

Incident Based Automation

An NWCG Sponsored Project



e-ISuite Project Staffing Plan

Version 2.00

Working Copy
July 25, 2011

Document Information

Document Revision and History			
Revision	Date	Author	Comments
1.001	May 24, 2010	Sue Shirts	Original Version
1.002	June 11, 2010	Sue Shirts	Updated per comments from G. Bald on June 3, 2010
1.003	June 18, 2010	Sue Shirts	Updated per comments from SabiOso
1.004	September 22, 2010	Sue Shirts	Updated per review by Gina Bald
1.005	January 4, 2011	Sue Shirts	Updated per review by Jon Skeels
1.006	January 19, 2011	Sue Shirts	Updated per review by Gina Bald
1.007	January 27, 2011	Sue Shirts	Updated per review by Jon Skeels
1.008	July 19, 2011	Sue Shirts	Updated per review by Jon Skeel and Gina Bald on 7/8/2011
2.00	July 25, 2011	Sue Shirts	Updated per review by Jon Skeels – Approved as Working Copy

Document Approval

The undersigned acknowledges that they have reviewed the e-ISuite Staffing Plan and agrees with the information presented within this document. Changes to this Project Staffing Plan will be coordinated with, and approved by, the undersigned, or their designated representatives.

Signature: /s/ Jon C. Skeels, PMP

Date: July 25, 2011

Name: Jon C. Skeels, PMP

Title: Senior Project Manager

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Executive Summary

The Incident Business Automation (IBA) Project was chartered in 2003 with the purpose of studying current incident business practices for streamlining opportunities. The Project was implemented in three phases. Phase 1 focused on the Operations and Maintenance of the legacy I-Suite application. Phase 2 focused on reviewing incident business operations to determine technology gaps and areas where business processes could be changed or improved. Phase 3 implements projects which address the recommendations of Phase 2.

The diagram below summarizes each phase.

NWCG Incident Based Automation Project Phases

<u>Phase 1 – Project 1</u>	<u>Phase 2 – Project 2</u>	<u>Phase 3 – Multiple Component Projects (Modules)</u>
I-Suite Stabilization and Support Project (IRSS, ICARS, ITS, IAP)	Incident Based Automation Strategic Planning Project	Incident Based Automation Component Projects
<ul style="list-style-type: none">▪ Stabilize Application▪ Initiate Change Management▪ Provide User Support▪ Provide Application Maintenance	<ul style="list-style-type: none">▪ Identify Key Business Areas▪ Conduct Business Area Analysis▪ Conduct Strategic Project Planning▪ Prioritize and Recommend Phase 3 Projects	<ul style="list-style-type: none">▪ Infrastructure Components▪ Business Area Components

The e-ISuite project addresses the need to technically refresh and upgrade the I-Suite Application. The project will result in the delivery of an enterprise centrally hosted version in addition to a major upgrade to the incident (or site) version.

This plan documents staffing requirements for the design, development and implementation of the e-ISuite project. The success of this project is dependent on financial and resource commitments from the US Forest Service (Lead Agency) and National Wildfire Coordinating Group (NWCG) agencies that will utilize the application.

Introduction

The e-ISuite Project was chartered in 2006 and includes reengineering of the I-Suite application to utilize browser based technology and connect to client, local area network, or enterprise network (agency or public internet) to access local and enterprise scale incident data.

e-ISuite will include the following functional areas:

- Resources Check-in/Demobilization: allows the user to check-in resources arriving at an incident; provides the ability to import assigned resources from the ROSS application; and enables the user to update the status and track the demobilization of incident resources.
- Cost: provides the user the ability to monitor, track and report on the actual and estimated costs of an incident.
- Time: hours worked for personnel and equipment are recorded to generate payment documentation.
- Supply: allows the user to track received, issued and returned cache items for an incident.
- Injury/Illness: injury/illness information is generically entered to provide medical and safety personnel the ability to track trends in injuries or other safety related issues.
- Incident Action Plan: allows for the development of the operational plan using information and resources in the e-ISuite database.

e-ISuite will operate at an Enterprise (Administrative facilities) level using agency networks/public internet, and at the Site (Incident) level as a locally accessible application.

e-ISuite Enterprise will typically be used for initial attack and local incidents. When Incident Operations are implemented, the application will run independently of the Enterprise version with periodic synchronization of data.

The e-ISuite Enterprise application and support infrastructure will be hosted on the USFS Fire and Aviation Management National Enterprise Support System (NESS) General Support System (GSS) located at the National Information Technology Center (NITC), Kansas City, MO and will support all incidents at an Enterprise level.

e-ISuite Site will be hosted on a server at an incident site, typically for type 1, 2 and 3 complexity incidents. When a connection to the Internet is available, data can be transferred electronically to and from Site and Enterprise so that a record of the entire incident will reside on the Enterprise system. When a connection to the Internet is not available, data can be transferred via a portable media device.

In order to accomplish a project of this magnitude successfully, many different types of skills are needed. These skills are based in the following areas: business community (finance and incident management); information systems (computer and networking specialties); education (training); public affairs (business community relations); and most importantly that of project management.

Project Design/Development/Implementation Timeline



Scope

The scope of this Staffing Plan focuses on Design, Development, Testing, Training and Implementation of e-ISuite. The long-term operations and management staffing specifications and needs are outlined in the e-ISuite Operations & Management Plan.

