

# NDIA National Summit on Acquisition, Research, Test and Evaluation

## “It’s Time to Revitalize Test and Evaluation in the Department of Defense”

COLLIE J. JOHNSON

**T**he mood at the National Defense Industrial Association’s recent Acquisition, Research, Test and Evaluation National Summit could best be described as “jubilant.” Many of those attending the three-day summit in Long Beach, Calif., had just heard the good news. For the first time in many years, the President had put modernization of test and evaluation right up front with his highest budget priorities.

“If you walked past my house recently, you would have heard a lot of crashing noises inside. That was me trying to do handsprings when the President’s initial budget first came out. I wasn’t sure I could believe my eyes,” said Philip Coyle, former Director, Operational Test and Evaluation, who delivered the summit keynote address.

After years of declining budgets for Research, Development, Test and Evaluation (RDT&E), the Bush Administration was advocating \$2.6 billion for Defense RDT&E. Specifically:

**“Leap-ahead technologies for new weapons and intelligence systems improvements for the laboratory and test range infrastructure technologies aimed at reducing the cost of weapons and intelligence systems and funding to continue research, development, and testing of the missile defense program.”**

### Mayor’s Welcome

The budget increase announced, the summit continued on an upbeat note as conference organizers brought out Bev-



Philip Coyle (center), former Director of Operational Test and Evaluation, OSD, receives the Walter W. Hollis Award for Lifetime Achievement in Defense Test and Evaluation. Coyle, who is the first recipient of the award, was recognized as a leader in the Defense Test and Evaluation community. Pictured from left: Walter W. “Walt” Hollis, Deputy Under Secretary of the Army for Operations Research; Coyle; wife, Dr. Martha Krebs.

erly O’Neill, Mayor of the City of Long Beach, who delivered a warm welcome. To paraphrase her message to DoD, “We miss you, but we’re surviving.”

Prior to 1995, she explained, Long Beach was, in essence, a Navy town for 60 years. With defense downsizing, Long Beach lost the entire Navy presence, which included many members of the acquisition, procurement, and test and evaluation government workforce. According to O’Neill, “We lost 50,000 jobs

in this area, our image, and our tax base, and so we’ve had to drastically change direction for our city.”

The Long Beach area is changing dramatically, capitalizing on advanced technology, international trade, and tourism. “The Port of Long Beach is the third largest port complex in the world, so we have international trade that is growing daily, and increased technological presence, which offers potential jobs in the future.”

She urged Northrop Grumman and Boeing, two major industries located in Long

*Johnson is managing editor, Program Manager Magazine, DAU Press, Fort Belvoir, Va.*

Beverly O'Neill (second from left), Mayor of the City of Long Beach, Calif., is greeted by senior conference participants. From left: James O'Bryon, Deputy Director, Operational Test and Evaluation/Live Fire Testing, OSD; O'Neill; Philip Coyle, former Director, Operational Test and Evaluation, OSD; and retired Army Col. John Stoddart, Vice President, Oshkosh Truck, and Chairman, of the Industrial Committee on Operational Test and Evaluation.



Paul Bracken (left) autographs his book for Lee Frame, Acting Director, Operational Test and Evaluation, OSD. Bracken, who also served as the Honors Banquet speaker, is the author of *Fire in the East: The Rise of Asian Military Power and the Second Nuclear Age*.

Beach, to present their concerns to DoD at the summit. “I hope that the recommendations and issues you address at this summit are brought forward to DoD and the Congress.

“We have had a long history of contributing to the defense of our nation,” she concluded, “and bringing national events of the stature of the Acquisition Summit to Long Beach is a special honor for the city.”

### **Keynote Speaker**

Prior to departing DoD in January 2001, Philip Coyle was the Department's longest serving Director of Operational Test and Evaluation. As keynote speaker, he was welcomed as a “patriarch” of test and evaluation, and the man who most influenced the fiscal 2002 budget increase for research, development, testing, and test range infrastructure technologies.

### **The Conscience of Acquisition**

“Testing is the conscience of acquisition,” said Coyle. Former Secretary of Defense William Perry first spoke those words, and while Coyle loved the phrase when he first heard it, he has come to wish it weren't so true. “One's conscience is supposed to keep you on the straight and narrow; one's conscience steps in just when you're trying to have some fun. And too often, testing is seen as the spoilsport, the bearer of bad news, or at least cold reality – and facts and figures that aren't as glowing as the program manager would have wished.”

To counter that perception, six years ago Perry articulated five themes for testing, one of which Coyle said cannot be overstated: *early involvement of testers in acquisition programs*. Yet early involvement is not as common as it should be. Coyle believes part of the reason is because the Services don't want to invest any more resources than required, even though the cost, in essence, would be trivial to most major defense acquisition programs.

### **Early Involvement and the Test Ranges**

Early involvement, he added, is equally important to the test ranges. “The de-

velopmental test ranges are how you begin to understand the kind of testing program that you'll be doing ... At the highest levels the Services have to see the benefits of new investment in testing, and motivating the Services to add money to test and evaluation is not easy."

