



USD – POLICY POW MIA SUPPORT SERVICES
WEEKLY PROGRESS, COST AND SCHEDULE STATUS REPORT

UNDER SECRETARY OF DEFENSE FOR POLICY
POW/MIA SUPPORT SERVICES

Contract Number GS-10F-0065X

DELIVERABLE: WEEKLY STATUS REPORT

May 22, 2014 - May 23, 2014

Submitted by:

The Clearing, Inc.
1250 Connecticut Ave, Suite 625
Washington, DC 20036

Submitted to:

COR, Contracting Officer, & (b)(6) Personnel Accounting Consolidation Task Force

Contract #: GS-10F-0065X**Period of Performance:** 22 MAY 2014 - 14 AUGUST 2014**Period Covering:** May 22, 2014 – May 23, 2014**Author:** (b)(6)**Date:** May 23, 2014**Accomplishments***The team started, continued or concluded the following activities and deliverables in the past workweek.*

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Reviewed signed contract Prepared questions for COR Conducted call with COR to review contract questions Sent follow up email to COR and KO Developed draft project plan Developed draft weekly status report templates Developed draft Quality Control Plan Developed draft monthly progress report templates Conducted research on the POW MIA mission, issues, and opportunities Onboarded new team to prepare for client meeting Prepared agenda and materials for meeting with client on 5/22/14 Developed 80 day project outlook to cross-check with contract requirements Scheduled time with subcontractors to attend client meetings next week Sent subcontractor information to KO for approval (5/21/14) Drafted first weekly status report for review and feedback	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support:		
PRS # 3 Change Management	Developed draft and final working group session agenda and vetted with client Developed working group session read-aheads Conducted working group session logistics	Complete
PRS # 4 Organizational Design		

Stakeholder Involvement*In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.*

- 5/22/2014: Met with Ms. Alisa Stack, (b)(6) and (b)(6) (J-5) to gather background on the project and discuss next steps.

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Create visual depiction of project plan (80 days) Finalize logistics for working group session (5/28/14) Create vacation schedule for PACT/TC team Identify interviewees and mechanism (face to face, focus groups, phone, VTC) Begin scheduling interviews/focus groups and travel plans	5/30/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Develop draft stakeholder map and strategies for engagement Develop draft communication messaging Capture initial elements for value proposition Document draft PACT milestones and activities and products: 80 day, IOC, FOC	5/30/14
PRS # 3 Change Management	Develop design for working group session Document PACT governance processes Begin visualizing governance process Begin visualizing implementation plan Begin developing interview/focus group flow and questions	5/30/14
PRS # 4 Organizational Design	Capture initial elements for value proposition Capture draft vision, mission, and strategy elements of the new organization Augment process models and plot Research challenges and opportunities for the Missing Personnel Accounting Community	5/30/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Unanswered questions about contract intent and parameters

MITIGATION 1: Spoke with (b)(6) today and received permission to proceed and he will work with KO to answer and address our questions

RISK 2: Access to stakeholders and team members may be difficult given the summer season

MITIGATION 2: The Clearing will develop a Summer vacation schedule with the PACT team to optimize stakeholder engagement opportunities

RISK 3: Sensitivity of some of the information and planning could cause resistance if released prematurely

MITIGATION 3: The Clearing team signed NDAs and will work with PACT to determine most appropriate communications mechanisms and which information is sensitive

Next Steps

- Meet with COR, (b)(6) and KO in June (when (b)(6) returns)

Costs

Funding Spent this Week:

Remaining Funding:



USD – POLICY POW MIA SUPPORT SERVICES
WEEKLY PROGRESS, COST AND SCHEDULE STATUS REPORT

UNDER SECRETARY OF DEFENSE FOR POLICY
POW/MIA SUPPORT SERVICES

Contract Number GS-10F-0065X

DELIVERABLE: WEEKLY STATUS REPORT

May 27, 2014 - May 30, 2014

Submitted by:

The Clearing, Inc.
1250 Connecticut Ave, Suite 625
Washington, DC 20036

Submitted to:

COR, Contracting Officer, & (b)(6) Personnel Accounting Consolidation Task Force

Contract #: GS-10F-0065X**Period of Performance:** 22 MAY 2014 - 14 AUGUST 2014**Period Covering:** May 27, 2014 – May 30, 2014**Author:** (b)(6)**Date:** May 30, 2014

Accomplishments

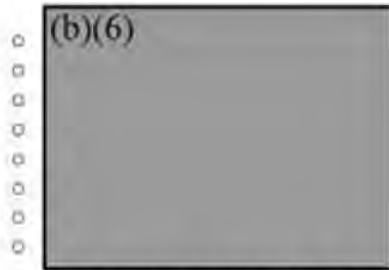
The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Conducted call with COR to review contract questions Revised draft project plan Developed weekly status report Developed May monthly progress report	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support:	Developed draft communications strategy and messaging for internal and external audiences related to transformation effort Documented and delivered talking points for two day facilitated session for Ms. Stack Drafted email communication for delivery of immediate working session outputs Developed Core Team working session overview to include narrative to use about the session	Complete
PRS # 3 Change Management	Designed Core Team working session and vetted with client Executed Core Team working session logistics Facilitated Core Team working session Developed post-session overview from Core Team working session logistics Developed stakeholder map Develop initial questions for customer interviews	Complete
PRS # 4 Organizational Design	Developed draft mission, vision, and strategy elements for new organization	Complete

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

- 5/27/2014: Met with (b)(6) and Ms. Stack to review and upgrade the Core Team session design
- 5/28/2014-5/29/2014: Facilitated two-day session to launch and align Core Team around the mission, vision, and strategy of the new missing personnel agency. Session included the following participants:
 - (b)(6)
 - Ms. Alisa Stack
 - (b)(6)
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Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Detailed project plan (80 days) Create vacation schedule for PACT/TC team Identify interviewees and mechanism (face to face, focus groups, phone, VTC) Begin scheduling interviews/focus groups and travel plans Read through all reports about POW-MIA issues (CAPE, IDA,...)	6/6/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Capture initial elements for communications strategy Visualize PACT milestones and activities and products: 80 day, IOC, FOC Finalize Core Team Working Session Report	6/6/14
PRS # 3 Change Management	Document draft PACT governance processes Begin visualizing governance process Continue visualizing implementation plan Begin developing interview/focus group flow and questions	6/6/14
PRS # 4 Organizational Design	Revise draft vision, mission, and strategy elements of the new organization Meet with WHS to review process models Meet with OIG to understand challenges	6/6/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the summer season

MITIGATION 1: The Clearing will develop a summer vacation schedule with the PACT team to optimize stakeholder engagement opportunities

RISK 2: Sensitivity of some of the information and planning could cause resistance if released prematurely

MITIGATION 2: Ms. Stack reviewed the parameters of the NDA and information to share and re-iterate it in the Core Team Working Session Overview email and document

Next Steps

- Meet with COR, (b)(6), and KO in June (when (b)(6) returns)

Costs

Funding Spent this Week:

Remaining Funding:



USD – POLICY POW MIA SUPPORT SERVICES
WEEKLY PROGRESS AND SCHEDULE STATUS REPORT

UNDER SECRETARY OF DEFENSE FOR POLICY
POW/MIA SUPPORT SERVICES

Contract Number GS-10F-0065X

DELIVERABLE: WEEKLY STATUS REPORT

June 1, 2014 – June 7, 2014

Submitted by:

The Clearing, Inc.
1250 Connecticut Ave, Suite 625
Washington, DC 20036

Submitted to:

COR, Contracting Officer, & (b)(6) Personnel Accounting Consolidation Task Force

Contract #: GS-10F-0065X**Period of Performance:** 22 MAY 2014 - 14 AUGUST 2014**Period Covering:** June 1, 2014 – June 7, 2014**Author:** (b)(6)**Date:** June 7, 2014**Accomplishments***The team started, continued or concluded the following activities and deliverables in the past workweek.*

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Conducted call with COR to get permission to purchase flight tickets Developed weekly status report Revised May monthly progress report and added financial data Developed high level visual project plan for transformation Created shared calendar in PACT office with major milestones and activities Begin reading through reports about POW-MIA issues (CAPE, IDA,...) Attend PACT staff meetings	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support:	Finalized communications strategy and messaging for internal and external audiences related to transformation effort Developed detailed Core Team working session Developed draft Senior Steering Group visuals and messaging Make comments to draft speech for USD(P) Lumpkin for the National League of POW/MIA Families event	Complete
PRS # 3 Change Management	Designed draft questions for internal interview Designed draft questions for family interview Set up agreements with Ann Mills-Griffiths for family interaction Set up meeting with Lynn O'Shea for family perspective meeting Finalize logistics and agenda for site visits Identify interviewees and mechanism (face to face, focus groups, phone, VTC) Began scheduling interviews/focus groups Facilitated two meetings about the appropriations and civilian asset alignment meetings and created visual to depict interdependencies and critical milestones	Complete
PRS # 4 Organizational Design	Revised mission, vision, and strategy elements for new organization Developed visuals to depict organizational design elements Developed visual to depict the promise to the service member concept Documented governance cadence Met with WHS to review process models and understand interview results from 2012 Met with (b)(6) to discuss Alternative Approaches Working Group	Complete

Stakeholder Involvement*In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.*

- 6/5/2014: Met with WHS continuous process improvement team to understand their findings from 2012
- 6/6/2014: Met with (b)(6) and (b)(6) to discuss the Alternative Approach working group
- 6/4/2014: Met with (b)(6) Alisa Stack, (b)(6) to discuss the appropriations and civilian asset realignment
- 6/6/2014: Met with (b)(6) Alisa Stack, (b)(6) and representatives from CAPE, Comptroller, and WHS to discuss the appropriations and civilian asset realignment

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Submit May monthly report Continue reading through reports about POW-MIA issues (CAPE, IDA,...) Attend PACT staff meetings	6/13/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Revise Senior Steering Group meeting visuals and develop talking points Help design the Workforce Brief communication and messaging Attend and capture key takeaways and commitments from Senior Steering Group meeting Draft message to workforce about the decisions and guidance from the Senior Steering Group meeting Capture key messages from the National League of POW/MIA Families event	6/13/14
PRS # 3 Change Management	Create and send interview read-aheads Create interview approach documents (internal and external) Develop matrix to capture interview data Develop implementation plan v1 Schedule additional interviews (internal and with families) Print materials for interview trips	6/13/14
PRS # 4 Organizational Design	Revise draft vision, mission, and strategy elements of the new organization Meet with key stakeholders from the family organizations Meet with OIG to understand challenges	6/13/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the summer season

MITIGATION 1: The Clearing will develop a summer vacation schedule with the PACT team to optimize stakeholder engagement opportunities

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and re-enforce that this effort is about creating a new future (transformation)

Next Steps

- Meet with COR, (b)(6) and KO in July (when we return from our interviews at the other sites)



USD – POLICY POW MIA SUPPORT SERVICES
WEEKLY PROGRESS AND SCHEDULE STATUS REPORT

UNDER SECRETARY OF DEFENSE FOR POLICY
POW/MIA SUPPORT SERVICES

Contract Number GS-10F-0065X

DELIVERABLE: WEEKLY STATUS REPORT

June 9, 2014 – June 13, 2014

Submitted by:

The Clearing, Inc.
1250 Connecticut Ave, Suite 625
Washington, DC 20036

Submitted to:

COR, Contracting Officer, & (b)(6) Personnel Accounting Consolidation Task Force

Contract #: GS-10F-0065X**Period of Performance:** 22 MAY 2014 - 14 AUGUST 2014**Period Covering:** June 9, 2014 – June 13, 2014**Author:** (b)(6)**Date:** June 13, 2014**Accomplishments***The team started, continued or concluded the following activities and deliverables in the past workweek.*

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	(b)(6) - CAC/badge/security forms meeting - with (b)(6) (6/9) PACT Senior Steering Group Meeting (6/11) - (b)(6) Scheduled interviews Booked travel logistics (b)(6) - CAC/badge/security forms meeting	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support:	All Hands Briefing and talking points (designed, submitted for review, updated and submitted final) Steering Group briefing and talking points (designed, submitted for review, updated and submitted final) All Hands and Steering Group draft slides and talking points review with ASOC (6/9) Captured PACT Senior Steering Group meeting notes - submitted to client for review, updated and submitted final notes on 6/12	Complete
PRS # 3 Change Management	(b)(6) - Implementation Plan working session (6/9) Meeting with ASOC to review Implementation plan and interview approach (6/10) Meeting with (b)(6) and (b)(6) - Alternatives Assessment working group planning meeting (6/10) Interview with (b)(6) (6/10) Meeting with (b)(6) at OIG (6/10) Interview with (b)(6) (6/11) Interview with (b)(6) (6/13) Interview with (b)(6) (6/13) Interview with DIA Stony Beach team (6/13) Develop Implementation Plan v1 Alternatives Assessment Working Group Working Session Purpose, Outcomes and Agenda Document (delivered to PACT team and (b)(6)) (b)(6) and (b)(6) Meeting notes from Plenary session of National League of POW/MIA Families Annual Meeting Attended meeting and developed draft Senior Steering Group meeting notes and submitted to ASOC and (b)(6) for review and finalized Create pre-read for internal DoD interviews	Complete
PRS # 4 Organizational Design	Participated in meeting with Comptroller/DFAS/OSD regarding budgeting alignment (6/9) Attended National League of POW/MIA Families Annual Meeting - (b)(6) (b)(6) (6/11); (b)(6) (b)(6) (6/12-6/13) Interviewed numerous families at National League of POW/MIA Families Attended National Alliance (6/12) - (b)(6) and (b)(6) (b)(6)	Complete

