

Program Management “Tools” Course

Pilot Offering Slated for October 2000

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Tim the “Tool” Man will soon be able to take the new PMT 2XX Program Management Tools Course. Scheduled for a pilot offering in October 2000, PMT 2XX is DSMC’s answer to a formal request from the Chair of the Acquisition Management Functional Group to develop a Level II Program Management Career Field certification course. PMT 2XX will provide journeyman-level members of the defense acquisition workforce a comprehensive view of key tools used in the DoD systems acquisition management process. As an instructional foundation, the new course will use a hypothetical Unmanned Aerial Vehicle (UAV) acquisition program.

Ideally, upon completion of the course, students will be better prepared to manage the business and technical aspects of systems acquisition. Likewise, they will be better prepared to work on Integrated Product Teams (IPT) supporting acquisition programs.

Laying the Groundwork

Several professionals from the defense acquisition workforce played key roles in laying the groundwork for PMT 2XX. Frank Swofford, the DSMC National Defense Industrial Association Chair, initiated contacts with interested industry providers of this type of course offering. Stan Soloway, the Deputy Under Secretary of Defense for Acquisition Reform, encouraged the pursuit of Distance Learning as the preferred method of course delivery. Wil Perantino and Tina



Visit and discussions on the Pioneer UAV at Aircraft Intermediate Maintenance Department, NAS Patuxent River. From left: Larry Louden, Technical Representative, AAI/ESI; Wayne Glass, BRTRC, PMT 2XX Course Design; Steve Israel, PMT 2XX Project Officer; Frank Fernelly, Director, Pioneer CFA, Naval Air Warfare Center Aircraft Division; Bill Bahnmaier, PMT 2XX Program Manager.

*Israel is currently supporting DSMC as a private consultant and Project Officer for development of PMT 2XX. A 1967 graduate of the U.S. Naval Academy, he holds a B.S. in Engineering and was recently recalled to a one-year active-duty assignment as a U.S. Naval Reserve rear admiral, Naval Sea Systems Command (NAVSEA), leading the Naval Reserve Engineering Duty Program. **Bahnmaier** is a professor of Program Management, Program Management and Leadership Department, Faculty Division, DSMC. He holds an M.S. from the Naval Postgraduate School and is currently the Program Manager for development of PMT 2XX.*

Minor, on the Defense Acquisition University (DAU) Headquarters staff, provided valuable technical analysis of the contractor concept papers.

Courseware

PMT 2XX courseware will be compliant with Sharable Courseware Object Reference Model (SCORM) architecture, which will facilitate the future use of



course modules in other DAU offerings, including future Knowledge Management systems planned for the college. Additionally, PMT 2XX will interface with the DAU Virtual Campus/Operating Support System (OSS), which will handle student registration, tracking, exams, and end-of-course critiques. The new “Tools” Course will address gaps in career field performance, mainly: scheduling, cost estimating, risk management, contract management, Earned Value Management (EVM), Work Breakdown Structure (WBS), and leadership skills.

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“Firebird”

After careful consideration, the PMT 2XX Team recommended a software-intensive system course scenario called “Firebird,” which is based loosely on joint UAV programs managed by U.S. Naval Air Systems Command (NAVAIR) at the Naval Air Station (NAS) Patuxent River, Md. The Firebird scenario was initially developed for the new ACQ 201 course. However, the basic PMT 2XX course design was left up to industry to propose in white papers and subsequent concept papers solicited in early April and May.

Strategy

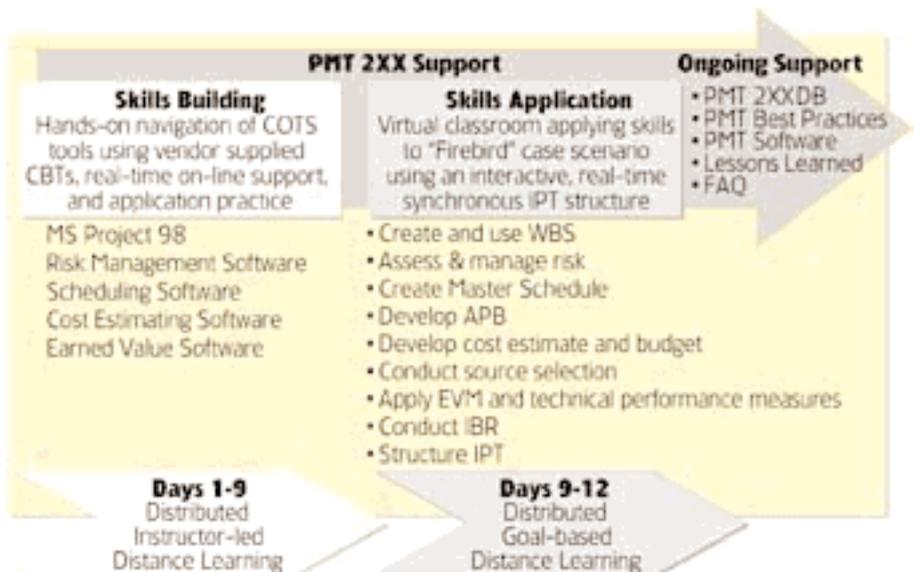
The DAU acquisition strategy that evolved included the use of the Federal Supply Schedule, which was initiated by an Industry Day April 12 where five industry teams made company presentations and initial approaches to the PMT 2XX course development.

