

# 14th Annual DSMCAA Program Managers Symposium

## Implementing Innovative Practices in Defense Acquisition

ED ROBINSON

The DSMC Alumni Association recently completed its largest and most successful Program Managers Symposium since the founding of the Association, 14 years ago. Over 284 DoD and industry members of the acquisition workforce registered for the Symposium. This success came at a time when reductions in funds for government training and travel are hampering many professional organizations' training activities. The professional quality of the speakers, panels, and workshops contributed to the heightened attendance and interest in the program.

### Professional Certification

The Symposium was billed as a continuing acquisition education opportunity and a cost-effective means for members of the acquisition workforce to accomplish much of the mandatory 40 hours of annual acquisition training required by Under Secretary of Defense (Acquisition and Technology), Dr. Paul G. Kaminski's acquisition reform implementation memorandum. In order to facilitate professional recognition of the excellent training afforded by the Symposium, the Association completed agreements with the Project Management Institute (PMI), the Performance Measurement Association (PMA), and the National Contract Management Association (NCMA). These agreements provide opportunities for attendees to submit their certificates of Symposium attendance for credit toward meeting or

THE DSMC SOFTWARE ACQUISITION MANAGEMENT EXHIBIT AT THE ACQUISITION EXPO ATTRACTED A FEW HIGH-LEVEL VISITORS. FROM LEFT: R. NOEL LONGUEMARE, PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION AND TECHNOLOGY), ARMY LT. COL. PATRICIA LANE, FACULTY DIVISION, DSMC; DONNA RICHBOURG, ACTING DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION REFORM).



renewing professional certifications offered by these professional organizations.

### Fun and Recreation— A Good Start

For early birds, the Symposium began on Sunday, May 4, with a relaxing opportunity for members and families to attend an optional bullpen picnic and baseball game at

Prince William County Stadium in Woodbridge, Va., featuring the Prince William Cannons and the Lynchburg Hillcats. These are farm teams for the St. Louis Cardinals and the Pittsburgh Pirates, respectively. Our thanks to faculty member, Paul McMahan, for once again making this option available.

This year, for the first time, we posted details of the picnic and the Symposium along with the Symposium registration on our DSMCAA Website (<http://www.dsmcaa.org/dsmcaa>). If

*Robinson is a Principal at ANSER, Inc., a graduate of PMC 78-2 and the Executive Refresher Course, and a former Army Program Manager. He remains active in the DSMCAA, serving as an Immediate Past President, and Vice-President and Chairman of the 14th Annual Program Managers Symposium. Robinson also chaired the 10th Annual Symposium and was awarded the David D. Acker Award for Skill in Communication.*



AS ALWAYS, NORM AUGUSTINE, CHAIRMAN AND CEO, LOCKHEED MARTIN CORPORATION, PROVED A POPULAR GUEST SPEAKER AND CROWD PLEASER AS HE SPOKE AT THE SYMPOSIUM BANQUET AND RECEPTION. AUGUSTINE REMAINS A MEMBER OF THE DSMCAA BOARD OF ADVISORS.

you haven't checked out our website yet, please do so and offer your comments and suggestions in the guest-book.

### DAE Presentation

The theme of the symposium, was "Implementing Innovative Practices in Defense Acquisition," with the focus on examples of acquisition reform results as the bottom line. On Monday, May 5, Kaminski, the keynote speaker, delivered one of his last addresses as the Defense Acquisition Executive.

Kaminski enumerated the results of many acquisition reform initiatives to date, including the cancellation of over 5000 Milspecs and the adoption of over 500 commercial performance specifications. He illustrated how the Single Process Initiative was extended even to the opening of current contracts, with savings of over \$100 million per year.

Other examples included reductions of helicopter parts lead times from 270 days to 8 days through innovative



THREE DSMCAA CHAPTER PRESIDENTS WERE HIGHLY VISIBLE AT THIS YEAR'S SYMPOSIUM. FROM LEFT: GARY V. WIMBERLY, PRESIDENT, CAPITAL AREA CHAPTER; GAYLA WOLAVER, PRESIDENT, DAYTON CHAPTER; TOM MADAY, PRESIDENT, SOUTHERN MARYLAND CHAPTER.



AIR FORCE MAJ. ART GREENLEE (RIGHT), A DSMC PROFESSOR OF SYSTEMS ACQUISITION, SPEAKS WITH CONFEREES VISITING THE U.S. AIR FORCE EXHIBIT. GREENLEE SERVED AS THIS YEAR'S ACQUISITION EXPO AND JOB FAIR COORDINATOR.

practices, while reducing U.S. support base inventory by \$30 billion, and clients' inventories by another \$57 billion. Kaminski emphasized the need for the DoD to catch up with industry by continuing its education and development initiatives for acquisition professionals, even while Congress questions the need for the size of the current acquisition workforce.

