

DAU Exports PMT-352 to South Region

Huntsville First Region to Test Exportability Features of DAU's New Level III Certification Course

COLLIE J. JOHNSON

For the first time since 1971, DAU's Advanced Program Management Course, now renamed the Program Management Office Course (PMOC), is no longer offered solely at Fort Belvoir, Va. On Aug. 19, 24 students at the DAU South Region in Huntsville, Ala., became the first DAU students to attend the course in their own back yard. The South Region numbers about 27,000 people who are part of the DoD Acquisition, Technology and Logistics (AT&L) workforce that DAU is responsible for training.

Jim McCullough, Dean of the DAU South Region, has been on the job since October of 2001. McCullough, along with other DAU leaders, opened the South Region campus for business only last February. He anticipates a steady stream of students eager to attend PMT-352 at the South Region.

"The current DAU transformation is the most comprehensive re-engineering of DoD Acquisition, Technology, and Logistics [AT&L] training since the Defense Systems Management College was established in 1971," McCullough said. "PMT-352 represents a major culture shift of one of the pillars of this training. We are now delivering to the regions training once reserved to Fort Belvoir, in a centralized facility with instructor-led discussion and lecture curricula."

Students now get all of the preliminary training that was lecture-oriented in on-line courses, McCullough noted. When they come to the resident portion, they



For the first time since 1971, DAU's Advanced Program Management Course, now renamed the Program Management Office Course (PMT-352), is no longer offered solely at Fort Belvoir, Va. Pictured are the 24 students comprising the first class at the DAU South Region in Huntsville, Ala. The class began on Aug. 21 and will be six weeks in duration.

"dive into" an intensive, short (six weeks vs. 14 weeks), case-based learning environment. Students, he said, can get the same or better education and not be away from their jobs as long.

"Generally, students will be local or within driving distance, and costs will be lower," McCullough emphasized. "This means we will teach more classes for the same money—better for AT&L, the student, their organization, and less impact on the student's family."

First South Region DGL

Tom Harrison was the first Distinguished Guest Lecturer for Huntsville's initial offering of PMT-352. Currently, Harrison is the General Dynamics Decision Systems Huntsville Business Unit Manager. His business unit is the prime contractor for the U.S. Army's First Digitized Division Tactical Operations Centers (TOCs) as well as the Army's Tactical Airspace Integration System (TAIS). These systems are managed by the Army's PM TOCs and Product Manager, Air Traffic Control, PM Aviation Systems, respectively. A retired Army

Johnson is Managing Editor, Program Manager Magazine, DAU Press, Fort Belvoir, Va.



Tom Harrison was the first Distinguished Guest Lecturer for Huntsville's initial offering of PMT-352. Harrison is the General Dynamics Decision Systems Huntsville Business Unit Manager. His business unit is the prime contractor for the U.S. Army's First Digitized Division Tactical Operations Centers (TOCs) as well as the Army's Tactical Airspace Integration System (TAIS).

colonel, Harrison is well qualified to speak from both the industry and government perspectives on DoD's acquisition process (see p. 26).



Speaking to the Huntsville class on Aug. 26, he divided his remarks into several areas to address his perspectives on contractor and government program management views and to provide topics that would generate discussion. Harrison began his comments by talking about contractor activity and motivation.



Professor of Acquisition Management Christopher "Chris" Fry is a newcomer to the Huntsville area. Prior to joining the South Region faculty, Fry was an active duty military instructor at DAU's main campus at Fort Belvoir, where he taught the Advanced Program Management Course, ACQ-201, and was course manager for the Defense Systems Acquisition Management course.

Fry (right) presents Harrison a memento in appreciation for his presentation as the South Region's first Distinguished Guest Lecturer.

What Contractors Do and Why

Harrison spoke candidly to the class of 24 students from what he termed "The Harrison Perspective," best described as "some of the things I wish I had known about industry when I was in your shoes." He offered practical, relevant, timely advice to the students, four of whom were on their way to product/project manager positions immediately following completion of PMT-352. Harrison initially focused on what motivates contractors, beginning with an overview of cost, schedule, performance, and financials.

COST, SCHEDULE, PERFORMANCE, AND FINANCIALS

Harrison described cost, schedule, and performance from government and contractor perspectives. All three are important to the government, he said, from an execution perspective. But performance, Harrison maintained, is by far the most important. For the most part,



Harrison speaks to students of PMT-352 at the DAU South Region on Aug. 26, 2002. He sought out the distinction of being the South Region's first Distinguished Guest Lecturer.

