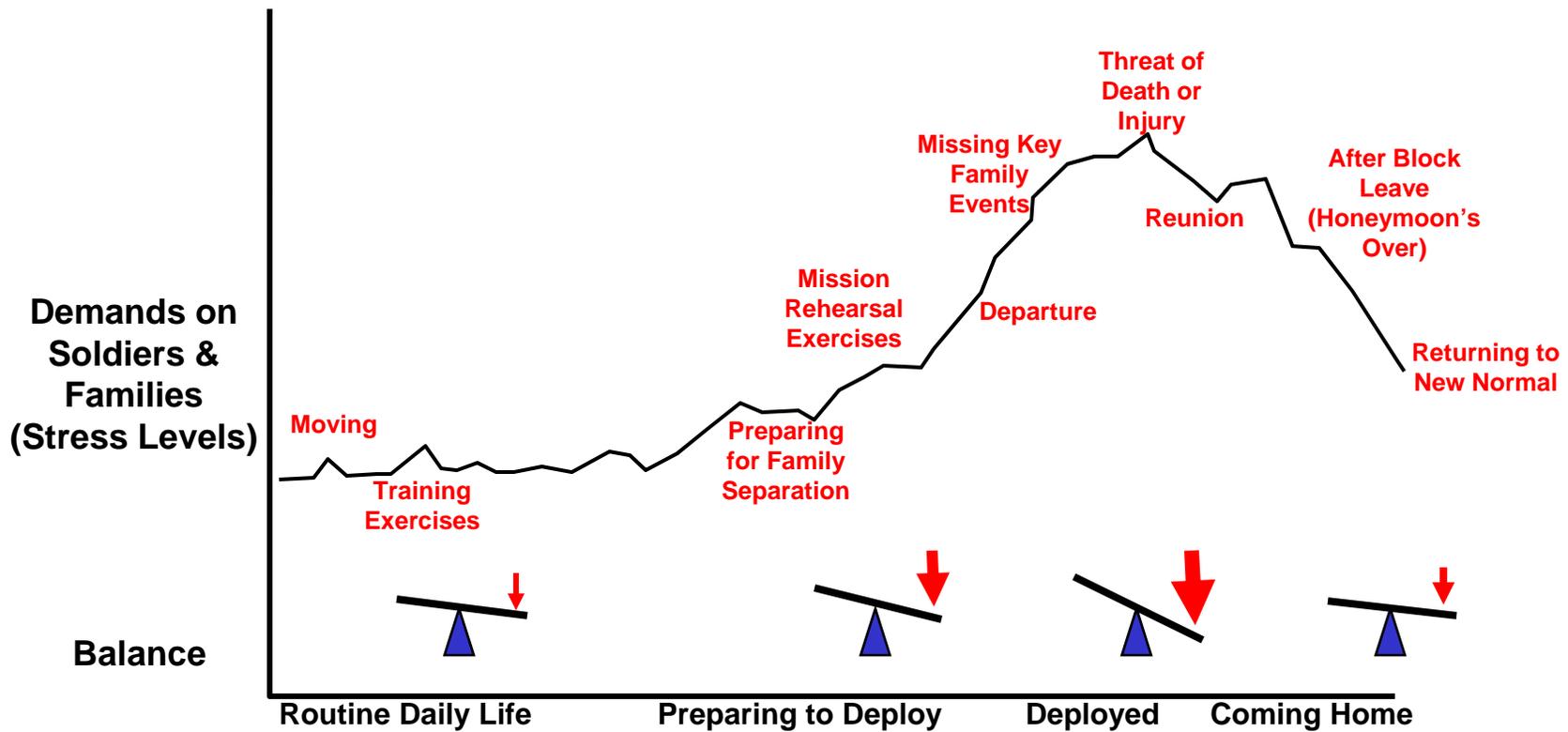
.... The Army is out of



The Nature of the Problem

Sources of Stress / Imbalance

Life in an Expeditionary Army at War