Citing the fiscal 2002 budget increase for test range infrastructure technologies, Coyle said, "I believe many of you can take credit for this. A few months ago, at my urging, the Office of Management and Budget visited some of your test ranges. The consistent story they heard from you was your growing need."

One of Coyle's last acts as the DOT&E was signing the DOT&E 2000 Annual Report. This past year's report, he said, for the first time included separate write-ups for each of the major ranges and test facilities, describing what makes each range or test center unique, their level of effort in fiscal 2000, and their infrastructure needs.

### White Paper

The organizers of this year's summit, Coyle announced, would be taking major issues from the discussions and presentations – ranging from personnel and readiness to international cooperation and the role of the private

Retired Army Col. John Stoddart (center), Vice President, Oshkosh Truck Inc., and NDIA Chairman, Industrial Committee on Operational Test and Evaluation, is presented a color enlargement of the March–April 2001 cover of *Program Manager* Magazine. Stoddart wrote the feature story for that issue, "Contractors and Operational Testing," and is the first industry program manager to be featured on the cover. Pictured from left: Philip Coyle, former Director, Operational Test and Evaluation; Stoddart; and James O'Bryon, Deputy Director, Operational Test and Evaluation/Live Fire Testing.



Representatives from DAU-DSMC presented tutorials on "New Approaches for Acquisition Reform" at the Long Beach summit. Pictured from left: Dr. J. Robert Ainsley, Associate Provost, DAU; Dr. Robert Lightsey, Department Chair, Systems Engineering, DSMC; Robert J. Bohls Sr., Department Chair, Earned Value Management, DSMC; Charles B. Cochrane, Program Director, Systems Acquisition and Program Management Certification Courses, DAU, and Department Chair, Acquisition Policy, DSMC; and Dr. Jay Gould III, Professor, Test and Evaluation, DSMC.



sector – to prepare a white paper with recommendations that can be submitted to the new Bush Administration. Although not all-inclusive, the following issues represent matters of vital concern to the current test and evaluation workforce:

- No new hires at test ranges for the past seven years.
- Loss of virtually all soldiers in developmental testing.
- Loss of military officers with the right kinds of skills and experience.
- Need for leap-ahead technologies for new instrumentation – instrumentation that can actually save money once installed vs. older, more time-consuming equipment.
- No money (\$0) for basic science and technology development in test and evaluation.
- Increasing test demands, which translate to increasing costs for testing of leap-ahead technologies for new weapons and intelligence systems; newly armed aerovehicles that carry and fire weapons; new space systems; new information systems; and interoperability testing of theater weapons, which must be truly interoperable in all of their parts.
- How the test and evaluation community can help shorten the long cycle times and reduce the costs for new weapons.
- How the test and evaluation community can help acquisition programs succeed the first time they go into Initial Operational Test and Evaluation, not the second or third.
- How DoD can attract excellent, younger workers to join the ranks of the test and evaluation workforce.
- How the test and evaluation community can test the interoperability of DoD's coalition partners, when the U.S. test ranges aren't interoperable with one another.
- How DoD can test interoperability with NATO and with the new European Rapid Reaction Force.
- Sustainment and reliability problems emerging during developmental and operational testing, with operating and maintenance costs that far outweigh

## From Congressman Stephen Horn (R-Calif.)

**A**s Chairman of the House Subcommittee on Government Efficiency, I'm very pleased that Conference Chairman Jim O'Bryon asked me to participate in this Summit. I encourage you to explore the many important national defense issues of the conference agenda. As a strong supporter of our military, I am encouraged by President Bush's commitment to defense priorities. As we know, we are facing new threats in a changing world that require new, innovative responses. In recent years, our defense budget has come under increasing strain as we attempt to address the many competing challenges facing our military and the roles our service members are asked to perform. President Bush, Secretary of State Powell, Secretary of Defense Rumsfeld and other staff members are beginning the hard work needed to develop a coherent and viable response. That's why this summit is so timely.

The agenda for this summit is filled with notable leaders and visionaries and the very people responsible for making the policy decisions for the new administration. That makes it an excellent group to put together a white paper with recommendations that can be submitted to President Bush and the new administration. I know you will take this task very seriously. Your agenda addresses subjects ranging from National Missile Defense and emerging threats to the state of readiness, international cooperation, and the role of the private sector. The important policy issues are here in front of you for discussion. This is your opportunity to influence the policies that serve the defense of our nation and the values we hold dear. I'm asking Jim O'Bryon as the conference chairman to submit the results of this conference to those of us who are in Congress and to President Bush. You're the people that the leaders in the Executive Branch and the Congress need to hear from at this critical time. I applaud the work that the members of the National Defense Industrial Association are doing to address those areas of concern, and I congratulate your expertise, your patriotism, and the good work that you do. I look forward to seeing the product of this work.

the initial costs of acquiring the systems.