Kaminski will leave government with the satisfaction that a sound foundation for acquisition reform has been laid, and with the recognition that the reforms must now be propagated to smaller programs.

### Guest Speakers and Panels

Following Kaminski and welcoming remarks by the Association's Symposium Chair [yours truly], and outgoing

President Wayne Glass, Army Brig. Gen. Richard A. Black, our DSMC Commandant, presented his "State of the College" message.

**State of the College.** Black's remarks included the impacts of continued acquisition workforce streamlining and funding and the College's plans for coping with these changes in the current environment. (Black's briefing is posted on the DSMCAA Home Page for downloading in Power Point.)

**Anthony "Tony" Valetta, DASD(C<sup>3</sup>I).** Our featured speakers this year included a leader from the DoD C<sup>3</sup>I acquisition community, Tony Valetta, Deputy Assistant Secretary of Defense, C<sup>3</sup>I. Valetta discussed C<sup>4</sup>I acquisition results and innovative practices under the new DoD 5000. He also discussed the recently signed Joint Memorandum, "Requirements for Compliance with Reform Legislation for Information Technology (IT) Acquisitions (Including National Security Systems)," dated May 1, 1997. This memorandum, with an associated checklist of Chief Information Officer (CIO) and DoD Program Requirements, keyed to acquisition milestones and statutory and regulatory requirements, is now accessible on the DSMCAA Home Page.

**Program Managers Panel.** The Program Managers Panel on Monday afternoon, introduced and moderated by the DSMC Commandant, was one of a continuing series of program highlights. Each Service/DoD Component and ACAT level was represented, including a Program Executive Officer (PEO). Moreover, each Service representative to the panel was carefully chosen by the Service Acquisition Executive and his staff. These included—

- Army ACAT I Program Manager for the Comanche Helicopter Program, Brig. Gen. James R. Snider;
- Navy ACAT II Program Manager, Capt. John Jarabak, Program Manag-

**"We,  
[DSMCAA]  
are always  
looking for new  
volunteers and  
Board and  
Committee  
members to  
continue and  
improve on  
our ongoing  
initiatives  
toward  
increasing  
services and  
value for our  
members."**

er for Submarine Combat Systems, PMS 425;

- Marine Corps ACAT III Program Manager, Col. Rick Owen, PM Ground Weapons, and former PM Light Armored Vehicles; and
- Brent R. Collins, Air Force PEO for Space Systems.

The Service PMs and PEOs were chosen for their results in implementing innovative acquisition practices.

Representing industry on the Panel was Martin O'Sullivan, Vice President and Director, Business Process Management, Motorola Corporation.

O'Sullivan recounted his experiences with the innovative commercial Iridium consortium that is working to establish a worldwide constellation of communication satellites that will provide instant worldwide commercial communications from mobile phones. The Iridium program is a model for innovative commercial practices.

The excellence and innovation represented by this panel of experts, and the exchange of dialogue among the audience and program managers, were unprecedented in this forum from my long-term perspective.

#### **A Power-Packed Second Day**

Tuesday, 6 May, included a full day of four sessions, consisting of 28 workshops, organized by DSMC professor, Bill Fournier, and presented by subject matter experts. Tuesday also featured the opening of an expanded Acquisition Expo, including government and industry displays of innovative acquisition tools. Displays were located in the registration and break area in the Packard Executive Conference Center, Building 184, and outside of Howell Auditorium.

Dr. Steve Kelman, Administrator, Office of Federal Procurement Policy (OFPP), was Tuesday's featured luncheon speaker. Kelman discussed acquisition reform implementation at the federal level, where he has several ongoing reform initiatives directed at bringing many of the DoD concepts to federal agencies. These include the soon-to-be-released Capital Programming Guide and revised OMB Circular A-11. Kelman has maintained ongoing active forums on various issues, including FAR part 15, on the World Wide Web's Acquisition Reform Net (ARNet).

The Symposium highlight, a reception and banquet on Tuesday evening, featured Lockheed Martin's dynamic Chairman and CEO, Norm Augustine. Always a crowd pleaser, he is the author of the ever-popular acquisition speakers' bible, *Augustine's Laws*. This was an excellent opportunity to hear

one of the giants of industry as he closes out his career as CEO and Chairman of Lockheed Martin Corporation, before retiring to a visiting faculty position at Princeton.

Augustine's 10-year tenure in a key CEO position is more than double the traditional tenure at that level. The DSMCAA is proud to have featured Norm Augustine as its first banquet speaker 14 years ago, and as a continuous member of its Board of Advisors for 14 years. He was given a standing ovation at the conclusion of his speech. A summary of Norm's speech will be featured in an upcoming DSMCAA Newsletter.