PRS	Activities and Deliverables	Status
	Interview notes from family interviews - National League of POW/MIA Families Interview notes from family interview - National Alliance	

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

- 6/10/2014: Met with (b)(6) and (b)(6) - Alternatives Assessment working group planning meeting
- 6/11/2014: Attended Senior Steering Group meeting with all principle members

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Submit weekly status report Continue reading through reports about POW-MIA issues (CAPE, IDA,...) Attend PACT staff meetings	6/20/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Draft message to workforce about the decisions and guidance from the Senior Steering Group meeting Capture key messages from the National League of POW/MIA Families event and share with the PACT team	6/20/14
PRS # 3 Change Management	Alternatives Assessment Working Group Planning meeting - 6/16 Public-Private Partnership Planning Meeting - 6/16 Implementation Plan feedback meeting - (b)(6) 6/16 Implementation Plan feedback meeting - Scott Schress - 6/17 Travel to Nebraska and Ohio and conduct internal staff interviews - 6/16-6/19 Travel to Delaware for AFDIL meeting - 6/19 - (b)(6)	6/20/14
PRS # 4 Organizational Design	Meet with key stakeholders from the family organizations Draft v1 of Process model	6/20/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the summer season

MITIGATION 1: The Clearing will develop a summer vacation schedule with the PACT team to optimize stakeholder engagement opportunities

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and re-enforce that this effort is about creating a new future (transformation)

Next Steps

- Meet with COR, (b)(6) and KO in July (when we return from our interviews at the other sites)

POW/MIA Weekly Status Report Capture Document
June 16, 2014 – June 20, 2014

Contract #: GS-10F-0065X

Period of Performance: 22 MAY 2014 - 14 AUGUST 2014

Period Covered: June 16, 2014 – June 20, 2014

Author: (b)(6)

Date: June 20, 2014

Accomplishments

The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status	Hours Worked	Onsite /Offsite
PRS # 1 Project Management	Submit weekly status report - 6/20 Continue reading through reports about POW-MIA issues (CAPE, IDA, DoDIG, etc.) - 6/16 - 6/20 Attend PACT staff meeting - 6/17 Meet with Alisa Stack for brief project status update - 6/18	Complete		
PRS # 2 Communication Subject Matter Expertise & Advisory Support:	Draft message to workforce about the decisions and guidance from the Senior Steering Group meeting Capture key messages from the National League of POW/MIA Families event and share with the PACT team Meet with (b)(6) (DCMO) to discuss communication and cultural findings from DCMO study - 6/20	Complete		
PRS # 3 Change Management	Alternatives Assessment Working Group Planning meetings - 6/16 and 6/20 Public-Private Partnership Planning Meeting - 6/16 Implementation Plan feedback meeting - (b)(6) and Scott Schless -	Complete		

	6/16 Traveled to JPAC CONUS Annex (Omaha, Nebraska) and Life Sciences Equipment Laboratory (Dayton, Ohio) to conduct internal staff interviews - 6/16-6/19 <ul style="list-style-type: none"> JPAC CONUS Annex; overview briefing, lab tour, roundtable discussions, interviews (interviewee details below) LSEL: overview briefing, tour of facility, interviews, roundtable discussions (interviewee details below) Travel to Delaware for AFDIL meeting - 6/19 - (b)(6)			
PRS # 4 Organizational Design	Draft v1 of Core Process model	Complete		

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

- 6/16/2014: Met via phone with (b)(6) (DPMO) and (b)(6) (JPAC) - Alternatives Assessment working group planning meeting
- 6/16/2014: Met via phone with (b)(6) (DPMO) and (b)(6) (JPAC) - Public Private Partnership working group
- 6/17/2014: Attended staff meeting with PACT members
- 6/17 - 6/19/2014: Conducted multiple stakeholder interviews with staff in Omaha, NE and Dayton, OH
 - JPAC CONUS Annex (Omaha)
 - (b)(6) Anthropologist
 - (b)(6) Admin
 - (b)(6) ORISE anthropologist
 - (b)(6) ORISE anthropologist
 - (b)(6) ORISE Historian (knowledge of the disinterment cell as well as Chest Radiographic Project)
 - (b)(6) Evidence Materials Management Specialist
 - (b)(6) Logistics
 - (b)(6) ORISE scientist in chest radiograph project (trained in Anthropology)
 - (b)(6) ORISE scientist in chest radiograph project (trained in Anthropology)

- Life Sciences Equipment Laboratory (Dayton)
 - (b)(6)
- 6/19/2014: Met with Alisa Stack for status update meeting
- 6/19/2014: Traveled with Alisa Stack and PACT team members to Dover AFB, DE to meet with AFDIL team
- 6/20/2014: Met with (b)(6) (DCMO) related to DPMO study
- 6/20/2014: Met via phone with (b)(6) (DPMO) and (b)(6) (JPAC) - Alternatives Assessment working group planning meeting

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Submit weekly status report - 6/27 Continue reading through reports about POW-MIA issues (CAPE, IDA, DoDIG, etc.) - 6/23- 6/27 Read JPAC SOP documents - 6/23-6/27 Attend PACT staff meeting - 6/23 Meet with ASOC at the Pentagon to 1) review Implementation Plan Presentation Framework; 2) have a Medical Examiner Position Description Session discussion and 3) Discuss expectations for public-private partnership outcomes and how to evolve over implementation phase - 6/23	6/27/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Meet with (b)(6) of External Communications for DPMO - 6/27 Capture communication messages during Alternatives Assessment and Public Private Partnership working group meetings - 6/24-6/26 Travel to JPAC - 6/23 Office call with JPAC Commander, receive JPAC Command Brief, conduct interviews with J6, J1, R&A, J5 - 6/24 JPAC operations Briefing, conduct interviews with J3, JPAC Senior NCO, visit HQ Det, VTCs with Det. Commanders - 6/25 JPAC CIL tour; Interview (b)(6) and (b)(6) J4, Tour Forensic Science Academy, Interview JPAC Chief Counsel -6/26	6/27/14
PRS # 3 Change Management	Capture cultural and change considerations and risks during Alternatives Assessment and Public Private Partnership working group meetings - 6/24-6/26 Incorporate PACT team and Working Group updates to Implementation Plan - 6/23-6/27	6/27/14
PRS # 4 Organization	Facilitate working session with (b)(6) (NDA) to model AS IS and TO BE for forensic process - 6/24	6/27/14

al Design	Update Core Process Model with inputs from Alternatives Assessment working group - 6/24-6/27	
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Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the small window for interviews.

MITIGATION 1: We have divided a home base team and a traveling team so that when stakeholders are in DC while we have a team in Hawaii, we can still get access to the JPAC person for interviews.

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and reinforce that this effort is about creating a new future (transformation)

RISK 3: Very aggressive timeline to speak with so many people to ensure we gather ideas and get diverse perspectives.

MITIGATION 3: We are offering phone call interviews with those who have expressed interest in supporting the effort and have also offered multiple people in interviews together to save time and still get the ideas surfaced.

Next Steps

• Meet with COR (b)(6) and KO in July (when we return from our interviews at the other sites). Awaiting response from (b)(6) to set up meeting time.

POW/MIA Weekly Status Report Capture Document
June 23, 2014 – June 29, 2014

Contract #: GS-10F-0065X

Period of Performance: 22 MAY 2014 - 14 AUGUST 2014

Period Covered: June 23, 2014 – June 29, 2014

Author: (b)(6)

Date: June 29, 2014

Accomplishments

The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status	Hours Worked	Onsite /Offsite
PRS # 1 Project Management	Submit weekly status report - 6/28 Continue reading through reports about POW-MIA issues (CAPE, IDA, DoDIG, etc.) - 6/23 - 6/26 Met with Alisa Stack for brief project status update and feedback on implementation plan briefing - 6/23	Complete		
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Draft implementation plan materials to communicate plan to DepSec - 6/23 Conduct stakeholder interviews at JPAC (6/24-6/26) and DPMO (6/27) Conduct family interviews (6/24 - 6-26)	Complete		
PRS # 3 Change Management	Finalize meeting design and agenda for Alternatives Assessment Working Group - 6/23 Finalize design for Public Private Partnership Working Group - 6/23 Facilitate forensic process working session - 6/24 Facilitate Public-Private Partnership Working Session - 6/24 Finalize and deliver forensics meeting report and graphical outputs - 6/25 Finalize and deliver Public Private Partnerships Working Group meeting	Complete		

	report and graphical outputs - 6/25 Draft Alternatives Assessment Working Group meeting report and outputs - 6/27 Facilitate Alternatives Working Group 6/25-6/27 Facilitate joint meeting between Alternatives Working Group and Public-Private Partnership Working Group - 6/27			
PRR # 4 Organizational Design	Draft v2 of Core Process model and document supporting processes (incorporate updates from Forensics, Public Private Partnerships, and Alternatives Assessment Working Group meetings) Update Implementation Plan Roadmap - 6/27	Complete		

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

- 6/23/2014: Met with Alisa Stack, Scott Schless and (b)(6) for project status meeting and review of implementation plan briefing
- 6/24/2014: Met with (b)(6) OSD (AT&L) and (b)(6) (CNA) at The Clearing to map missing personnel accounting forensic process
- 6/24/2014: Met with (b)(6) (JPAC) and (b)(6) (DPMO) at The Clearing to facilitate PACT Public Private Partnerships working session
- 6/25 - 6/26/2014: Met with the PACT Alternatives Assessment WG
 - (b)(6) (OSD)
 - (b)(6) (JPAC)
 - (b)(6) (JPAC)
 - (b)(6) (JPAC)
 - (b)(6) (AFDIL)
 - (b)(6) (JPAC)
 - (b)(6) (OSD)
 - (b)(6) (OSD)
 - (b)(6) (OSD)
 - (b)(6) (LSEL)
- Met via phone with (b)(6) (DPMO) and (b)(6) (JPAC) - Alternatives Assessment working group planning meeting
- 6/24 - 6-27: Conducted multiple family and veteran interviews
 - (b)(6) - relative of Elliott, Jerry W. Army helicopter gunner MIA

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Submit weekly status report - 7/05 Meet with COR and KO to review deliverables - 7/2 Conduct interview and working group back brief with Alisa Stack and PACT team - 7/03 Develop program risks based on interviews and working groups - 6/30	7/03/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Conduct stakeholder interviews with DPMO staff - 7/01 Develop POW-MIA POWER MAP - as part of stakeholder assessment 6/30 Provide feedback on All Hands message from PACT - 6/30 Document updates to the communications plan based on interview content from last week and next week - 7/3	7/03/14
PRS # 3 Change Management	Finalize Alternatives Assessment Working Group meeting report and outputs - 6/30 Conduct multiple stakeholder interviews with staff at DPMO on 7/1 Collect contact information and communication protocol for VSOs and MIA Family Groups from ASOC/CORE PACT Team Scheduling and conducting interviews with family members from Cold War, Vietnam, Korea and WWII Scheduling and conducting interviews with Veteran Service Organizations (American Legion, AMVETS, DAV, IAVA, etc.) Scheduling and conducting interviews with additional POW/MIA Groups	7/03/14
PRS # 4 Organizational Design	Compile interview themes 6/30-7/03 Update Implementation Plan Roadmap and briefing, to include draft content for agency vision and branding 6/30-7/03 Update Core process model and document/design supporting process models or frameworks - 6/30 - 7/03	7/03/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the small window for interviews.

MITIGATION 1: We have divided a home base team and a traveling team so that when stakeholders are in DC while we have a team in Hawaii, we can still get access to the JPAC person for interviews.

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and reinforce that this effort is about creating a new future (transformation)

RISK 3: Very aggressive timeline to speak with so many people to ensure we gather ideas and get diverse perspectives.

MITIGATION 3: We are offering phone call interviews with those who have expressed interest in supporting the effort and have also offered multiple people in interviews together to save time and still get the ideas surfaced.

RISK 4: We have many working group meetings and interviews. We are at risk of not spending enough time on the design and vetting of the implementation plan.

MITIGATION 4: We are using working group meetings to collect and vet content for Implementation Plan (milestones, decisions, meetings). We are creating frameworks and templates for Implementation Plan and vetting early with CORE PACT team.

RISK 5: SCOs are an important part of the core accounting process, one of the primary communication functions for the family, and are not currently part of the design process.

MITIGATION: With guidance from PACT, involve SCOs in focus group discussions. In particular, opportunity to connect with Alternatives Working group on family requests for DNA as a specific, critical issue.