- Lack of a "real" plan for revitalization or testing more efficiently in areas such as aircraft or range instrumentation.
- Within the law, contractors' access to operational test events, the data, and results.
- Pressure to reduce the number of troops and samples that are involved in operational test and evaluation.
- Whether DoD should be performing test and evaluation on commercial major infrastructure components such as power grids and computer systems as part of its overall strategy.
- Incentives for testers and evaluators who travel and put in periods of duty at other sites – often of several months' duration.
- Possible loss of test ranges or centers in another round of BRAC [Base Realignment and Closure] initiatives,

which the Bush Administration is favoring.

### Now is the Time

"If it ain't broke, don't fix it has been our motto," said Coyle. "We've used that excuse to avoid change that clearly would have reduced our costs and improved our capabilities. We've also used that motto to justify getting by without new investment."

Now is the opportunity, Coyle said, for the test and evaluation community to take credit for the things that will define the future, to advocate the changes that will work, to take some risks, and to try some things that may not work.

"Ladies and gentlemen we have exhausted all the other alternatives. It's time to revitalize test and evaluation in the Department of Defense."

# National Defense Industrial Association (NDIA) Tester of the Year Awards 2000



**Department of Defense Military Tester of the Year  
Cmdr. Michael B. Stanton, USN**

From left: Navy Rear Adm. Robert E. Besal, Commander, Operational Test and Evaluation Force; Stanton; Lee Frame, Acting Director, Operational Test and Evaluation, OSD; and retired Army Maj. Gen. Paul L. Greenberg, VP of Operations, NDIA.



**Department of Defense Civilian Tester of the Year  
William A. Colson**

From left: James O'Bryon, Deputy Director, Operational Test and Evaluation/Live Fire Testing, OSD; Colson; Frame; and Greenberg.



**U.S. Army Civilian Tester of the Year  
Glenn R. McPherson**

From left: O'Bryon; Streilein; McPherson; and Greenberg.



**U.S. Army Contractor Tester of the Year  
Charles L. Ramsdell**

From left: O'Bryon; Streilein; Ramsdell; and Greenberg.



**U.S. Navy/Marine Corps Contractor Tester of the Year  
Robert A. Rosado**

From left: O'Bryon; Rosado; Besal; and Greenberg.



**U.S. Air Force Military Tester of the Year  
Lt. Col. David M. Nelson, USAF**

From left: O'Bryon; Nelson; Welch; and Greenberg.

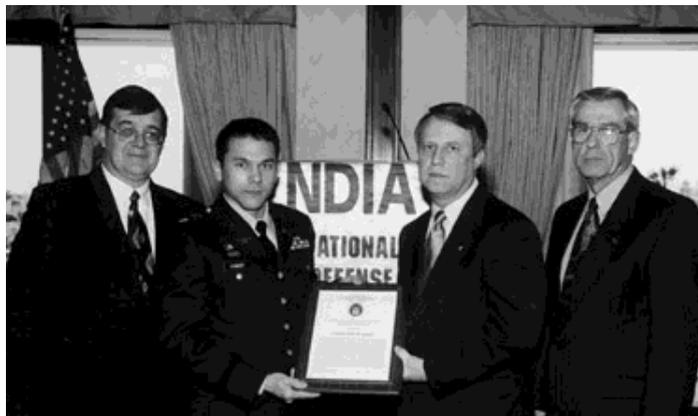
The National Defense Industrial Association (NDIA) Tester of the Year Awards 2000 recognize the Outstanding Testers of the Year from the Army, Navy/Marine Corps, Air Force, and Office of the Sec-

retary of Defense (OSD). This year's winners were honored at the National Summit on U.S. Defense Policy: Acquisition, Research, Test and Evaluation, held in Long Beach, Calif., March 26 – March 30, 2001.



**Department of Defense Contractor Tester of the Year  
Dr. Anil Joglekar**

From left: Frame; Joglekar; retired Air Force Gen. Larry Welch, President, Institute for Defense Analyses; and Greenberg.



**U.S. Army Military Tester of the Year  
Maj. John M. Eggert, USA**

From left: O'Bryon; Eggert; James Streilein, Army Test and Evaluation Command; and Greenberg.



**U.S. Navy/Marine Corps Military Tester of the Year  
Lt. Cmdr. Michael J. Dodick, USN**

From left: O'Bryon; Dodick; Besal; and Greenberg.



**U.S. Navy/Marine Corps Civilian Tester of the Year  
Luis A. Cortes**

From left: O'Bryon; Cortes; Besal; and Greenberg.



**U.S. Air Force Civilian Tester of the Year  
James P. Keith**

From left: O'Bryon; Keith; Welch; and Greenberg.



**U.S. Air Force Contractor Tester of the Year  
Charles S. Triska**

From left: O'Bryon; Triska; Welch; and Greenberg.