Wednesday's activities began with a congressional update from Cathy Gorman, Vice President, Government Affairs, National Security Industrial Association, and Meredith Murphy, McDonnell Douglas Corporation, Government Affairs. Cathy was a majority staffer on the House Armed Services Committee, who contributed greatly to writing and passing the Federal Acquisition Streamlining Act (FASA).

Wednesday morning also featured all of the Service Acquisition Executives in our SAE panel presentation and discussion. R. Noel Longuemare, the Principal Deputy Under Secretary of Defense, Acquisition and Technology, introduced the Acquisition Executives and moderated the SAE Panel questions and discussion period. SAEs, or their representatives, included Arthur Money, Air Force Service Acquisition Executive; Dr. Kenneth Oscar, Acting Assistant Secretary of the Army, Research, Development and Acquisition; and Rear Adm. Michael Sullivan, Principal Deputy Assistant Secretary of the Navy, Research, Development, and Acquisition.

The featured luncheon speaker was Dan Czelusniak, Director, Acquisition Program Integration, Office of the Under Secretary of Defense (Acquisition and Technology), who spoke on "Program Stability." His presentation

included an impressive display of statistics on the impacts of program instability and funding issues.

Following the luncheon at the Officers Club, the Association conducted its annual meeting, which included the announcement of the newly elected officers for the coming year. The new list of officers is posted on the Association Home Page.

#### And We'd Like to Thank—

Finally, the Symposium adjourned to the Packard Center for a free networking session and Job Fair for all Association members, with representatives from various industries. Thanks go to DSMC faulty member, Air Force Maj. Art Greenlee, for his work in putting together the Acquisition Expo and the Job Fair this year. It was clearly the biggest and best ever. The work of our new support contractor, Kane Associates, was clearly evident in the overall expansion and improvement of many of our Symposium services, including the Expo and the Job Fair.

Alberta Ladymon, DSMC's Administrative Officer, Division of College Administration and Services, represented the College on our small Symposium Committee and was indispensable in coordinating the many areas of support that we received from the DSMC Commandant and Army Col. Charles W. Westrip, Jr., Dean, Division of College Administration and Services, and their respective staffs.

Finally, the Service representatives to the Board of Directors were absolutely essential in putting together the excellent Program Manager and Acquisition Executive panels and in getting the word out through their Home Pages and military contacts. The Service representatives included Army Lt. Col. (P) William Fast; Alex Dean Bennett, Navy; Marine Corps Col. Rick Owen; Kay Brewer, Air Force; and Air Force Col. Terry Raney.

As previously mentioned, a new Symposium feature this year includes increased professional certification.

The Project Management Institute (PMI) will consider Symposium attendance toward PMI certification points for qualification as a Project Management Professional (PMP). The National Contract Management Association (NCMA) will accept Symposium attendance for Certified Professional Contract Manager (CPCM) or Certified Associate Contract Manager (CACM) recertification credit.

The DSMCAA Board of Directors and the Symposium Committee have gone to great lengths to make this the best Program Managers Symposium yet offered by the Association. We hope that it will meet many of our member's needs for continuing acquisition education at an affordable price. We welcome your comments, suggestions, and participation. Please feel free to contact us via the DSMCAA Website. We are always looking for new volunteers and Board and Committee members to continue and improve on our ongoing initiatives toward increasing services and value for our members.

For Symposium questions or future registration information, please contact the Association Office:

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**E-mail:** DSMCAA@cais.com

**Website:** <http://www.dsmcaa.org/dsmcaa>

Lyn Dellinger, newly elected DSMCAA Vice President (Symposium), will chair the 15th Annual Program Managers Symposium in 1998. Lyn also welcomes comments or suggestions concerning next year's event. She may be contacted at the following E-mail address:

**delling@erols.com**

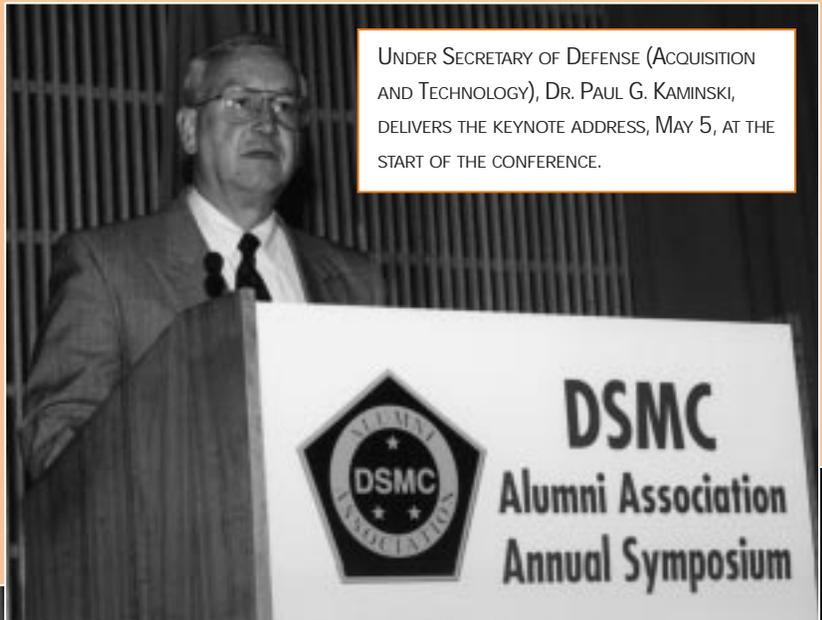
We'll look forward to seeing you at next year's Symposium.

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—Ed Robinson  
*Symposium Chairman*



UNDER SECRETARY OF DEFENSE (ACQUISITION AND TECHNOLOGY), DR. PAUL G. KAMINSKI, DELIVERS THE KEYNOTE ADDRESS, MAY 5, AT THE START OF THE CONFERENCE.



ART MONEY, AIR FORCE SERVICE ACQUISITION EXECUTIVE, ALSO PARTICIPATED IN THE SERVICE ACQUISITION EXECUTIVES PANEL, CONDUCTED ON THE THIRD DAY OF THE SYMPOSIUM.



DR. KENNETH OSCAR, ACTING ARMY SERVICE ACQUISITION EXECUTIVE, WAS A MEMBER OF THE SERVICE ACQUISITION EXECUTIVES PANEL, WHICH WAS CONDUCTED ON THE THIRD DAY OF THE SYMPOSIUM. SAEs OR THEIR REPRESENTATIVES PARTICIPATED IN DISCUSSION AND FIELDED QUESTIONS FROM THE CONFEREES.



# Managers Symposium

PROGRAM MANAGERS PANEL. FROM LEFT: MARINE CORPS COL. RICK OWEN, ACAT III PROGRAM MANAGER, PM GROUND WEAPONS, AND FORMER PM LIGHT ARMORED VEHICLES; BRENT R. COLLINS, AIR FORCE PEO FOR SPACE SYSTEMS; MARTIN O'SULLIVAN, VICE PRESIDENT AND DIRECTOR, BUSINESS PROCESS MANAGEMENT, MOTOROLA CORPORATION; NAVY CAPT. JOHN JARABAK, NAVY ACAT II PROGRAM MANAGER FOR SUBMARINE COMBAT SYSTEMS, PMS 425; ARMY BRIG. GEN. JAMES R. SNIDER, ARMY ACAT I PROGRAM MANAGER FOR THE COMANCHE HELICOPTER PROGRAM; ARMY BRIG. GEN. RICHARD A. BLACK, DSMC COMMANDANT.

ANTHONY "TONY" VALETTA, DEPUTY ASSISTANT SECRETARY OF DEFENSE, C<sup>3</sup>I, DISCUSSED C<sup>4</sup>I ACQUISITION RESULTS AND INNOVATIVE PRACTICES UNDER THE NEW DoD 5000 AS WELL AS THE RECENTLY SIGNED JOINT MEMORANDUM, "REQUIREMENTS FOR COMPLIANCE WITH REFORM LEGISLATION FOR INFORMATION TECHNOLOGY (IT) ACQUISITIONS (INCLUDING NATIONAL SECURITY SYSTEMS).



ATTENDING THE SYMPOSIUM RECEPTION ARE FROM LEFT: JOHN MATHIAS, FORMER DSMC PROFESSOR; TROY CAVER, FORMER DSMC PROFESSOR; JOANNE BARECCA, DSMCAA BOARD OF DIRECTORS; DR. ANDY MOSIER, FORMER DSMC PROFESSOR. ALL ARE MEMBERS OF THE DSMCAA CAPITAL AREA CHAPTER.

FROM LEFT: ARMY BRIG. GEN. RICHARD A. BLACK, DSMC COMMANDANT; STEVE KELMAN, ADMINISTRATOR, OFFICE OF FEDERAL PROCUREMENT POLICY; JOANNE BARECCA, DSMCAA BOARD OF DIRECTORS; RETIRED ARMY LT. COL. WAYNE GLASS, PRESIDENT, DSMCAA; RETIRED ARMY COL. ED ROBINSON, PAST PRESIDENT AND VICE PRESIDENT/CHAIRMAN, 14<sup>TH</sup> ANNUAL PM SYMPOSIUM (1997).