Shortly after Industry Day, PMT 2XX Concept Papers were received and evaluated; and a follow-on task order was issued to Andersen Consulting for the development of PMT 2XX.

Andersen’s Concept

Andersen’s concept consists of 90 hours of Web-based training offered to students over a 12-day period. Courseware is expected to be interactive and modular in format, a blend of a distance learning approach and a virtual class-

FIGURE 1. PMT 2XX Course Structure



Day	Module	Time
01	Course Overview	2.0 hours
	Management & Leadership	3.0 hours
	Work Breakdown Structure	2.5 hours
02	Work Breakdown Structure (cont'd)	6.5 hours
	Contracting	1.0 hour
03	Contracting (cont'd)	4.0 hours
	Cost Estimating	3.5 hours
04	Cost Estimating (cont'd)	6.5 hours
	Scheduling	1.0 hour
05	Scheduling (cont'd)	7.5 hours
06	Scheduling (cont'd)	5.5 hours
	Earned Value	2.0 hours
07	Earned Value (cont'd)	7.0 hours
	Risk Management	0.5 hours
08	Risk Management (cont'd)	7.5 hours
09	Risk Management (cont'd)	1.0 hour
	Goal-based IPT Scenario	6.5 hours
10	Goal-based IPT Scenario (cont'd)	7.5 hours
11	Goal-based IPT Scenario (cont'd)	7.5 hours
12	Goal-based IPT Scenario (cont'd)	4.5 hours
	Course Wrap up	3.0 hours

FIGURE 2. PMT 2XX Course Modules

room. The virtual classroom supports real-time, synchronous, and off-line, asynchronous interactions in an IPT environment. Off-line interactions include research, reading, and routing materials for review. Real-time interactions occur at scheduled times each day, and include electronic IPT breakout sessions scheduled, as needed, by each IPT.

Use of the existing Firebird scenario is expected to provide several benefits, including reduced development effort, as well as increased participant retention gained by using a familiar scenario from ACQ 201. The PMT 2XX course structure is a distance learning solution that incorporates the flexibility of self-paced skills building with goal-based skills and team applications as depicted in Figure 1.

The PMT 2XX Course Schedule proposed by Andersen suggests a Goal-Based Scenario based on the Firebird UAV as the Capstone event of the course.

Other unique characteristics of the Andersen proposal include a DAU/contractor partnering approach for both course delivery and maintenance, which will allow for planned, structured releases, ensuring best practices integration and course currency. A listing of course modules is shown in Figure 2.

Andersen Team

Andersen Consulting partnered with DSMC and provided their own five- to eight-person, on-site team to begin the development process on campus the week of July 3.

Leading the Andersen Team is Ken Bloom. Bloom has 10 years' experience designing, developing, and delivering training programs, and is a senior manager within the Government Market Unit at Andersen Consulting. He also has extensive experience in adult learning and human performance and holds a post-graduate degree in Instructional Technology from Wayne State University, as

well as a master's degree in Behavioral Psychology from Eastern Michigan University.

Other Andersen teammates include Ann Rettie, a Partner at Andersen, responsible for providing functional guidance and supervision of all Training Development Teams. Steven Huck will provide technical guidance to the PMT 2XX team, and will work with DAU to ensure technical readiness, interactivity, and interfaces are in place for course deployment.

DSMC Team

The DSMC PMT 2XX Team consists of Bill Bahnmaier as Program Manager; Steve Israel as Project Officer; Ron Richardson, representing the Office of the Secretary of Defense (OSD) staff; Dr. Bob Ainsley, Program Manager, Acquisition Management Curriculum Enhancement; and Chip Summers, Jesse Stewart, Dan Costello, and Norm Bull, DSMC faculty.

Contracting support will be provided by Veronica Joyner and Bill Moxham from the U.S. Army Military District of Washington Acquisition Center as well as DSMC's Director of Contracting and Logistics, John Lawless.

Looking Ahead

Development of PMT 2XX as well as the acquisition strategy continues to be on a DAU "fast track" and streamlined in format. Use of the General Services Administration schedule has shortened the award process, but has allowed for the benefits of competition to be realized. Award of the PMT 2XX contract in less than three months reflects a new way of doing business in line with current DoD initiatives and regulations to bring commercial products to the DoD market in shorter time frames.

After completion of the successful pilot, the first course offerings are scheduled to begin in January 2001.

Editor's Note: The authors welcome questions or comments on this article. Contact Israel at israel_steve@dsmc.dsm.mil. Contact Bahnmaier at bahnmaier_bill@dsmc.dsm.mil.