RISK 6: Deployment teams and Detachments in SEA are critical to mission and need to be engaged

MITIGATION: Developing an approach to incorporate their input into the Implementation Plan

RISK 7: We might not know before Implementation Plan whether the third method of accounting (using circumstantial evidence to account for MIAs) will be approved

MITIGATION: Elicit feedback from family members and members of the Accounting community on their opinion of the third method of accounting and present findings to policy makers

Next Steps

- Meet with COR (b)(6) and KO on July 2nd, 2014

Financial Status Report

OSD Consolidation Project Financial Status Report - Through June 29, 2014

Labor Category	Discounted Billing Rate	# Hours Billed This Week (Jun 21-29)	Funding Spent on Labor this Week	# Hours Billed To Date	Total Funding Spent to Date on Labor
Staff Consultant	(b)(4)				\$15,083.73
Senior Staff Consultant					\$2,007.00
Consultant					\$6,230.00
Senior Consultant					\$12,628.77
Principal Consultant					\$35,924.85
Senior Principal Consultant					\$66,082.00
Executive Director					\$51,714.00
Senior Executive Director					\$5,984.00
SME					\$22,680.00

Labor Funding Burned to Date

\$218,334

Labor Funded Amount

\$446,390

Total Remaining Labor Funding

\$228,056

Percentage of Funding Used

49%

Percentage of Days Used

46%

POW/MIA Weekly Status Report Capture Document
June 30, 2014 – July 5, 2014

Contract #: GS-10F-0065X

Period of Performance: 22 MAY 2014 - 14 AUGUST 2014

Period Covering: June 30, 2014 – July 5, 2014

Author: (b)(6)

Date: July 5, 2014

Accomplishments

The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Submit weekly status report - 7/5 Meet with COR and KO to review deliverables - 7/2 Develop program risks based on interviews and working groups - 7/1	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Conduct stakeholder interviews at DPMO - 7/1 Interview DASD Winfield - 7/1 Conduct family interview - 7/1	Complete
PRS # 3 Change Management	Hold Implementation Plan feedback meeting with Ms. Stack, Scott Schless, and (b)(6) - 7/3	Complete
PRS # 4 Organizational Design	Draft v2 of Core Process model and document supporting processes (incorporate updates from Forensics, Public Private Partnerships, and Alternatives Assessment Working Group meetings) - 7/1	Complete

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

- 7/1/2014: Interviewed DASD Winfield at DPMO
- 7/1/2014: Conducted multiple stakeholder interviews with staff at DPMO

Name	Section or Role
(b)(6)	Intelligence
	Intelligence
	Personnel Recovery
	Policy and Plans
	Policy and Plans
	Russian Linguist
	Russian Linguist
	DPMO PAO
	DPMO Ops
	JSCD
	JSCD
	SEA
	SEA
	SEA
	Korea
	Korea
	Korea
	General Counsel

- 7/1/2014: Conducted interview with sister of Ogden, Howard L. LCpl, USMC Golf 2/7; MIA 10.18.1967
- 7/3/2014: Met with Alisa Stack, (b)(6) and (b)(6) at The Clearing to provide a project status update and review of Implementation Plan briefing

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date

PRS # 1 Project Management	Submit weekly status report - 7/11	7/11/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Develop POW-MIA POWER MAP - as part of stakeholder assessment – 7/8 Document updates to the communications plan based on interview content from last week and next week - 7/10	7/11/14
PRS # 3 Change Management	Collect contact information and communication protocol for VSOs and MIA Family Groups from ASOC/CORE PACT Team Scheduling and conducting interviews with family members from Cold War, Vietnam, Korea and WWII Scheduling and conducting interviews with Veteran Service Organizations (American Legion, AMVETS, DAV, IAVA, etc.) Scheduling and conducting interviews with additional POW/MIA Groups	7/11/14
PRS # 4 Organizational Design	Hold next steps session with (b)(6) on Implementation Plan, and debrief Alternatives Working Group and Public-Private Partnership Working Group findings – 7/8 Update Implementation Plan Roadmap and briefing, to include draft content for agency vision and branding - 7/7 – 7/11 Update Core process model and document/design supporting process models or frameworks - 7/7 – 7/11	7/11/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the small window for interviews.

MITIGATION 1: We have divided a home base team and a traveling team so that when stakeholders are in DC while we have a team in Hawaii, we can still get access to the JPAC person for interviews.

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and reinforce that this effort is about creating a new future (transformation)

RISK 3: Very aggressive timeline to speak with so many people to ensure we gather ideas and get diverse perspectives.

MITIGATION 3: We are offering phone call interviews with those who have expressed interest in supporting the effort and have also offered multiple people in interviews together to save time and still get the ideas surfaced.

RISK 4: We have many working group meetings and interviews. We are at risk of not spending enough time on the design and vetting of the implementation plan.

MITIGATION 4: We are using working group meetings to collect and vet content for Implementation Plan (milestones, decisions, meetings). We are creating frameworks and templates for Implementation Plan and vetting early with CORE PACT team.

RISK 5: SCOs are an important part of the core accounting process, one of the primary communication functions for the family, and are not currently part of the design process.

MITIGATION: With guidance from PACT, involve SCOs in focus group discussions. In particular, opportunity to connect with Alternatives Working group on family requests for DNA as a specific, critical issue.

RISK 6: Deployment teams and Detachments in SEA are critical to mission and need to be engaged

MITIGATION: Developing an approach to incorporate their input into the Implementation Plan

RISK 7: We might not know before Implementation Plan whether the third method of accounting (using circumstantial evidence to account for MIAs) will be approved

MITIGATION: Elicit feedback from family members and members of the Accounting community on their opinion of the third method of accounting and present findings to policy makers

Next Steps

- Attend CORE Team Meeting in Omaha, 7/15-7/18
- Attend POW/MIA Commanders Conference in Hawaii, 7/27 -7/31

Financial Status Report



POW/MIA Weekly Status Report Capture Document
July 7, 2014 – July 13, 2014

Contract #: GS-10F-0065X

Period of Performance: 22 MAY 2014 - 14 AUGUST 2014

Period Covering: July 7, 2014 – July 13, 2014

Author: (b)(6)

Date: July 13, 2014

Accomplishments

The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Submitted weekly status report - 7/13 Developed program risks based on interviews and working groups – 7/10 to 7/11 Provided revised contract level of effort for current POP Revised project timeline based on client feedback	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Created draft vision and values statement Created draft content for Implementation Plan	Complete
PRS # 3 Change Management	Revised agenda, Implementation Plan (IP) brief and roadmap for Core Team - 7/7 to 7/11 Finalized design, logistics, and pre-read materials (including homework assignment) for Core Team Meeting 7/7 to 7/11 Coordinated with SCOs and PACT on next round of family interviews (40 potential interviewees) Conducted family interviews - 7/7 to 7/11 Conduct interviews with veterans service organizations and	Complete

	<p>family organizations (National League of POW/MIA Families, American Legion, Search and Recovery for the Greatest Generation, Korean/Cold War POW/MIA Network, Coalition of Families of Korea/Cold War POW/MIAs, and WW II Families for Return of the Missing) – 7/8 to 7/11</p> <p>Developed preliminary family insight report to reflect interviews with families, veterans groups, and associations</p> <p>Worked with PACT to refine interview schedule for visit to JPAC and JCA</p> <p>Assisted working group members with research materials and sources for alternatives analysis (customer service and human centered design)</p>	
PRS # 4 Organizational Design	<p>Continued to revise Core Process model and document supporting processes (incorporate updates from Forensics, Public Private Partnerships, and Alternatives Assessment Working Group meetings) – 7/9 to 7/10</p> <p>Revised TO BE model – 7/8 to 7/10</p>	Complete

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

Family interviews:

- 7/8/2014: Donna Knox and her brother Rick Downes, daughter and son of MIA in Korea. Donna founded, and Rick is Executive Director of Coalition of Families of Korea/Cold War POW/MIAs
- 7/9/2014: Lisa Phillips, niece of POW who died in prison camp; president of WW II Families for return of the missing
- 7/9/2014: Ken Breaux, head of Search & Recovery for the Greatest Generation (SRGGe) (WWII)
- 7/10/2014: (b)(6) American Legion
- 7/10/2014: Ann Mills Griffiths, sister of MIA, board chair of National League of POW/MIA Families in SEA
- 7/11/2014: John Zimmerlee, son of MIA, Korea and Cold War POW/MIA Network

Other interviews

- 7/9/2014: Frank Metersky, Korean War vet and activist for Korean War missing

Project meetings:

- 7/8/2014: Met with (b)(6) and (b)(6) at The Clearing to review Implementation Plan slides and prepare for Core Team meeting in Omaha the week of 14 July

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Submit weekly status report - 7/19	7/19/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Develop POW-MIA POWER MAP - as part of stakeholder assessment – 7/21 to 7/25 Visual capture of Core Team meeting Provide feedback on Medical Examiner proposal response capture for DJPAC	7/25/14
PRS # 3 Change Management	Finalize hand-out materials for Core Team meeting - 7/14 Facilitate Core Team meeting - 7/16-7/17 Draft Core Team outputs - 7/18 Conduct DPMO interviews – 7/14 Collect contact information and communication protocol for VSOs and MIA Family Groups from ASOC/CORE PACT Team Scheduling and conducting interviews with family members from Cold War, Vietnam, Korea and WWII Scheduling and conducting interviews with Veteran Service Organizations (American Legion, AMVETS, DAV, IAVA, etc.) Scheduling and conducting interviews with additional POW/MIA Groups Drafting survey for family members	7/19/14
PRS # 4 Organizational Design	Update Implementation Plan Roadmap and briefing, to include draft content for agency vision and branding - 7/14 – 7/18 Update Core process model and document/design supporting process models or frameworks - 7/14 – 7/18	7/19/14

	Begin draft slides for SSG, DA&M, ASD, and USD(P)	
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Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the small window for interviews.

MITIGATION 1: We have divided a home base team and a traveling team so that when stakeholders are in DC while we have a team in Hawaii, we can still get access to the JPAC person for interviews.

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and reinforce that this effort is about creating a new future (transformation)

RISK 3: Very aggressive timeline to speak with so many people to ensure we gather ideas and get diverse perspectives.

MITIGATION 3: We are offering phone call interviews with those who have expressed interest in supporting the effort and have also offered multiple people in interviews together to save time and still get the ideas surfaced.

RISK 4: We have many working group meetings and interviews. We are at risk of not spending enough time on the design and vetting of the implementation plan.

MITIGATION 4: We are using working group meetings to collect and vet content for Implementation Plan (milestones, decisions, meetings). We are creating frameworks and templates for Implementation Plan and vetting early with CORE PACT team.

RISK 5: SCOs are an important part of the core accounting process, one of the primary communication functions for the family, and are not currently part of the design process.

MITIGATION: With guidance from PACT, involve SCOs in focus group discussions. In particular, opportunity to connect with Alternatives Working group on family requests for DNA as a specific, critical issue.

RISK 6: Deployment teams and Detachments in SEA are critical to mission and need to be engaged

MITIGATION: Developing an approach to incorporate their input into the Implementation Plan

RISK 7: We might not know before Implementation Plan whether the use of circumstantial evidence to account for MIAs will be approved

MITIGATION: Elicit feedback from family members and members of the Accounting community on their opinion of this accounting method and present findings to policy makers

RISK 8: Some families do not trust the mission due to past instances of misinformation, mistreatment, and inconsistencies. This mistrust may stand in the way of the families getting closure

MITIGATION: The US Government should acknowledge past mistakes and mistreatment and acknowledge that this is a new day and that it is committed to providing the most accurate and timely information to the families who are at the center of this mission.

Next Steps

- Attend CORE Team Meeting in Omaha, 7/15-7/18
- Attend POW/MIA Commanders Conference in Hawaii, 7/27 -7/31
- Senior Steering Group meeting, 7/31

Financial Status Report

OSD Consolidation Project Financial Status Report - Through July 11, 2014

Labor Category	Discounted Billing Rate	# Hours Billed This Week (Jul 6 - Jul 11)	Funding Spent on Labor this Week	# Hours Billed To Date	Total Funding Spent to Date on Labor
Staff Consultant	(b)(4)				\$20,166.75
Senior Staff Consultant					\$2,202.80
Consultant					\$5,607.00
Senior Consultant					\$23,789.08
Principal Consultant					\$40,176.83
Senior Principal Consultant					\$81,256.38
Executive Director					\$58,752.00
Senior Executive Director					\$5,984.00
SME					\$35,760.00

Labor Funding Burned to Date

\$273,695

Labor Funded Amount

\$446,390

Total Remaining Labor Funding

\$172,695

Percentage of Funding Used

61%

Percentage of Days Used

51%

POW/MIA Weekly Status Report
July 14, 2014 – July 20, 2014

Contract #: GS-10F-0065X

Period of Performance: 22 MAY 2014 - 14 AUGUST 2014

Period Covering: July 14, 2014 – July 20, 2014

Author: (b)(6)

Date: July 20, 2014

Accomplishments

The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Submitted weekly status report - 7/20 Developed program risks based on interviews and working groups – 7/14 to 7/18 Revised project timeline based on client feedback Developed activity list for next week and set up two working sessions with PACT team	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Developed talking points for Alisa Stack's opening remarks at Core Team meeting – 7/15 Facilitated agency branding conversation with Core Team – 7/17	Complete
PRS # 3 Change Management	Interviewed DPMO officials – 7/14 Facilitated Core Team Meeting, 7/16 to 7/17 Revised Implementation Plan (IP) brief and roadmap based on Core Team inputs- 7/16 to 7/18 Attended House Armed Services Committee hearing regarding reorganization of accounting community and provided summary notes – 7/14 Conducted family interviews - 7/14 to 7/18	Complete