Current Situation

The project is divided into the following seven (7) emphasis areas or task teams:

- Business Requirements
- Infrastructure Requirements
- Contracting
- NITC
- Implementation (including training)
- e-ISuite Partners
- Administration (see Organization Chart – Appendix A).

The e-ISuite Project will incorporate different approaches to staffing, including:

- Permanent positions
- 1 year extendable details (NTE)
- Contract labor
- Agency personnel part time commitments

Part time commitments will range from periodic attendance at business requirements sessions to more lengthy commitments ranging from a few weeks to a few months in length. The only positions for which there is a classified (by Agency Human Resources Staff) position description in place are the Deputy Project Manager and two lead subject matter expert positions. These three positions make up the core e-ISuite Project Team.

Staffing Requirements

During the design, build and implementation of e-ISuite, the following staffing requirements have been identified:

- Core e-ISuite Project Team members (three agency permanent employees)
 - Overall leadership and business practices to define application functionality
 - Assist with preparation of the User Guide and training materials
- Agency contributed part time Subject Matter Experts (3-6 agency employees)
 - Expertise in their functional areas as it pertains to each module in the application
 - Assist with interim and final testing prior to implementation
 - Assistance in training as Trainers and/or Course Coordinators
- Contract Subject Matter Experts (SMEs) (2 contracted employees)
 - Additional expertise on a continued basis
 - Assist with interim and final testing for implementation
 - Assist with training
- Software development contractor
 - Expertise in gathering and documenting business requirements
 - Develop the software
 - Manage the project using tested project management skills
 - Provide quality assurance so the product meets the user interface specifications
 - Test the application prior to testing by the government
 - Prepare User Guide and other quick reference materials

Training is considered in the implementation phase. The staffing requirements for training have been estimated as:

- Core e-ISuite Project Team members to work with the contractor in developing training curriculum and materials, coordinate delivery of training courses and act as Trainers
- Agency provided part time employees to be Trainers (3-6 agency employees)
- Contract SMEs to act as Trainers (2 contracted employees)
- Software development contractor to assist with developing the training materials

The following table represents the estimated number of individuals needed for each area:

Activity	Core Team	SME's	Contract
Business Requirements	3	3 – 5 per functional area*	4
Design			3
Coding			7
Testing	3	3	3
Implementation	3	3	7
Training	3	10	3
Documentation	2		1

*Some SME's will assist in multiple functional areas; a total of 8 SMEs are estimated as needed.

Staffing Strategies

Staffing for the design, development and implementation of e-ISuite is estimated to continue into 2014. Longer-term staffing requirements will be focused on putting in place an organization that will support e-ISuite through the lifecycle of the application and are included in the Operations & Maintenance Plan.

From a funding perspective, some team participants may be paid by the project (regardless of agency), while others may be paid fully or partially by their host agency with travel financed by the project.

General Requirements

The e-ISuite application will require general Project Management Leadership. This requirement applies to all phases of the project. Skills needed include:

- Project Manager
- Administration (e.g. Budget, Human Resources, Facilities)

Throughout the duration of the project, the team staff will be organized to maximize efficient operations in the most cost-effective manner. When a member is not needed, they will be released and placed in a “call when needed” status so they may be reactivated if needed.

For the project to be successful, key leadership and support positions on the team must remain filled through the completion of implementation and into the long-term lifecycle of e-ISuite. A major emphasis will be training. The training effort will require an interagency cadre with individuals located across the country. A training strategy is outlined in the Implementation Plan for e-ISuite.

The strategy for filling Project Team positions follows:

1. A core team vacancy will be classified and advertised as “1 year extendable details (NTE)”, unless an individual is contributed by a participating agency. Should an agency contribute a position, they will be encouraged to contribute long duration (1 year or more) appointments.
2. Trainers must be contributed by field units. The e-ISuite Team will attempt to minimize travel to be within the geographic area where the trainer resides. Travel outside a trainer’s geographic area shall be financed by the e-ISuite Project when possible or by the geographic area or agency hosting the training.
3. Specialist positions are primarily technical in nature and are typically needed on a short-term basis. Subject Matter Experts will be recruited for the needed functional area as consultants, and when further commitment is required, will be negotiated with the individual and their supervisor (e.g. attendance at meetings, assistance with testing, etc). There are inherent risks with this type of assistance in that these individuals may only be available on a part-time basis because the duties of their regular positions will often take precedence. Continued communication with the SME and their supervisor will be a key component to addressing the availability of these individuals.
4. Individual contracted resources may be recruited when attempts to fill needed positions by agency partners fail. Currently, the Forest Service FAM-AQM staff located at the National Interagency Fire Center provides all contracting and agreement services. This service is expected to continue.
5. Business Community Representatives for this project come from the field level of the incident management community. These individuals are typically volunteered by their unit because of their interest in validating the business functionality of the e-ISuite project deliverables. Duration of involvement in this area is periodic and generally does

not exceed 2 weeks per commitment. Recruitment for this activity will be done through informal advertisement in the incident management community.

Design and implementation budget requests have been submitted for e-ISuite through the Managing Agency's budget process. Shortfalls in the amount of funding requested present risks that may only be partially mitigated. Those risks include:

- Impact to overall quality of functionality with reduced access to SMEs
- Fewer opportunities to offer training resulting in inadequate or non-use of e-ISuite
- Inability to meet the current schedule of implementation in 2013
- Inability to meet identified needs of the fire community

See Appendix A (attached) for the most current e-ISuite design, development and implementation organization chart.

Appendix A - e-ISuite Design, Development and Implementation Organization Chart