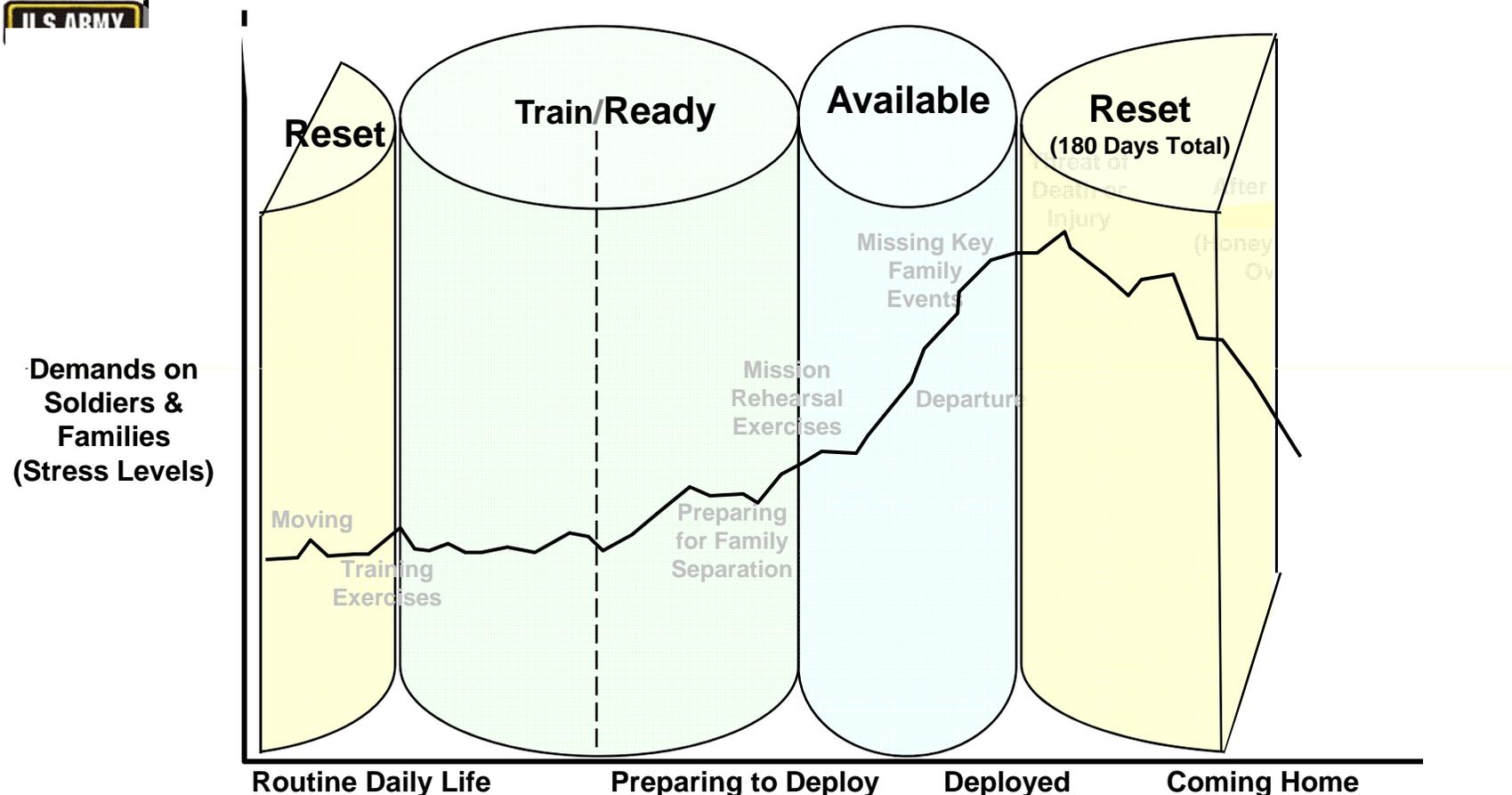




The Nature of the Problem

How to Achieve Balance in an Expeditionary Army — Supporting ARFORGEN

Army Force Generation Model (ARFORGEN)