	<p>Coordinated with SCOs and PACT on next round of family interviews (40 potential interviewees)</p> <p>Conduct interviews with veterans service organizations and family organizations (National League of POW/MIA Families, American Legion, Search and Recovery for the Greatest Generation, Korean/Cold War POW/MIA Network, Coalition of Families of Korea/Cold War POW/MIAs, and WW II Families for Return of the Missing) – 7/14 to 7/18</p> <p>Developed preliminary family insight report to reflect interviews with families, veterans groups, and associations</p> <p>Worked with PACT to refine interview schedule for visit to JPAC - 7/14 to 7/18</p> <p>Assisted working group members with research materials and sources for alternatives analysis (customer service and human centered design) 7/14 to 7/18</p>	
PRS # 4 Organizational Design	<p>Continued to revise Core Process model and document supporting processes (incorporate updates from Forensics, Public Private Partnerships, and Alternatives Assessment Working Group meetings) – 7/14 to 7/18</p> <p>Conducted Forensics process and Medical Examiner planning meeting – 7/17/14</p> <p>Developed draft agenda and ME position description graphic for Forensics leadership meeting – 7/17 to 7/18</p>	Complete

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

Workforce interviews:

- (b)(6) historian, JPAC

Family interviews:

- (b)(6) (MIA S/Sgt George L. Winkler, Army Air Corps)
- (b)(6) niece (MIA 2nd Lt Hilding Roy Johnson)
- (b)(6) (MIA CMSgt Dean DuVall)
- (b)(6) (MIA Col. Oscar Mauterer, AF) National League board

- (b)(6) (MIA 1st Lt Lester Page, Army Air Corp)
- (b)(6) cousin (MIA 2nd Lt Maax Hammer Jr., Army Air Corp– Flying Tigers)
- (b)(6) nephew (MIA Irwin Zaetz, AF)
- (b)(6) Vietnam Veterans of America (referred chair of comm for POW/MIA Richard Delong)
- (b)(6) nephew (MIA S/Sgt Johnny Williams, Army)
- (b)(6) (MIA 1st Lt Jose M. Rodriguez, Army Air Corp)
- (b)(6) nephew (MIA Samuel G. Leftenant, Army Air Corp, Tuskegee Airmen)

Project meetings:

- Core Team meeting, 7/16 – 7/17

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Submit weekly status report - 7/21 Coordinate schedule for JPAC visit – 7/21 – 7/25 Coordinate logistics for Forensics Meeting 7/21 – 7/24	7/25/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Provide input on PACT update slides and talking points for JPAC Commander's Conference Provide feedback on Medical Examiner proposal response capture for DJPAC Develop and deliver Core Team session report for attendees – 7/21	7/25/14
PRS # 3 Change Management	Conduct working sessions with PACT team, 7/21 and 7/23 Collect contact information and communication protocol for VSOs and MIA Family Groups from ASOC/CORE PACT Team Schedule and conduct interviews with family members from Cold War, Vietnam, Korea and WWII Schedule and conduct interviews with Veteran Service Organizations (American Legion, AMVETS, DAV, IAVA, etc.) Schedule and conduct interviews with additional POW/MIA Groups	7/25/14

	Drafting survey for family members	
PRS # 4 Organizational Design	<p>Create session report from Core Team meeting – 7/25</p> <p>Coordinate Forensic Working Group read-ahead materials – 7/20</p> <p>Hold Forensic Working Group and draft associated session report - 7/24 and 7/25</p> <p>Design Implementation Plan Roadmap and Executive overview report - 7/21 to 7/25</p> <p>Update with new content from Core Team meeting the Implementation Plan, Roadmap, and Executive Overview document - 7/21 to 7/25</p> <p>Draft slides for Senior Steering Group Meeting– 7/25</p>	7/25/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the small window for interviews.

MITIGATION 1: We have divided a home base team and a traveling team so that when stakeholders are in DC while we have a team in Hawaii, we can still get access to the JPAC person for interviews.

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and reinforce that this effort is about creating a new future (transformation)

RISK 3: Very aggressive timeline to speak with so many people to ensure we gather ideas and get diverse perspectives.

MITIGATION 3: We are offering phone call interviews with those who have expressed interest in supporting the effort and have also offered multiple people in interviews together to save time and still get the ideas surfaced.

RISK 4: We have many working group meetings and interviews. We are at risk of not spending enough time on the design and vetting of the implementation plan.

MITIGATION 4: We are using working group meetings to collect and vet content for Implementation Plan (milestones, decisions, meetings). We are creating frameworks and templates for Implementation Plan and vetting early with CORE PACT team.

RISK 5: SCOs are an important part of the core accounting process, one of the primary communication functions for the family, and are not currently part of the design process.

MITIGATION: With guidance from PACT, involve SCOs in focus group discussions. In particular, opportunity to connect with Alternatives Working group on family requests for DNA as a specific, critical issue.

RISK 6: Deployment teams and Detachments in SEA are critical to mission and need to be engaged

MITIGATION: Developing an approach to incorporate their input into the Implementation Plan

RISK 7: We might not know before Implementation Plan whether the use of circumstantial evidence to account for MIAs will be approved

MITIGATION: Elicit feedback from family members and members of the Accounting community on their opinion of this accounting method and present findings to policy makers

RISK 8: Some families do not trust the mission due to past instances of misinformation, mistreatment, and inconsistencies. This mistrust may stand in the way of the families getting closure

MITIGATION: The US Government should acknowledge past mistakes and mistreatment and acknowledge that this is a new day and that it is committed to providing the most accurate and timely information to the families who are at the center of this mission.

Next Steps

- Attend JPAC Commanders Conference in Hawaii, 7/27 -7/31
- Senior Steering Group meeting, 7/31
- Family interviews, 7/28 – 8/14
- Finalize Implementation Plan with inputs, 8/1 – 8/14

Financial Status Report

OSD Consolidation Project Financial Status Report - Through July 18, 2014

Labor Category	Discounted Billing Rate	# Hours Billed This Week (Jul 11 - Jul 18)	Funding Spent on Labor this Week	# Hours Billed To Date	Total Funding Spent to Date on Labor
Staff Consultant	(b)(4)				\$23,307.47
Senior Staff Consultant					\$2,202.80
Consultant					\$5,607.00
Senior Consultant					\$29,369.23

POW/MIA Weekly Status Report

July 14, 2014 – July 20, 2014

	(b)(4)	
Principal Consultant		\$48,246.90
Senior Principal Consultant		\$98,388.75
Executive Director		\$68,034.00
Senior Executive Director		\$10,336.00
SME		\$44,640.00

Labor Funding Burned to Date \$330,132

Labor Funded Amount \$446,390

Total Remaining Labor Funding	\$116,258
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Percentage of Funding Used 74%

Percentage of Days Used 73%

POW/MIA Weekly Status Report Capture Document
July 21, 2014 – July 27, 2014

Contract #: GS-10F-0065X

Period of Performance: 22 MAY 2014 - 14 AUGUST 2014

Period Covered: July 21, 2014 – July 27, 2014

Author: (b)(6)

Date: July 27, 2014

Accomplishments

The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Submitted weekly status report - 7/27 Developed program risks based on interviews and working groups – 7/21 to 7/25 Revised project timeline based on client feedback- 7/21 to 7/25	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Assisted working group members with research materials and sources for alternatives analysis (customer service and human centered design) - 7/21 to 7/25	Complete
PRS # 3 Change Management	Held phone interviews with JPAC officials – 7/22 – 7/25 Facilitated Forensics Working Group, 7/24 Revised Implementation Plan (IP) brief and roadmap based on Core Team inputs- 7/21 to 7/25 Conducted family interviews - 7/21 to 7/25 Coordinated with SCOs and PACT on next round of family interviews (40 potential interviewees) Conducted interviews with veterans service organizations and family organizations (National League of POW/MIA	Complete

	Families, American Legion, Search and Recovery for the Greatest Generation, Korean/Cold War POW/MIA Network, Coalition of Families of Korea/Cold War POW/MIAs, and WW II Families for Return of the Missing) – 7/21 to 7/25 Worked with PACT to refine interview schedule for visit to JPAC - 7/21 to 7/25	
PRS # 4 Organizational Design	Continued to revise Core Process model and document supporting processes (incorporate updates from Forensics, Public Private Partnerships, and Alternatives Assessment Working Group meetings) – 7/21 to 7/25	Complete

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

Workforce interviews

JPAC interviews (phone)

- [REDACTED] R&A Analyst (EUR), 7/21
- [REDACTED] R&A Analyst (SEA), 7/21
- [REDACTED] Field Comms, 7/21
- [REDACTED] PAO, 7/23
- [REDACTED] 7/22
- (b)(6)
- [REDACTED] CIL Historian 7/24
- [REDACTED] Records Management 7/24
- [REDACTED] R&A historian, 7/24
- [REDACTED] CIL LSI, 7/25

Family interviews

- [REDACTED] nephew; **MIA: S/Sgt Thomas McGraw**, Army, 2.29.1945; interviewed 7.21.14
- [REDACTED] niece; **MIA: Horace Joe Gabbart**, pilot, Army Air Corps, 1946; interviewed 7.21.14
- (b)(6) **MIA: 1st Lt. Philip Doherty**, Army 1942; Interviewed 7.24.14
- (b)(6) **MIA: 2nd Lt. Gene Gambale**, Army Air Corps, 1944; Interviewed 7.24.14
- Rick Downes, son of MIA and member of Coalition of Families of Korea/Cold War Missing; **1st Lt., Harold Downes**, AF 1.13.1952; 7.25.14 (2nd interview)

Veteran Service Organizations

- Richard DeLong, Vietnam Veterans of America, head of POW/MIA committee; Interviewed 7.25.14

Other interviews

- Lou Sapienza, CEO/Expedition lead – North South Polar. Has done 3 search missions for JPAC, knows where numerous other planes are. Interviewed 7.21.14
- (b)(6) analyzed remains for DPMO from 2007-2014; Interviewed 7.25.14

Project meetings:

Forensics Working Group meeting, 7/24

Attendees:

- Ms. Alisa Stack, OSD PACT
- DASD Montague Winfield, DPMO
- Maj. Gen. McKeague, CGJPAC
- Dr. Tom Holland, JPAC CIL
- MG Carvalho, USAMRMC / Fort Detrick
- DASD Lockette, OSD HA
- (b)(6) OSD (AT&L)
- Brig. Gen. Lewis, JCS
- (b)(6) CAPE

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Submit weekly status report – 8/3 The Clearing visit to JPAC– 7/28 – 8/1	8/3/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Provide feedback on Medical Examiner proposal response capture for DJPAC- 7/28 to 8/1	8/3/14
PRS # 3 Change Management	Schedule and conduct interviews with family members from Cold War, Vietnam, Korea and WWII - 7/28 to 8/1 Schedule and conduct interviews with Veteran Service Organizations (American Legion, AMVETS, DAV, IAVA, etc.) - 7/28 to 8/1 Schedule and conduct interviews with additional POW/MIA Groups - 7/28 to 8/1	8/3/14

	Draft survey for family members	
PRS # 4 Organizational Design	Senior Steering Group – 7/31 Vet the Implementation Plan and Roadmap with key stakeholders - 7/28 to 8/1 Develop IP Executive Overview document - 7/28 to 8/1	8/3/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the small window for interviews.

MITIGATION 1: We have divided a home base team and a traveling team so that when stakeholders are in DC while we have a team in Hawaii, we can still get access to the JPAC person for interviews.

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and reinforce that this effort is about creating a new future (transformation)

RISK 3: Very aggressive timeline to speak with so many people to ensure we gather ideas and get diverse perspectives.

MITIGATION 3: We are offering phone call interviews with those who have expressed interest in supporting the effort and have also offered multiple people in interviews together to save time and still get the ideas surfaced.

RISK 4: We have many working group meetings and interviews. We are at risk of not spending enough time on the design and vetting of the implementation plan.

MITIGATION 4: We are using working group meetings to collect and vet content for Implementation Plan (milestones, decisions, meetings). We are creating frameworks and templates for Implementation Plan and vetting early with CORE PACT team.

RISK 5: SCOs are an important part of the core accounting process, one of the primary communication functions for the family, and are not currently part of the design process.

MITIGATION: With guidance from PACT, involve SCOs in focus group discussions. In particular, opportunity to connect with Alternatives Working group on family requests for DNA as a specific, critical issue.

RISK 6: Deployment teams and Detachments in SEA are critical to mission and need to be engaged

MITIGATION: Developing an approach to incorporate their input into the Implementation Plan

RISK 7: We might not know before Implementation Plan whether the use of circumstantial evidence to account for MIAs will be approved

MITIGATION: Elicit feedback from family members and members of the Accounting community on their opinion of this accounting method and present findings to policy makers

RISK 8: Some families do not trust the mission due to past instances of misinformation, mistreatment, and inconsistencies. This mistrust may stand in the way of the families getting closure

MITIGATION: The US Government should acknowledge past mistakes and mistreatment and acknowledge that this is a new day and that it is committed to providing the most accurate and timely information to the families who are at the center of this mission.