TOM HARRISON

C2 SYSTEMS BUSINESS UNIT MANAGER GENERAL DYNAMICS DECISION SYSTEMS

*First Distinguished Guest Lecturer
PMT-352 (DAU South Region)*



Tom Harrison was born in Anderson, S.C., in 1952, and attended the public schools there. He graduated from the U.S. Military Academy, West Point, in 1974 and was commissioned as an infantry second lieutenant in the U.S. Army. He served in infantry, cavalry, aviation, and acquisition assignments both in the United States and overseas before retiring as a colonel in 2000. Harrison's career includes key military acquisition assignments at Redstone Arsenal in the TOW and Close Combat Anti-Armor Weapons Systems Project Offices as Product Manager, Improved Target Acquisition System (ITAS) for TOW; an assignment in the Army Plant Representative's Office/Defense Plant Representative's Office at [then] McDonnell Douglas helicopters in Mesa, Ariz., in association with the Apache Helicopter Program; and a culminating assignment as Project Manager for Utility Helicopters. During this final military assignment, Harrison transitioned the office from St. Louis, Mo., to Redstone Arsenal as part of the Base Realignment and Closure (BRAC) effort in 1997. The assignment was highlighted by continued execution of Black Hawk multi-year procurements, operational testing of a MEDEVAC upgrade, initiation of a standardized Black Hawk modification program, the drawdown of the UH-1 fleet, and the requirements definition and program planning for Black Hawk modernization.

Following retirement from active military service, Harrison accepted employment with Motorola's Integrated Systems Division, Integrated Information Systems Group in Huntsville. Initially, he was assigned as Motorola's Program Manager for Tactical Opera-

tions Centers (TOCs) for the Army's First Digitized Division at Fort Hood, Texas, under contract to the Army's Program Manager for TOCs, PEO C3T, Fort Monmouth, N.J. Harrison was named Motorola's Huntsville Business Unit Manager in May 2001, assuming execution and fiscal responsibility for both the TOC and Tactical Airspace Integration System (TAIS) programs. At Motorola/General Dynamics, Harrison's involvement in the TOC program was capped by the highly visible successful performance of TOCs at the 2001 Division Capstone Exercise (DCX I) at Fort Irwin, Calif. Motorola's Integrated Information Systems Group was sold to General Dynamics in September 2001 and renamed General Dynamics Decision Systems. Harrison continues as the General Dynamics Huntsville Business Unit Manager.

In addition to his undergraduate degree, Harrison holds an M.S. in Personnel Management from Troy State University. His military education included the Infantry Basic and Advanced Courses, the Airborne Course, Initial Entry Rotary Wing Aviation training, the U.S. Air Force Air Command and Staff College, the Defense Systems Management College's Program Management and Executive Program Management Courses, and the U.S. Army War College Corresponding Studies Program.

Professionally, Harrison is a member of the Association of the United States Army (AUSA) and the Army Aviation Association of America (AAAA). He received the order of St. Michael (Silver Award) from the AAAA in 2000.

he believes in the truism that if you get performance right, the vast majority of the time you won't have a cost problem, and you won't have a schedule problem.

Harrison said that cost, schedule, and performance are also critically important to industry. "I've got to get those three right. As a contractor, I am very, very, interested in cost, schedule, and performance," he emphasized, "but to stay in business I must also focus on financials." Industry, he said, is extremely focused internally on financials. Harrison sees his role as having a contract with the government for cost, schedule, and performance, and a contract with General Dynamics, his employer, for financials.

EARNED VALUE MANAGEMENT

Harrison spoke to the use of Earned Value Management by contractors, not just in response to government requirements, but as a management tool for industry. He explained the importance of Earned Value Management to contractors as a performance metric.

MATRIXED ORGANIZATION

Industry is heavily matrixed, according to Harrison. For those working in a government program or project office, Harrison recommended awareness that the work that's going to be done on a government program is going to be done primarily by a specific group of people who are charging directly to the program.

A CLOSER LOOK AT FINANCIALS

Bookings, sales, and margin are very important to industry, he said. Bookings are the key to establishing a backlog of work that will allow the contractor to remain in business over the course of time, he explained. And contractors work off backlog via sales to make margin.