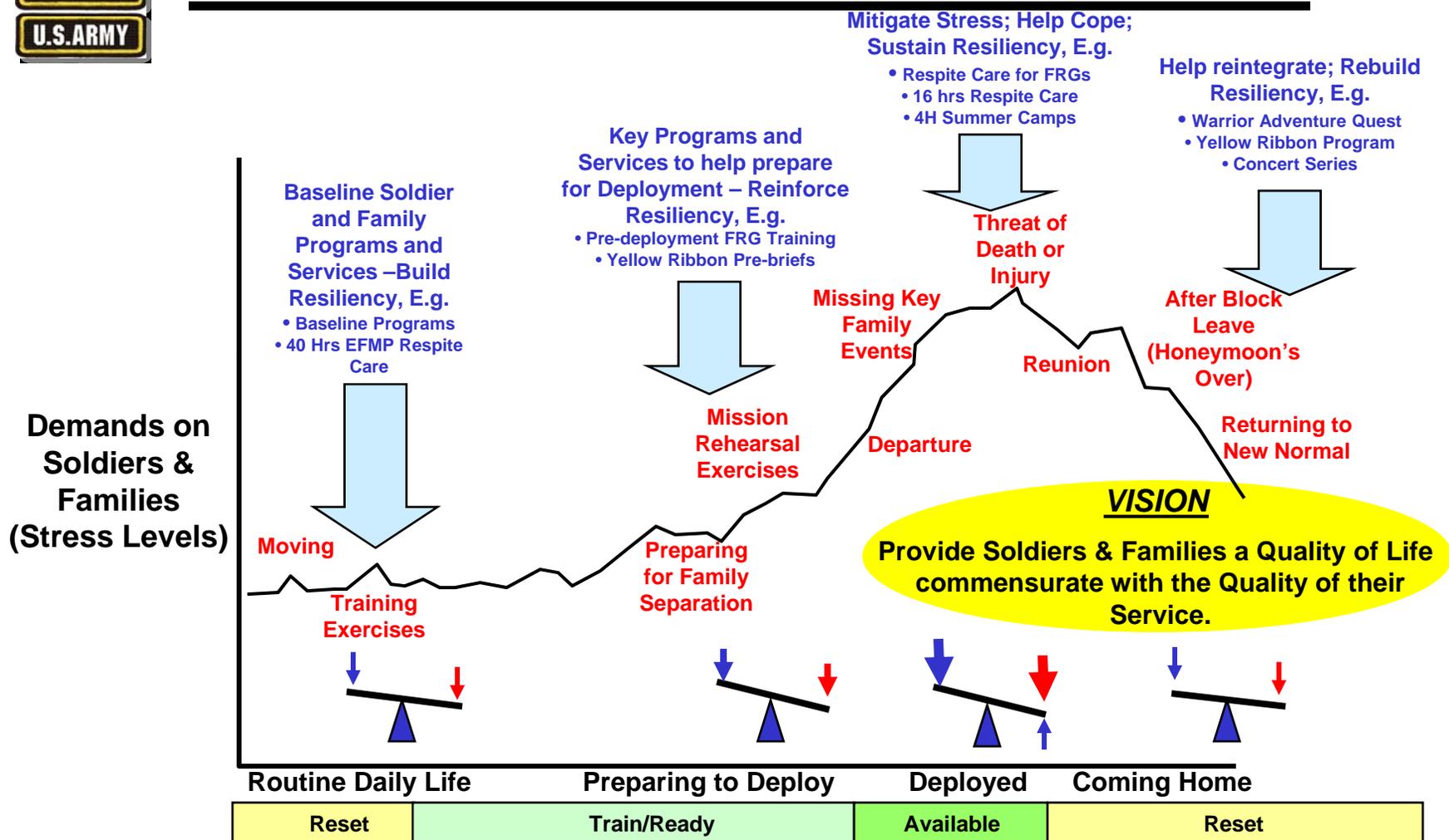
ARFORGEN – Life in an Expeditionary Army at War

- The structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements.
- ARFORGEN is an Army process that applies to all components across the Operating and Generating Force.



The Nature of the Problem

How to Achieve Balance in an Expeditionary Army -- The Role of SFAP



**BLUF: How do we apply programs and Services to best help Soldiers and Families Maintain balance and sustain resiliency?
 The Soldier Family Action Plan (SFAP)**



Lines of Operation

- **The SFAP is focused on seven lines of operation (LOO), derived from the Army Family Covenant. Each LOO has an Army lead for synchronization and execution, and an Army Staff proponent. The Army lead, in coordination with the Army Staff/Secretariat proponent is responsible for the development of tasks and sub-tasks and coordinating execution of the operational activities associated with their designated LOO. Derived from Army Initiative #2, the SFAP LOOs are:**
 - 2.1 Standardize and Fund Existing Family Programs and Services. Army Lead: IMCOM; Army Staff proponent: ACSIM.**
 - 2.2 Health care. Army Lead: MEDCOM; Army Staff proponent is Office of the Surgeon General.**
 - 2.3 Improving Soldier and Family Housing. Army Lead: IMCOM; Army Staff proponent is ACSIM.**
 - 2.4 Ensure Excellence in Schools, Youth Programs, and Child Care. Army Lead: IMCOM; Army Staff proponent is ACSIM.**
 - 2.5 Expanding Education and Employment Opportunities. Army Lead: IMCOM; Army Staff proponent is G1.**
 - 2.6 Providing for Soldier Quality of Life/Improve the accessibility and Quality of Soldier Programs. Army Lead: IMCOM; Army Staff proponent is ACSIM.**
 - 2.7 Create a Supportive Environment for Soldiers and Families to Live and Thrive. Army Lead: IMCOM; Army Staff proponent is ACSIM.**



Synchronizing the SFAP

-- Organizing SFAP to Support ARFORGEN Cycles