Next Steps

- Attend JPAC Commanders Conference in Hawaii, 7/27 -7/31
- Senior Steering Group meeting, 7/31
- Family interviews, 7/28 – 8/14
- Finalize Implementation Plan with inputs, 8/1 – 8/14

Financial Status Report

OSD Consolidation Project Financial Status Report - Through July 25, 2014

Labor Category	Discounted Billing Rate	# Hours Billed This Week (Jul 18 - Jul 25)	Funding Spent on Labor this Week	# Hours Billed To Date	Total Funding Spent to Date on Labor
Staff Consultant	(b)(4)				\$26,861.45
Senior Staff Consultant					\$2,496.51
Consultant					\$5,980.80
Senior Consultant					\$35,096.23
Principal Consultant					\$55,969.88
Senior Principal Consultant					\$107,493.38
Executive Director					\$75,786.00
Senior Executive Director					\$10,336.00
SME					\$53,520.00

Labor Funding Burned to Date \$373,540

Labor Funded Amount \$446,390

Total Remaining Labor Funding	\$72,850
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POW/MIA Weekly Status Report

July 21, 2014 – July 27, 2014

Percentage of Funding Used

84%

Percentage of Days Used

79%



POW/MIA Weekly Status Report Capture Document

Contract #: GS-10F-0065X**Period of Performance:** 22 MAY 2014 - 14 AUGUST 2014**Period Covering:** July 28, 2014 – August 3, 2014**Author:** (b)(6)**Date:** August 3, 2014

Accomplishments

The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Submitted weekly status report – 8/3	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Drafted outline of family-facing website – 7/28-8/1 Drafted survey questions for families - 7/28-8/1	Complete
PRS # 3 Change Management	Visited JPAC and attended Commanders Conference and interviewed staff level workforce – 7/28 – 8/1 Prepared slides for Senior Steering Group (SSG) meeting – 7/28 – 7/29 Attended Senior Steering Group meeting and provided draft notes for review and distribution from ASOC – 7/31 Revised Implementation Plan (IP) brief, document, and roadmap - 7/28 – 8/1 Conducted family interviews - 7/28 – 8/1 Interviewed representative from a Veterans Service Organization (Korea/Cold War Families of the Missing)- 8/1	Complete
PRS # 4 Organizational Design	Continued to revise Core Process model and document supporting processes (incorporate updates from Forensics, Public Private Partnerships, and Alternatives Assessment	Complete

	Working Group meetings) – 7/28 – 8/1	
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Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

Workforce interviews

JPAC

Name	Office or Position within JPAC	Date of Interview
(b)(6)	J5	7/30/14
	JPAC (b)(6)	7/29/14
	(b)(6) JPAC HQ Det	7/29/14
	CIL	7/29/14
	J4	7/29/14
	JPAC (b)(6)	7/29/14
	DET 2 (b)(6)	7/29/14
	JPAC EUCOM (b)(6)	7/29/14
	R&A	7/30/14
	J3	7/30/14
	J3	7/31/14
	R&A	7/30/14
	External Relations	7/30/14
	R&A	7/30/14
	R&A	7/30/14
	(b)(6) Medical Section	7/30/14
	J5	7/30/14
	(b)(6)	7/30/14
	J5	7/31/14
	CIL	7/31/14
	CIL	7/31/14
	CIL	7/31/14
	CIL	7/31/14
	J3	7/31/14
	External Relations	7/31/14
	J4	7/31/14
	R&A	7/31/14

Family interviews

(b)(6) MIA Major James E. Carlton, Jr. USMC, Vietnam 4.1967; interview 7/30
 (b)(6) MIA Capt. Judson Bradway, USMC Korea 9.20.1951; interview 7/30
 (b)(6) MIA Sgt. Charles Sciara, USMC WWII 1.14.1944; interview 7/30
 (b)(6) nephew: MIA Pvt. Steven Kida, USMC WWII 1.22.1943; Interview 7/31
 (b)(6) MIA PFC Howard Kaiuailani, USMC Korea, 1951; Interview 7/31
 (b)(6) MIA PHM1 John H. Schoonover, Navy, WWII; interview 8/1
 (b)(6) MIA HM3 John E. Trimm, Navy, Korea, 1950; interview 8/1
 (b)(6) MIA AMM3 Robert Jones, Navy, 1.23.1945, WWII; interview 8/1

Veterans Service Organizations

Irene Mandra, Korea / Cold War Families of the Missing; interview 8/1

Other interviews

(b)(6) Bode Technologies, DNA expert. Interviewed 7/29

Project meetings:

JPAC Commanders Conference 7/29– 7/31

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Submit weekly status report – 8/11	8/11/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support		8/11/14
PRS # 3 Change Management	Schedule and conduct interviews with family members of MIAs from Cold War, Vietnam, Korea and WWII - 8/4 – 8/8 Schedule and conduct interviews with Veteran Service Organizations (American Legion, AMVETS, DAV, IAVA, etc.) - 8/4 – 8/8 Schedule and conduct interviews with additional POW/MIA	8/11/14

	Groups - 8/4 – 8/8 Continue to develop survey for family members- 8/4 – 8/8	
PRS # 4 Organizational Design	Vet the Implementation Plan and Roadmap with key stakeholders - 8/4 – 8/8 Receive feedback on IP Executive Overview document and revise as necessary - 8/4 – 8/8 Develop Working Group team lists and begin charter drafts	8/11/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the small window for interviews.

MITIGATION 1: We have divided a home base team and a traveling team so that when stakeholders are in DC while we have a team in Hawaii, we can still get access to the JPAC person for interviews.

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and reinforce that this effort is about creating a new future (transformation)

RISK 3: Very aggressive timeline to speak with so many people to ensure we gather ideas and get diverse perspectives.

MITIGATION 3: We are offering phone call interviews with those who have expressed interest in supporting the effort and have also offered multiple people in interviews together to save time and still get the ideas surfaced.

RISK 4: We have many working group meetings and interviews. We are at risk of not spending enough time on the design and vetting of the implementation plan.

MITIGATION 4: We are using working group meetings to collect and vet content for Implementation Plan (milestones, decisions, meetings). We are creating frameworks and templates for Implementation Plan and vetting early with CORE PACT team.

RISK 5: SCOs are an important part of the core accounting process, one of the primary communication functions for the family, and are not currently part of the design process.

MITIGATION: With guidance from PACT, involve SCOs in focus group discussions. In particular, opportunity to connect with Alternatives Working group on family requests for DNA as a specific, critical issue.

RISK 6: Deployment teams and Detachments in SEA are critical to mission and need to be engaged

MITIGATION: Developing an approach to incorporate their input into the Implementation Plan

RISK 7: We might not know before Implementation Plan whether the use of circumstantial evidence to account for MIAs will be approved

MITIGATION: Elicit feedback from family members and members of the Accounting community on their opinion of this accounting method and present findings to policy makers

RISK 8: Some families do not trust the mission due to past instances of misinformation, mistreatment, and inconsistencies. This mistrust may stand in the way of the families getting closure

MITIGATION: The US Government should acknowledge past mistakes and mistreatment and acknowledge that this is a new day and that it is committed to providing the most accurate and timely information to the families who are at the center of this mission.

Next Steps

- Family interviews, 8/4 – 8/14
- Finalize Implementation Plan with inputs, 8/4 – 8/13
- Refine plan for working groups, 8/4 – 8/13

Financial Status Report

OSD Consolidation Project Financial Status Report - Through August 1st, 2014

Labor Category	Discounted Billing Rate	# Hours Billed This Week (Jul 26 - Aug 1)	Funding Spent on Labor this Week	# Hours Billed To Date	Total Funding Spent to Date on Labor
Staff Consultant	(b)(4)				\$29,464.94
Senior Staff Consultant					\$2,496.51
Consultant					\$8,659.70
Senior Consultant					\$40,970.08
Principal Consultant					\$66,729.98
Senior Principal Consultant					\$125,800.54
Executive Director					\$90,270.00
Senior Executive Director					\$10,336.00
SME					\$58,320.00

Labor Funding Burned to Date

\$433,048

POW/MIA Weekly Status Report

July 28, 2014 – August 3 2014

Labor Funded Amount	\$446,390
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Total Remaining Labor Funding	\$13,342
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Percentage of Funding Used	97%
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Percentage of Days Used	85%
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POW/MIA Weekly Status Report Capture Document

Contract #: GS-10F-0065X**Period of Performance:** 22 MAY 2014 - 14 AUGUST 2014**Period Covering:** August 4, 2014 – August 10, 2014**Author:** (b)(6)**Date:** August 10, 2014

Accomplishments

The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Submitted weekly status report – 8/10	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Drafted outline of family-facing website – 8/4-8/8 Drafted description of family surveys (including process, decisions, etc.)- 8/4-8/8 Met with family members to gain feedback on implementation plan draft – 8/4-8/8	Complete
PRS # 3 Change Management	Revised Implementation Plan (IP) brief, report, and roadmap with involvement from PACT team - 8/4-8/8 Conducted family interviews - 8/4-8/8	Complete
PRS # 4 Organizational Design	Continued to revise Core Process model and document supporting processes (incorporate updates from Forensics, Public Private Partnerships, and Alternatives Assessment Working Group meetings) – 8/4-8/8	Complete

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

Family interviews

- (b)(6) MIA Cdr Albert J. Seeboth, Navy, Korea, 8/4
- (b)(6) MIA Col. Richard Walsh, AF Vietnam; 8/4
- (b)(6) researcher, works with WWII Families for Return of the Missing and subcontracts for JPAC; 8/5
- (b)(6) MIA Capt. Harry Moore, AF, Korea; 8/5
- (b)(6) niece; MIA Sg t Charles Richardson, Army, WWII; 8/6
- (b)(6) great nephew; MIA Pvt Joseph Luciano, Army, WWII; 8/6
- (b)(6) MIA LTJG James Deane, Cold War; 8/7
- (b)(6) MIA Capt. Claude Batty, Air Force, Korea, 1950; 8/7

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date
PRS # 1 Project Management	Submit weekly status report – 8/18 Develop draft timeline / critical path and next steps for consolidation implementation – 8/12	8/18/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Meet with (b)(6) (DPMO) to discuss legislative communication/reporting strategies for consolidation – 8/11 Draft initial family survey questions – 8/11 – 8/15 Meet with family member to gain feedback on implementation plan – 8/13 Review All Hands briefing and develop recommended talking points – 8/13 Develop POW-MIA POWER MAP - as part of stakeholder assessment – 8/13 – 8/14 Attend and capture notes during briefings at Korea - Cold War	8/18/14

	family meeting for incorporation into future communication materials – 8/14 – 8/15	
PRS # 3 Change Management	<p>Schedule and conduct interviews with family members of MIAs from Cold War, Vietnam, Korea and WWII - 8/11 – 8/15</p> <p>Schedule and conduct interviews with Veteran Service Organizations (American Legion, AMVETS, DAV, IAVA, etc.) - 8/11 – 8/15</p> <p>Schedule and conduct interviews with additional POW/MIA Groups - 8/11 – 8/15</p> <p>Continue to develop survey for family members- 8/11 – 8/15</p>	8/18/14
PRS # 4 Organizational Design	<p>Receive feedback on IP Executive Overview document and revise as necessary - 8/11 – 8/15</p> <p>Develop Working Group team lists and begin charter drafts - 8/11 – 8/15</p>	8/18/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the small window for interviews.

MITIGATION 1: We have divided a home base team and a traveling team so that when stakeholders are in DC while we have a team in Hawaii, we can still get access to the JPAC person for interviews.

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

MITIGATION 2: During the interviews, apply the knowledge from past interview efforts and reinforce that this effort is about creating a new future (transformation)

RISK 3: Very aggressive timeline to speak with so many people to ensure we gather ideas and get diverse perspectives.

MITIGATION 3: We are offering phone call interviews with those who have expressed interest in supporting the effort and have also offered multiple people in interviews together to save time and still get the ideas surfaced.

RISK 4: We have many working group meetings and interviews. We are at risk of not spending enough time on the design and vetting of the implementation plan.

MITIGATION 4: We are using working group meetings to collect and vet content for Implementation Plan (milestones, decisions, meetings). We are creating frameworks and templates for Implementation Plan and vetting early with CORE PACT team.

RISK 5: SCOs are an important part of the core accounting process, one of the primary communication functions for the family, and are not currently part of the design process.

MITIGATION: With guidance from PACT, involve SCOs in focus group discussions. In particular, opportunity to connect with Alternatives Working group on family requests for DNA as a specific, critical issue.

RISK 6: Deployment teams and Detachments in SEA are critical to mission and need to be engaged

MITIGATION: Developing an approach to incorporate their input into the Implementation Plan

RISK 7: We might not know before Implementation Plan whether the use of circumstantial evidence to account for MIAs will be approved

MITIGATION: Elicit feedback from family members and members of the Accounting community on their opinion of this accounting method and present findings to policy makers

RISK 8: Some families do not trust the mission due to past instances of misinformation, mistreatment, and inconsistencies. This mistrust may stand in the way of the families getting closure

MITIGATION: The US Government should acknowledge past mistakes and mistreatment and acknowledge that this is a new day and that it is committed to providing the most accurate and timely information to the families who are at the center of this mission.

