

Case: Travel the World, Build Great Things!

It's the end of the government fiscal year 2024, which places the timeframe as Sept 2024. On the 3<sup>rd</sup> floor of the Air National Guard Readiness Center, the two project managers for the Deployment for Training program are hard at work, looking over their projects for the next fiscal year. They have 10 projects on the docket, and the one in Ramstein, Germany is a crucial project for the longstanding program. This project is not only at one of the military's busiest and largest bases, it the most planning intensive project for the upcoming fiscal year.

**Dave:** Wayne, we have 10 projects for next year, what is your take on that project in Germany?

**Wayne:** So, this project at Ramstein, we are estimating for it to take at least 6 months to complete.

**Dave:** Do we have enough units that want to travel across the pond and do the job?

**Wayne:** Sure! 40 units applied to be assigned a DFT for FY25, and most of them requested building construction work to enable them to employ all their career fields.

**Dave:** This project would satisfy a lot of training requirements for our airmen. Let's make sure we get this right and assign the best units.

## Air National Guard Readiness Center (ANGRC)

Every company has a headquarters. The ANGRC is one of the headquarter equivalents for the United States Air National Guard. The Readiness Center provides resources, policy oversight and guidance to ensure Air National Guard wings and Geographically Separated Units are ready, trained and equipped for homeland and global operations.

To aid members in being fully trained and equipped, the Civil Engineer division created a Deployment for Training (DFT) program, to provide opportunities for ANG members to obtain real world experience in construction. This program initiates and executes 10 annual construction projects around the world at military bases and in US communities. The program offers free labor from the ANG units to project hosts/customers. In return, the host receives a finished construction project, and members of the ANG gain valuable experience within their career fields. Career fields include heavy equipment operating, carpentry, plumbing, electrical, heating ventilation and air conditioning, engineering assistance, operations management, emergency management, fire emergency services.

## Projects

Each year, the DFT Team collects applications of potential hosts/customers. These hosts apply to have their construction project accepted, validated, and included in future fiscal year program portfolios. To be considered, projects must possess the following attributes:

1. Trains at least 4 career fields
2. Have free or very low-cost lodging available for the arriving ANG workers.
3. Possess a dining facility or a dining apparatus to feed arriving ANG workers.
4. Availability to an airfield for Military Airlift flights to transport ANG workers.

Along with these attributes, hosts accept responsibility for providing construction design, materials, tools, and equipment to perform the construction work. This arrangement benefits the project host because they receive a finished product at a much lower cost.

Project execution occurs during the Spring and Summer months of every year (April-August). The US government operates on a fiscal year beginning on October 1 until September 30 of every year.

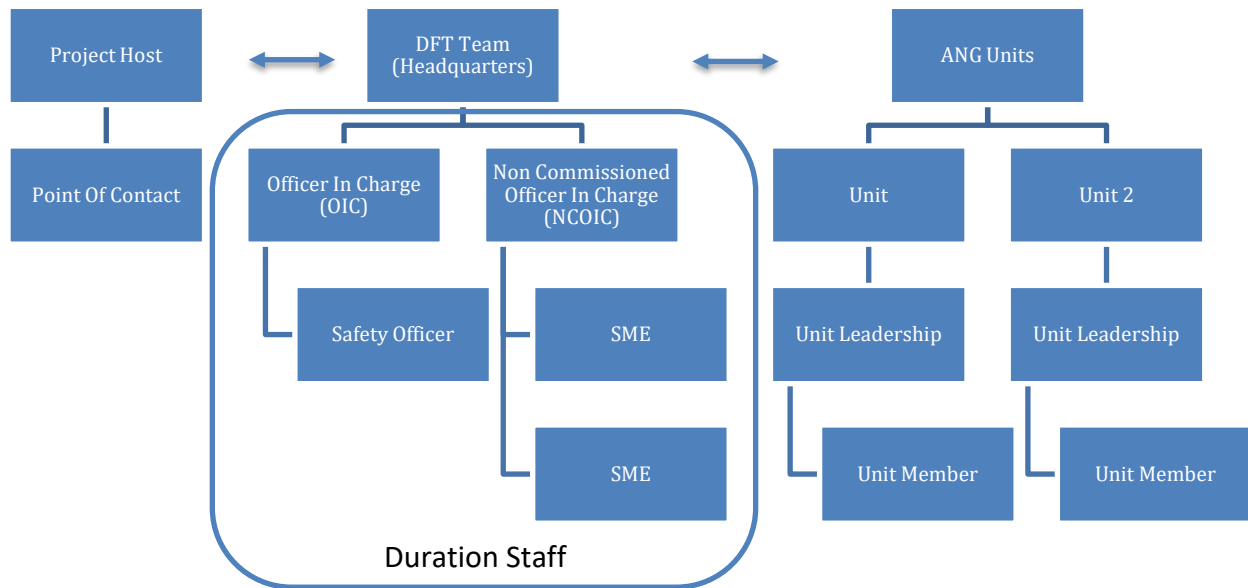
## Program

The DFT Team, which is made up of 3 personnel, manages the logistics of bringing together project hosts, and ANG unit members to perform the perfect partnership in achieving everyone's goals. Each year, ANG units submit a request to the DFT Team, requesting to be assigned a DFT project for the following fiscal year. Within their submission, ANG units must affirm that they will allocate the necessary funding resources to allow members to travel and complete two weeks of work toward their assigned project. This is who pays for the free labor the project host receives.

The DFT Team conducts solo pre-planning site visits, and then planning meeting site visits along with assigned units to prepare for project execution. Project planning begins at the beginning of every fiscal year.

## Organizational Structure

Every project within the program portfolio follows this same structured layout. The DFT team consists of the program managers and liaisons with the project host, duration staff and ANG Units.



## Construction at Ramstein

The 786 Civil Engineering Squadron needs a warehouse built on the base to store incoming building maintenance materials and supplies. The squadron does not have the manpower to complete this project, and they have submitted a project host application to the DFT Team to include this project in the FY25 Program portfolio. The DFT Team has validated the project, assigned a duration staff, conducted a pre planning site visit and now needs to begin planning with the units for execution to begin in April 2025.

Accomplish the mission by initializing the planning process and moving the project forward to the execution stage. To help you do this, answer the following questions.

## Questions

1. How do you start, where do you start? Develop the following initializing documents:
  - a. **Project Charter**
  - b. **Stakeholder Register**
  - c. **Communication Plan**
2. Brainstorm and list glaring logistical challenges that a program/project manager may be faced with, while trying to construct a building halfway across the world.
3. Consider these assumptions:
  - a. The project is on a 6-month execution schedule.
  - b. Free lodging is available.
  - c. Free meals are available for the workers.
  - d. The transportation to the location is secured.
  - e. Every selected unit will complete 2-week rotations to complete the project.
  - f. Duration Team is selected and in place
4. Considering the additional background of the ANG DFT Program, how can you successfully plan to complete the building in Germany with the resources you currently have at your disposal? (Additional background for ANG DFT Program, provided with case study)
  - a. What is each stakeholder providing towards the completion of the project?
  - b. **Produce a tentative project schedule that lays out the 6-month plan for completing the construction project.**

### Due Outs:

1. Project Charter
2. Stakeholder Register
3. Communication Plan
4. Project Schedule (Gantt Chart)