Next Steps

- Family interviews, 8/11 – 8/14
- Finalize Implementation Plan with inputs, 8/11 – 8/13
- Refine plan for working groups, 8/11 – 8/14

Financial Status Report

OSD Consolidation Project Financial Status Report - Through August 8th, 2014

Labor Category	Discounted Billing Rate	# Hours Billed This Week (Aug 2nd - Aug 8th)	Funding Spent on Labor this Week	# Hours Billed To Date	Total Funding Spent to Date on Labor
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POW/MIA Weekly Status Report

August 4, 2014 – August 10 2014

Staff Consultant	(b)(4)	\$32,151.08
Senior Staff Consultant		\$2,496.51
Consultant		\$9,656.50
Senior Consultant		\$44,347.54
Principal Consultant		\$71,676.15
Senior Principal Consultant		\$136,961.06
Executive Director		\$90,882.00
Senior Executive Director		\$10,336.00
SME		\$64,800.00

Labor Funding Burned to Date \$463,307

Labor Funded Amount \$485,690

Total Remaining Labor Funding \$22,383

Percentage of Funding Used 96%

Percentage of Days Used 90%

POW/MIA Weekly Status Report Capture Document

Contract #: GS-10F-0065X**Period of Performance:** 22 MAY 2014 - 14 AUGUST 2014**Period Covering:** August 11, 2014 – August 14, 2014**Author:** (b)(6)**Date:** August 18, 2014

Accomplishments

The team started, continued or concluded the following activities and deliverables in the past workweek.

PRS	Activities and Deliverables	Status
PRS # 1 Project Management	Submitted weekly status report – 8/18	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support	<p>Met with (b)(6) (DPMO) to discuss legislative communication/reporting strategies for consolidation – 8/11</p> <p>Drafted outline of family-facing website – 8/11 – 8/14</p> <p>Drafted description of family surveys (including process, decisions, etc.) - 8/11 – 8/14</p> <p>Met with family members to gain feedback on implementation plan draft – 8/11 – 8/12</p> <p>Attended and captured notes during briefings at Korea - Cold War family meeting for incorporation into future communication – 8/14</p> <p>Participated in one-on-one family briefing conducted by DPMO at the Korea-Cold War family meeting to understand the current process and format – 8/14 - 8/15</p> <p>Reviewed slides and added content for the PACT's All-Hands meeting on 8/18 - 8/15</p>	Complete
PRS # 3 Change Management	<p>Revised Implementation Plan (IP) brief, report, and roadmap with involvement from PACT team - 8/11 – 8/13</p> <p>Submitted Implementation Plan (IP) brief, report, and roadmap – 8/13</p>	Complete

	<p>Conducted family interviews 8/11 – 8/14</p> <p>Developed first draft of working group lists and draft charters, including expected outputs and outcomes – 8/14</p> <p>Provided feedback on strategic planning process based on Commanders Conference and collected PACT comments to prepare to send to JPAC – 8/14</p>	
PRS # 4 Organizational Design	Continued to revise Core Process model and document supporting processes (incorporate updates from Forensics, Public Private Partnerships, and Alternatives Assessment Working Group meetings) – 8/11 – 8/14	Complete

Stakeholder Involvement

In addition to the accomplishments reflected in the table above, the team involved and/or engaged the following stakeholders.

Family interviews

- Bob Wallace, Executive Director – Veterans of Foreign Wars; Interviewed 8/13
- (b)(6) nephew; MIA: PFC Edward Edvert Thorn, USMC, 11.29.1950. Interviewed 8/14
- (b)(6) MIA: Cpl Daniel Dulin, Army, 10.21.1950. Interviewed 8/14
- (b)(6) MIA: 1st. Lt. James B. Elliott, Army, 8.27.1950. Interviewed 8/14
- (b)(6) MIA: PFC Claude Douglas McFee, Air Force 12.06.1950. Interviewed 8.14
- (b)(6) MIA: 1st Lt. Robert Schmitt, Army, Korea. Interviewed 8/14
- (b)(6) niece and (b)(6) niece; MIA: 1st Lt. Robert Schmitt, Army, 12.01.1950. Interviewed 8/14

Summary of Project Planned Activities

The team plans to start, continue or conclude the following activities and deliverables in the coming workweek.

PRS	Activities and Deliverables	Planned Completion Date

PRS # 1 Project Management	Submit weekly status report – 8/25 Develop draft timeline / critical path and next steps for consolidation implementation – 8/18 – 8/22	8/25/14
PRS # 2 Communication Subject Matter Expertise & Advisory Support	Draft initial family survey questions – 8/18 – 8/22 Draft POW-MIA POWER MAP - as part of stakeholder assessment – 8/20 – 8/22	8/25/14
PRS # 3 Change Management	Schedule and conduct interviews with family members of MIAs from Cold War, Vietnam, Korea and WWII - 8/18 – 8/22 Schedule and conduct interviews with Veteran Service Organizations (American Legion, AMVETS, DAV, IAVA, etc.) - 8/18 – 8/22 Schedule and conduct interviews with additional POW/MIA Groups - 8/18 – 8/22 Conduct interviews with personnel from JPAC and DPMO - 8/18 and 8/20	8/25/14
PRS # 4 Organizational Design	Continue to develop Working Group team lists and charter drafts - 8/18 – 8/22 Facilitate meeting with PACT Clearing team to summarize lessons learned, discuss working groups, and plan next steps – 8/19	8/25/14

Risks and Mitigations

A brief discussion of any potential problems, their anticipated impact on task performance, and solutions.

RISK 1: Access to stakeholders and team members may be difficult given the small window for interviews.

MITIGATION 1: We have divided a home base team and a traveling team so that when stakeholders are in DC while we have a team in Hawaii, we can still get access to the JPAC person for interviews.

RISK 2: Stakeholders may feel as though the interviews are a waste of their time since they have been interviewed by IDA, CAPE, WHS, and GAO and the processes and culture have not changed

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MITIGATION 4: We are using working group meetings to collect and vet content for Implementation Plan (milestones, decisions, meetings). We are creating frameworks and templates for Implementation Plan and vetting early with CORE PACT team.

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MITIGATION: With guidance from PACT, involve SCOs in focus group discussions. In particular, opportunity to connect with Alternatives Working group on family requests for DNA as a specific, critical issue.

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MITIGATION: Developing an approach to incorporate their input into the Implementation Plan

RISK 7: We might not know before Implementation Plan whether the use of circumstantial evidence to account for MIAs will be approved

MITIGATION: Elicit feedback from family members and members of the Accounting community on their opinion of this accounting method and present findings to policy makers

RISK 8: Some families do not trust the mission due to past instances of misinformation, mistreatment, and inconsistencies. This mistrust may stand in the way of the families getting closure

MITIGATION: The US Government should acknowledge past mistakes and mistreatment and acknowledge that this is a new day and that it is committed to providing the most accurate and timely information to the families who are at the center of this mission.

Next Steps

- Family interviews, 8/18 – 8/31
- Refine plan for working groups, 8/18– 8/31

Financial Status Report

OSD Consolidation Project Financial Status Report - Through August 14, 2014

Labor Category	Discounted Billing Rate	# Hours Billed This Week (Aug 9 - Aug 14)	Funding Spent on Labor this Week	# Hours Billed To Date	Total Funding Spent to Date on Labor
Staff Consultant	(b)(4)				\$34,589.28
Senior Staff Consultant					\$2,496.51
Consultant					\$9,718.80
Senior Consultant					\$48,459.23
Principal Consultant					\$72,977.78
Senior Principal Consultant					\$140,289.63
Executive Director					\$96,594.00
Senior Executive Director					\$10,336.00
SME					\$70,200.00

Labor Funding Burned to Date

\$485,661

Labor Funded Amount

\$485,690

Total Remaining Labor Funding
\$29

Percentage of Funding Used

100%

Percentage of Days Used

100%



**USD – POLICY POW MIA SUPPORT SERVICES
MONTHLY PROJECT EXECUTIVE SUMMARY AND
OPERATIONAL STATUS REPORTS**

**UNDER SECRETARY OF DEFENSE FOR POLICY
POW/MIA SUPPORT SERVICES**

Contract Number GS-10F-0065X, amended on 23 September 2014

**DELIVERABLES: MONTHLY PROJECT EXECUTIVE SUMMARY AND
OPERATIONAL STATUS REPORT**

15 August – 30 September 2014

Submitted by:

The Clearing, Inc.
1250 Connecticut Ave. Suite 625
Washington, DC 20036

Submitted to:

(b)(6)

COR

Alisa Stack
Director, Personnel Accounting Consolidation Task Force

1. Overview

This document serves as the Monthly Project Executive Summary and Operational Status Report for The Clearing's Under Secretary of Defense for Policy POW/MIA Support Services project per the contract.

2. Project Background

On March 25, 2014, the Secretary of Defense directed a complete consolidation of the functions, resources, and assets of three DoD components into a single agency under the authority, direction, and control of the Under Secretary of Defense for Policy (USD(P)). On May 14, 2014, the Deputy Secretary of Defense appointed the USD(P) to establish a planning team, the Personnel Accounting Consolidation Task Force (PACT), to plan and implement the consolidation.

The purpose of this contract is to provide superior subject matter expertise, consultation, and advisory services for USD(P) as it establishes a single, accountable entity with oversight of personnel accounting resources, research, and operations across the DoD in order to maximize the number of missing Service personnel accounted for annually while ensuring timely and accurate information is provided to their families.

During the initial contract period from 22 May 2014 through 14 August 2014, The Clearing provided change management, strategic communication, project management, and organizational design consultation to the PACT as it led the development of an Implementation Plan for the transformation. The follow-on contract, awarded on 23 September 2014, requires that The Clearing provide consultation services in the same four areas, but with specific performance requirements focused implementing the key activities and milestones in the Implementation Plan developed for the previous contract.

3. Vendor Point of Contact

(b)(6)
(b)(6) [@theclearing.com](mailto:(b)(6)@theclearing.com)
(b)(6)

4. Monthly Project Executive Summary Report

4.1. Project Analysis

Several different military and civilian organizations play a role in accounting for MIAs from past conflicts. As the U.S. Government Accountability Office, Department of

Defense Office of the Inspector General, and the Office of Cost Assessment & Program Evaluation have shown in recent reports, these organizations are not well integrated, creating an inefficient allocation of resources, a lack of focusing in accounting for personnel, and tension within the workforce. In addition, while some families are satisfied with the progress that the accounting community has made in providing answers about the missing, many others have grown disillusioned due to a lack of transparency, slow progress, and poor communication.

The transformation will not consist of simply fusing together the existing Joint POW/MIA Accounting Command, the Defense Prisoner of War/Missing Personnel Office, and the Life Sciences Equipment Laboratory. Rather, the new agency will have a new identity and new ways of doing business. To meet its goal of better serving families, the culture within the personnel accounting community, as well as the processes it uses, must also change to reflect the renewed focus the needs of families.

While the Implementation Plan provides a roadmap of milestones and activities meant to mark progress in establishing the new agency, there is a risk that entrenched interests within the accounting community might be reluctant to cede control of their operations. The PACT must be clear in its communications to the workforce about the reasons for the transformation and how accounting operations will be improved as DoD breaks down information silos, standardizes processes, and focuses on providing better communication to family members throughout each stage of the accounting process.

During this reporting period, The Clearing interviewed 16 members of the workforce, eliciting recommendations on ways to improve accounting operations. This brings to 133 the number of accounting community staff that The Clearing has interviewed since May 2014. The Clearing also interviewed 18 family members of MIAs during this reporting period, and attended a Family Member Update in Pittsburgh, PA on 13 September 2014. To date, The Clearing has interviewed a total of 100 family members. During this reporting period, The Clearing also conducted interviews with 10 other stakeholders including independent researchers, and representatives of governmental and non-governmental organizations.

This reporting period follows the issuance of the Implementation Plan on 14 August 2014. The transformation is now in its third phase, in which the PACT will lead the effort to establish a new agency through Initial Operational Capability (IOC) on January 15, 2015 and Full Operational Capability (FOC) on January 15, 2016.

4.2. Project Findings

From The Clearing's interviews with various stakeholders, it is evident that virtually all members of the accounting community, as well as family members, believe that a transformation in the accounting community is required to not only increase the number of MIAs accounted for but to provide better communication to family members on the status of MIA cases. During this reporting period, The Clearing continued to gather key

insights on topics ranging from processes, mission support, family communication, and public-private partnerships. A sample set of The Clearing's key findings are listed below.

- Families have difficulty understanding the technical constraints of the mission, and some DoD products are not user-friendly.
- There is a lack of collaboration at the middle tier staff of the accounting community, resulting in agency-wide fragmentation and duplication of effort.
- The Service Casualty Officers (SCOs) responsible for communicating with families are not members of three accounting organizations: JPAC, DPMO and AFDIL. As a result, it is difficult for them to be fully knowledgeable of technical details and the latest operational status of MIA cases. This is especially evident when it comes to explaining the details of complex forensic processes involved in identification, including DNA analysis.
- Mission support services do not provide the level of support required for successful field operations (e.g., contracting, training, IT, field equipment).
- Public-Private partnerships can enhance DoD's ability to accounting for missing personnel, but such partnerships are not always created or leveraged in a consistent or effective manner.
- There are several operational and policy-related chokepoints that hamper DoD's ability to account for missing personnel in a timely manner, such as not having a single list of MIAs across each accounting agency; not having enough anthropologists for field missions; lengthy periods of time between investigation and recovery missions; and a cumbersome process for reviewing and approving disinterment requests.

4.3. Recommendations

Throughout this reporting period, The Clearing provided consultation to the PACT Director in the areas of change management, strategic communication, project management, and organizational design. In addition to implementing all recommendations stemming from the 2013 GAO report, The Clearing believes that DoD should: 1) improve its communication with family members by ensuring that teams communicating with them have the scientific and technical competence to explain the various operational and technical processes involved in accounting for missing personnel; 2) appoint an Acting Director of the new accounting Agency early on in the transformation; and 3) determine how cases are going to be prioritized based on defined criteria.

The Clearing also recommended a framework for the creation of working groups that would lead five key areas of the transformation: Lab and Forensics, Case

Management, Field Operations, Collection and Analysis, and Family Products and Services. In addition, The Clearing recommended that the PACT form a Strategy and Integration team to integrate and operationalize the recommendations of the working groups; develop an agency lexicon, an agency position on the USS Oklahoma, a distinterment policy, and a policy on the use of all sources of evidence in accounting for missing personnel.

5. Monthly Operational Status Report

PRS	Summary of Key Performance Metrics	Percent Complete
PRS # 1 Project Management	<ul style="list-style-type: none"> Developed draft charters for the Strategy and Integration team and the five working groups that will meet through FOC to make recommendations for the new agency (9/8-9/19) Assigned team roles to support working groups, including working group leads, facilitators, knowledge managers and QA POCs (9/22-9/30) Collected applications and resumes for working group members and leads, and provided them to PACT team (9/15-9/19) Integrated the findings of the Alternative Approaches and Public-Private Partnerships working groups into the planning for the working groups that would meet in October 2014 (9/24-9/30) Identified program risks based on interviews and working groups (8/15 –9/30) 	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support:	<ul style="list-style-type: none"> Created visuals for communicating the purpose, mission, and vision of the new agency Developed AS-IS Core Process model and identified inputs, outputs, chokepoints, and current metrics (9/1-9/25) Wrote summary notes for two weekly PACT Transformation Meetings (9/11 and 9/18) Facilitated discussions with JPAC and DPMO personnel regarding the future external and internal websites for the new agency (9/24-26) 	Complete
PRS # 3 Change Management	<ul style="list-style-type: none"> Designed and facilitated a Leadership Alignment Session and Strategy and Integration kickoff session at The Clearing (9/30) Developed mission, vision, and values statements and solicited feedback from accounting community workforce 	Complete

PRS	Summary of Key Performance Metrics	Percent Complete
	<p>(8/15 –9/30)</p> <ul style="list-style-type: none">• Conducted stakeholder interviews with JPAC and DPMO personnel (8/15 –9/30)• Conducted family and veteran interviews (8/15 –9/30)• Attended the Family Member Update in Pittsburgh (9/13)• Conducted a series of phone conversations and meetings with Forensics experts and current CIL leadership to develop To-Be concepts and models for forensics process for the new agency (9/22-9/30)	
PRS # 4 Organizational Design	<ul style="list-style-type: none">• Developed a Synchronization Matrix that listed each milestone working groups are required to meet; the activities of the PACT; and key activities, meetings, and milestones in the area of strategic communication (9/15-9/18)	Complete



USD – POLICY POW MIA SUPPORT SERVICES
MONTHLY PROJECT EXECUTIVE SUMMARY AND
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UNDER SECRETARY OF DEFENSE FOR POLICY
POW/MIA SUPPORT SERVICES

Contract Number GS-10F-0065X, amended on 23 September 2014

DELIVERABLES: MONTHLY PROJECT EXECUTIVE SUMMARY AND
OPERATIONAL STATUS REPORT

October 2014

Submitted by:

The Clearing, Inc.
1250 Connecticut Ave. Suite 625
Washington, DC 20036

Submitted to:

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CDR

Alisa Stack
Director, Personnel Accounting Consolidation Task Force

1. Overview

This document serves as the Monthly Project Executive Summary and Operational Status Report for The Clearing's Under Secretary of Defense for Policy POW/MIA Support Services project per the contract.

2. Project Background

On March 25, 2014, the Secretary of Defense directed a complete consolidation of the functions, resources, and assets of three DoD components into a single agency under the authority, direction, and control of the Under Secretary of Defense for Policy (USD(P)). On May 14, 2014, the Deputy Secretary of Defense appointed the USD(P) to establish a planning team, the Personnel Accounting Consolidation Task Force (PACT), to plan and implement the consolidation.

The purpose of this contract is to provide superior subject matter expertise, consultation, and advisory services for USD(P) as it establishes a single, accountable entity with oversight of personnel accounting resources, research, and operations across the DoD in order to maximize the number of missing Service personnel accounted for annually while ensuring timely and accurate information is provided to their families.

During the initial contract period from 22 May 2014 through 14 August 2014, The Clearing provided change management, strategic communication, project management, and organizational design consultation to the PACT as it led the development of an Implementation Plan for the transformation. The follow-on contract, awarded on 23 September 2014, requires that The Clearing provide consultation services in the same four areas, but with specific performance requirements focused implementing the key activities and milestones in the Implementation Plan developed for the previous contract.

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4. Monthly Project Executive Summary Report

4.1. Project Analysis

Several different military and civilian organizations play a role in accounting for MIAs from past conflicts. As the U.S. Government Accountability Office, Department of Defense Office of the Inspector General, and the Office of Cost Assessment & Program Evaluation have shown in recent reports, these organizations are not well integrated,

creating an inefficient allocation of resources, a lack of focusing in accounting for personnel, and tension within the workforce. In addition, while some families are satisfied with the progress that the accounting community has made in providing answers about the missing, many others have grown disillusioned due to a lack of transparency, slow progress, and poor communication.

The transformation will not consist of simply fusing together the existing Joint POW/MIA Accounting Command, the Defense Prisoner of War/Missing Personnel Office, and the Life Sciences Equipment Laboratory. Rather, the new agency will have a new identity and new ways of doing business. To meet its goal of better serving families, the culture within the personnel accounting community, as well as the processes it uses, must also change to reflect the renewed focus the needs of families.

While the Implementation Plan provides a roadmap of milestones and activities meant to mark progress in establishing the new agency, there is a risk that entrenched interests within the accounting community might be reluctant to cede control of their operations. The PACT must be clear in its communications to the workforce about the reasons for the transformation and how accounting operations will be improved as DoD breaks down information silos, standardizes processes, and focuses on providing better communication to family members throughout each stage of the accounting process.

During this reporting period, The Clearing facilitated the opening sessions of four working groups focusing on key areas of the transformation: Lab and Forensics; Case Management; Collection and Analysis; and Family Products and Services. During these four day sessions, the working groups defined their AS-IS processes, identified risks, designed their TO-BE processes, and validated their charters, including milestones, outputs, and outcomes. In November, The Clearing will launch the Field Operations working group in Hawaii.

The Clearing also facilitated the opening session of the Strategy and Integration team that will integrate and operationalize the recommendations of the working groups, develop an agency lexicon, an agency position on the *USS Oklahoma*, a disinterment policy, and a policy on the use of all sources of evidence in accounting for missing personnel, among other tasks.

4.2. Project Findings

From The Clearing's interviews with various stakeholders, it is evident that virtually all members of the accounting community, as well as family members, believe that a transformation in the accounting community is required to not only increase the number of MIAs accounted for but to provide better communication to family members on the status of MIA cases. During this reporting period, The Clearing continued to gather key insights on topics ranging from processes, mission support, family communication, and public-private partnerships. A sample set of The Clearing's key findings are listed below.

- Families have difficulty understanding the technical constraints of the mission, and some DoD products are not user-friendly.
- There is a lack of collaboration at the middle tier staff of the accounting community, resulting in agency-wide fragmentation and duplication of effort.
- The Service Casualty Officers (SCOs) responsible for communicating with families are not members of three accounting organizations: JPAC, DPMO and AFDIL. As a result, it is difficult for them to be fully knowledgeable of technical details and the latest operational status of MIA cases. This is especially evident when it comes to explaining the details of complex forensic processes involved in identification, including DNA analysis.
- Mission support services do not provide the level of support required for successful field operations (e.g., contracting, training, IT, field equipment).
- Public-Private partnerships can enhance DoD's ability to accounting for missing personnel, but such partnerships are not always created or leveraged in a consistent or effective manner.
- There are several operational and policy-related chokepoints that hamper DoD's ability to account for missing personnel in a timely manner, such as not having a single list of MIAs across each accounting agency; not having enough anthropologists for field missions; lengthy periods of time between investigation and recovery missions; and a cumbersome process for reviewing and approving disinterment requests.

4.3. Recommendations

Throughout this reporting period, The Clearing provided consultation to the PACT Director in the areas of change management, strategic communication, project management, and organizational design. In addition to implementing all recommendations stemming from the 2013 GAO report, The Clearing believes that DoD should: 1) improve its communication with family members by ensuring that teams communicating with them have the scientific and technical competence to explain the various operational and technical processes involved in accounting for missing personnel; 2) appoint an Acting Director of the new accounting Agency early on in the transformation; and 3) determine how cases are going to be prioritized based on defined criteria.

5. Monthly Operational Status Report

PRS	Summary of Key Performance Metrics	Percent Complete
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PRS	Summary of Key Performance Metrics	Percent Complete
PRS # 1 Project Management	<ul style="list-style-type: none"> Planned and facilitated the Strategy and Integration team's kick-off meeting (9/30-10/2) Planned and facilitated working group kick-off meetings for Case Management (10/14-10/17); Family Products and Services (10/14-10/17); Collection and Analysis (10/14-10/17); and Lab and Forensics (10/21-10/24) In conjunction with working leads, revised working group charters to reflect participants' agreements on working group outputs, outcomes, and products (10/14-10/24) Developed risk logs, graphics, and meeting notes for each working group (10/14-10/24) Began to identify potential risks to the transformation, potential impacts of those risks, and mitigation strategies (10/20-10/31) 	Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support:	<ul style="list-style-type: none"> Facilitated discussions with JPAC personnel on requirements and potential content for the new agency's internal and external websites (10/21) Developed strategy for updating and launching the new agency's brand (10/20-10/31) Advised internal and external communications personnel from the new agency as they solicited ideas from the workforce for a new motto (10/6-10/31) Drafted general talking points for internal and external communications personnel (10/6-10/31) Recommended ways to improve a preferences survey given out to family members at FMUs (10/6-10/31) Provided recommendations for improving talking points and slide presentations given at Family Member Updates (10/6-10/31) Developed a system to monitor news sites, RSS feeds, and social media platforms for stories related to the transformation (10/6-10/31) 	Complete
PRS # 3 Change Management	<ul style="list-style-type: none"> Assigned leadership coaches with expertise in change management to advise key PACT personnel throughout the transformation (10/1-10/3) 	Complete
PRS # 4 Organizational Design	<ul style="list-style-type: none"> Facilitated the design of To-BE process models that document future process flows in each working group's topic area (10/14-10/17; 10/21-10/24) 	Complete



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Contract Number GS-10F-0065X, amended on 23 September 2014

**DELIVERABLES: MONTHLY PROJECT EXECUTIVE SUMMARY AND
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November 2014

Submitted by:

The Clearing, Inc.
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Submitted to:

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Alisa Stack
Director, Personnel Accounting Consolidation Task Force

1. Overview

This document serves as the Monthly Project Executive Summary and Operational Status Report for The Clearing's Under Secretary of Defense for Policy POW/MIA Support Services project per the contract.

2. Project Background

On March 25, 2014, the Secretary of Defense directed a complete consolidation of the functions, resources, and assets of three DoD components into a single agency under the authority, direction, and control of the Under Secretary of Defense for Policy (USD(P)). On May 14, 2014, the Deputy Secretary of Defense appointed the USD(P) to establish a planning team, the Personnel Accounting Consolidation Task Force (PACT), to plan and implement the consolidation.

The purpose of this contract is to provide superior subject matter expertise, consultation, and advisory services for USD(P) as it establishes a single, accountable entity with oversight of personnel accounting resources, research, and operations across the DoD in order to maximize the number of missing Service personnel accounted for annually while ensuring timely and accurate information is provided to their families.

During the initial contract period from 22 May 2014 through 14 August 2014, The Clearing provided change management, strategic communication, project management, and organizational design consultation to the PACT as it led the development of an Implementation Plan for the transformation. The follow-on contract, awarded on 23 September 2014, requires that The Clearing provide consultation services in the same four areas, but with specific performance requirements focused implementing the key activities and milestones in the Implementation Plan developed for the previous contract.

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4. Monthly Project Executive Summary Report

4.1. Project Analysis

During this reporting period, The Clearing facilitated the opening session of the Field Operations Working Group in Hawaii. During this four-day session, the Field Operations working group defined its AS-IS processes, identified risks, designed its TO-BE

processes, and validated its charter, including milestones, outputs, and outcomes. During November, The Clearing also supported follow-on meetings for the Lab and Forensics; Case Management; Collection and Analysis; and Family Products and Services Working Groups. During these sessions, the working groups continued to refine their TO-BE processes; and documented key milestones, risks, dependences, and decisions requested from PACT leadership. The Clearing also facilitated sessions with the Working Group leads to define the aggregate, overarching TO-BE process for the new agency. The Clearing put in place a weekly reporting mechanism for PACT leadership to receive regular updates on project status, risks, critical dependencies, and decisions needed.

4.2. Project Findings

While The Clearing and the PACT continue to make progress towards designing a way forward for the new agency, several key milestones from the transformation's Implementation Plan have been missed as a result of delays in decision making and communication constraints placed on the PACT. These milestones, identified as critical to achieve Initial Operating Capability (IOC) on January 15, 2015, include:

- Selecting an Interim Director (October 2014)
- Selecting a name for the new agency (October 2014)
- Selecting a location for headquarters (October 2014)
- Defining "fullest possible accounting" (October 2014)
- Determining a position on *USS Oklahoma* disinterment (October 2014)
- Defining categories of personnel (November 2014)
- Determining a position on the use of circumstantial evidence (November 2014)

Failing to meet these milestones presents a significant risk to the transformation, and could call into question the DoD's commitment to adhering to the scheduled date for IOC that has been publicly communicated. If IOC is delayed, the workforce and family members may lose faith in the transformation and begin to doubt whether DoD is serious about changing the accounting process to make it more efficient, effective, and responsive to the needs of families.

During the reporting period, the PACT was directed by the USD(P) to temporarily cease its communications with families and family groups pending further review of the transformation effort. As a result, several milestones related to the improvement of family products and services have also been delayed. Without an open line of communication with family members and Family Service Organizations, the PACT will be unable to gather the input it needs. The PACT is currently awaiting approval to reengage with families and family groups.

4.3. Recommendations

Due to the environment of uncertainty in which the PACT is operating and the delays in key decisions, The Clearing is performing an assessment of the impacts to the Implementation Plan as it was originally laid out in August and recommends

communicating any necessary adjustments to the USD(P). Priority actions should be identified for completion in the next 45 days in order to achieve IOC on schedule.

The work of the new agency depends heavily upon the design of the TO-BE process. The Clearing recommends that the PACT review the product created by the working group leads this month in order to finalize and approve the overarching TO-BE process. This will allow dependent activities, such as the initial identification of agency measures of performance and measures of effectiveness, to proceed.

The Clearing understands in the absence of key decisions it is difficult to communicate meaningful updates to stakeholders. However, to address low morale and sustain the momentum of the transformation it is essential to actively engage the workforce as set forth in the strategic communication plan. The Clearing recommends holding an event with managers in the accounting community, as well as an all-hands with staff, prior to the holiday season.

5. Monthly Operational Status Report

PRS	Summary of Key Performance Metrics	Percent Complete
PRS # 1 Project Management	<ul style="list-style-type: none"> Planned and facilitated the kick-off meeting of the Field Operations working group in Hawaii (11/3-11/7) In conjunction with working group leads, continued to revise charters to reflect participants' agreements on outputs, outcomes, and products (11/3-11/21) Identified potential risks to the transformation, potential impacts of those risks, and mitigation strategies (11/1-11/26) In conjunction with working group leads, developed "quad charts" for each working group, documenting key milestones, risks, dependences, and decisions needed from PACT leadership (11/3-11/21) Facilitated meeting with working group leads and members from the Strategy and Integration team at The Clearing (11/12) Facilitated meetings with working group leads and members at The Clearing, where the team continued to design an aggregate To-Be process model which documents future process flows across the accounting community (11/12-11/14) 	Complete

PRS	Summary of Key Performance Metrics	Percent Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support:	<ul style="list-style-type: none"> • Provided recommendations for media and events for IOC celebration (11/3-11/14) • Recommended ways for creating a DNA storyboard for new agency website and slide presentations given at Family Member Updates (11/17-11/21) • Assisted in concept creation and graphic design development for JPAC and DPMO conflicts pages and site maps (11/17-11/26) • Created new agency website framework to consolidate JPAC, DPMO, CIL, and LSEL web content (11/3-11/26) • Developed a draft Concept of Operations (CONOPS) to document the roles, responsibilities, and processes of the External Communications team (11/24-11/26) • Developed a recommended internal communications and stakeholder engagement calendar to assist in a successful change management approach (11/10-11/14) • Continued to monitor news sites, RSS feeds, and social media platforms for stories related to the transformation and the overall agency mission (11/3-11/26) 	Complete
PRS # 3 Change Management	<ul style="list-style-type: none"> • Provided executive and organizational support to JPAC leadership and key staff in Hawaii (11/5 -11/22) • Held discussions with JPAC staff regarding transformation (11/5 -11/22) • Attended the Family Member Update in Orlando, FL (11/8) 	Complete
PRS # 4 Organizational Design	<ul style="list-style-type: none"> • Facilitated meetings with working group leads and members from the Strategy and Integration team at The Clearing; the team continued to design an aggregate To-Be process model which documents future process flows across the accounting community (11/12-11/14) 	Complete



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Contract Number GS-10F-0065X, amended on 23 September 2014

**DELIVERABLES: MONTHLY PROJECT EXECUTIVE SUMMARY AND
OPERATIONAL STATUS REPORT**

December 2014

Submitted by:

The Clearing, Inc.
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Submitted to:

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Alisa Stack
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1. Overview

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2. Project Background

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During the initial contract period from 22 May 2014 through 14 August 2014, The Clearing provided change management, strategic communication, project management, and organizational design consultation to the PACT as it led the development of an Implementation Plan for the transformation. The follow-on contract, awarded on 23 September 2014, requires that The Clearing provide consultation services in the same four areas, but with specific performance requirements focused implementing the key activities and milestones in the Implementation Plan developed for the previous contract.

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4. Monthly Project Executive Summary Report

4.1. Project Analysis

During this reporting period, The Clearing continued with its support of the Field Operations, Lab and Forensics; Case Management; Collection and Analysis; and Family Products and Services Working Groups. The working groups continued to refine

their TO-BE processes and meet deliverables in their respective charters. The Clearing continued to report the status of the working groups—i.e. updates on activities, risks, critical dependencies, and decisions needed—through a weekly reporting mechanism to PACT leadership.

The Clearing also assessed the progress of the transformation relative to the PACT's plans as laid out in the Implementation Plan Roadmap and Sync Matrices, dated August and September, respectively.

4.2. Project Findings

A total of 14 milestones were identified in the transformation's Implementation Plan as critical to achieving IOC, many of which were missed due to circumstances described in last month's status report. PACT leadership determined that some of these milestones, particularly those associated with policy decisions, were not essential for a successful IOC event. Milestone revisions were as follows:

- The agency strategy target release date was revised from January to May
- Draft policy decisions were determined to be sufficiently complete with no further action required prior to IOC

In addition, several new milestones were identified requiring completion before January 15, 2015:

- Defining the interim, consolidated organizational structure
- Identifying the agency's Human Resources service provider
- Obtaining approval for the agency's family engagement strategy
- Planning the Interim Director's introduction to key internal and external stakeholders

During the reporting period, the Working Groups produced over 40 white papers. The Clearing reviewed each of these papers and provided feedback on areas of agreement, themes, conflicting recommendations, and gaps requiring further study.

4.3. Recommendations

Due to the changes in the political environment and associated challenges since the transformation Implementation Plan was approved in August, The Clearing recommends revising the plan based on the latest information available to the PACT. The progress assessment completed this month revealed many actions and activities that were unnecessarily placed early in the schedule, and others that require greater focus in the near term to ensure success.

The naming of an interim director for the new agency can also serve as an opportunity to realign and refocus the transformation. Successful integration of the existing leadership at DPMO and JPAC into a single management structure oriented towards the desired to be process and informed by anticipated agency priorities will help the new organization get started on the right foot. Creating and disseminating an interim

organizational chart for the new agency, with all pertinent roads leading to the interim director, will help to establish clear communication and decision-making processes to support the new agency's mission. It will be important to focus the agency on the fewest, most critical short-term goals during the initial consolidation of the accounting community at IOC. Responsibility for achieving those goals should be affixed to empowered leaders, and progress should be tracked to completion.

The Clearing understands in the absence of key decisions it remains difficult to communicate meaningful updates to stakeholders. However, to address low morale and sustain the momentum of the transformation it is essential to actively engage the workforce as set forth in the draft strategic communication plan. With the effective creation of the new agency in the 2015 NDAA, the communications staff from the former JPAC and DPMO must work in unison. To this end, naming an interim communications director to take the lead at IOC will reduce confusion and increase productivity.

The Working Groups have made progress in achieving many tasks outlined in their respective charters. Relevant directorates in the consolidated, interim organization can be assigned those tasks that remain and see them through to completion. The Clearing recommends that the new agency organize and catalogue these tasks, and identify ways to leverage the new structure and resources of the agency to complete them.

5. Monthly Operational Status Report

PRS	Summary of Key Performance Metrics	Percent Complete
PRS # 1 Project Management	<ul style="list-style-type: none"> Identified potential risks to the transformation, potential impacts of those risks, and mitigation strategies (12/1-12/31) In conjunction with working group leads, continued to develop "quad charts" for each working group, documenting key milestones, risks, dependences, and decisions needed from PACT leadership (12/1-12/31) Assessed and recorded transformation progress against plans in the Implementation Roadmap and Sync Matrices (12/1-12/19) Reviewed 40+ Working Group white papers, synthesizing content into areas of agreement and gaps (12/12-12/17) Supported identification of revised IOC critical path milestones (12/1-12/19) 	Complete

PRS	Summary of Key Performance Metrics	Percent Complete
PRS # 2 Communication Subject Matter Expertise & Advisory Support	<ul style="list-style-type: none"> • Attended and facilitated (as needed) Weekly Communication Sync Meetings with PACT Director and Communication leadership, including agenda creation (12/1-12/29, as scheduled) • Attended and facilitated weekly communication sync meetings with transformation communication team (Weekly, Tuesdays; 12/2-12/30) • Designed and facilitated 3-hour website "Deep Dive" meeting with website design team to outline path forward to website launch (12/15) • Reviewed and shared edits with DPMO and JPAC PAO on multiple DPMO Fact Sheets and all DPMO and JPAC FAQs for future agency website (12/16-12/19) • Developed and updated website calendar and action plan (12/15 created, ongoing updates) • Facilitated weekly website update meeting (12/22, 12/29) • Updated DNA script for new agency website DNA video; reviewed content for DNA FAQs/Fact Sheet for website (12/1-12/19) • Assisted in concept creation and graphic design development for new website banners and specific content pages (12/1-12/22) • Provided support in updating the draft Concept of Operations (CONOPS) to document the roles, responsibilities, and processes of the External Communications team (12/1 - 12/15; 12/22) • Developed a proposed approach and talking points for a Transformation Town Hall; coordinated Town Hall logistics (12/3-12/16) • Developed talking points/email text for way-ahead for ORISE fellowship program (12/10-12/11) • Developed PACT Director talking points for Working Group meeting (12/10-12/11) 	Complete

PRS	Summary of Key Performance Metrics	Percent Complete
PRS # 3 Change Management	<ul style="list-style-type: none"> Assisted working groups in the development of white papers addressing the challenges faced in their respective As-Is processes, recommendations for their To-Be processes, organizational options, recommendations for leadership (12/1 – 12/12) In conjunction with working group leads, continued to revise charters to reflect participants' agreements on outputs, outcomes, and products (12/1-12/31) Provided executive and organizational support to JPAC leadership and key staff in Hawaii (12/1 – 12/17) Initiated conversations with staff related to organizational tasks and principles that need to be considered in transformation process (12/1-12/30) Facilitated full-day working sessions for the Lab and Forensics Working Group in Hawaii (12/2- 12/5) Facilitated full-day working sessions for the Case Management Working Group in DC (12/1-12/5) Assisted Medical Examiner prepare for upcoming Lab Town Hall by developing talking points about his background, leadership philosophy, and the role of the Medical Examiner. Additionally, worked with Medical Examiner to brainstorm questions that may arise from lab staff and prepared talking points to address likely questions (12/8-12/11) Provide coaching services to PACT leadership and medical examiner 	Complete
PRS # 4 Organizational Design	<ul style="list-style-type: none"> Assisted working groups in the development of white papers addressing the challenges faced in their respective As-Is processes, recommendations for their To-Be processes, organizational options, recommendations for leadership (12/1 – 12/12) The Clearing, in conjunction with working group leads, continued to design an aggregate To-Be process model documenting future process flows across the accounting community (12/1 – 12/17) 	Complete

6. Planned Activities for January 2015

PRS	Description of Planned Activity
PRS # 1 Project Management	<ul style="list-style-type: none"> • Monitor and report status of key tasks leading to IOC • Support working group leads as needed, pending decision on dissolution • Develop agenda for and facilitate weekly communication sync meetings • Support integration and implementation of approved working group white paper recommendations • Support PACT Deputy Director in development of to be process model courses of action
PRS # 2 Communication Subject Matter Expertise & Advisory Support:	<ul style="list-style-type: none"> • Support and facilitate agency website content development/review and graphic design, including new content features such as graphics and animation to explain agency use of DNA to families • Support press and communication requirements related to IOC, including Public Affairs Office • Support External Communication Director, Director of Family Engagement, and agency Public Affairs in execution of agency communication strategy, as requested • Support survey development, approval process, launch, and data gathering and analysis
PRS # 3 Change Management	<ul style="list-style-type: none"> • Support and facilitate PACT leadership discussions on critical change management issues, including organizational design. • Identify gaps in organizational capabilities • Support personnel transition planning • Identify and support required cultural shifts • Facilitate records management way forward discussion with relevant members of the accounting community
PRS # 4 Organizational Design	<ul style="list-style-type: none"> • Facilitate senior leadership working session on interim organizational design • Support and facilitate discussion regarding development of consolidated policy directorate for the new agency • Support and facilitate Medical Examiner planning and implementation