Cash flow is the product of astute financial management and is very important to industry. Financial data generated at the lowest contractor levels feeds reporting requirements that drive formal financial statements, meaning that accuracy and timeliness are paramount. Har-

rierson recommended that government project management personnel familiarize themselves with their contractors' systems as a way to become attuned to what motivates the contractor.

GROWING NEW BUSINESS

Contractors continually look to the future to develop their businesses and create value for customers, shareholders, and employees. Business development includes business intelligence, and Harrison discussed his contractor view of requirements definition, independent research and development, and technology demonstrations and how they interrelate during the business intelligence process. He reminded the group that any discussions with contractors "count" and may influence contractor decisions.

RELATING EXECUTION TO FINANCIALS TO GROWTH

"There is a very tight relationship between execution; the cost, schedule, and performance piece; the financial piece—bookings, sales, margin, and cash flow; and the growing of new business," Harrison said. "Most of the folks you would deal with on the contractor's side are looking for a sweet spot where those things come together—the ability to execute the program, to meet the financial numbers, and to grow the business for the future."

TOPICS TO EXCITE/INCITE

As a prelude to questions and discussion, Harrison selected four topics that were described as "exciters" or "inciters" for discussion. Based on the interchange that followed, they were good choices. His format first defined the topic for consensus purposes, and then he provided his views of the subject.

Harrison began by describing general and administrative (G&A) costs and bid and proposal (B&P) costs, and highlighting items that he had seen cause confusion in the past, including annualization of rates.

Second, he talked about Evolutionary Acquisition (consensus definition—"an acquisition strategy that defines, devel-

The DAU South Region numbers about 27,000 people who are part of the DoD Acquisition, Technology and Logistics (AT&L) workforce that DAU is responsible for training.

ops, produces, or acquires and fields an initial hardware or software increment or block of operational capability"), acknowledging it as a "smart way to do business in a cost-constrained environment."

The third topic was Spiral Development (consensus definition—"an iterative process for developing a defined set of capabilities within one build, while acknowledging that the ultimate user need may not be fully defined at the beginning of development"). Harrison cautioned the students to "be careful what you ask for" with respect to spiral development, emphasizing that the spiral approach should fit the program.

The fourth topic was the use of support contractors. Harrison asked the PMT-352 class to focus on the product provided by the support contractor, just as they would on the prime contractor's deliverables. "Weigh the benefit [of the support contractor] versus the cost," was Harrison's recommendation.

Discussion

Using the "exciter/inciter" topics as a springboard, several questions on contractor perspective were asked and discussed in interchange between Harrison and the class. Several "real world" examples were cited by the group during this part of the forum. Harrison said that he was pleased to be Huntsville's first guest lecturer and had, in fact, sought out the distinction. In closing, he thanked the class collectively for their efforts as DoD acquisition professionals.

Team Effort

McCullough had the benefit of a cohesive, seasoned team—both at Fort Belvoir and Huntsville—to transition PMT-352 to Huntsville. In fact, four members of the team—professors at the Capital and Northeast Region, who were already associated with developing the new PMT-352—opted to make the permanent move to Huntsville.

Bill Bahnmaier

Professor of Acquisition Management Bill Bahnmaier at the DAU Capital and Northeast Region campus at Fort Belvoir, Va., led the PMT-352 development and delivery effort.

PMT-352, Bahnmaier explains, was designed from the "bottom up" to be exported to all DAU campuses. "It is on the cutting edge of learning technology and relies a great deal on Internet connectivity—both in the distance learning part and in the classroom part; however, there are backup systems in place," he added, "to ensure the course does not miss a beat if the Internet goes down."

Bahnmaier said that DAU has invested in this new approach to facilitated, student-directed learning, and the results so far have been increased learning within tighter time constraints. While PMT-352 is designed for export, he noted, it is not business as usual.

"It requires each student to receive information, instructions, and problems via a computer. Within the integrated product team framework, the students

CLASS COMPOSITION

First PMT-352 Offering, DAU South Region

Civilian	16
Military	8
Total Students	24

weave their solutions from a study of reference material and by application of their previous “real-life” experiences.”

Jack Coyne

Jack Coyne is a Professor of Contract Management at the South Region who came to Huntsville from the Belvoir area. A retired Navy commander, Coyne taught the Advanced Program Management Course at the DAU Fort Belvoir campus for three years prior to transferring to Huntsville in July. During his tenure at Belvoir, he was one of the subject matter experts who helped develop the new PMT-352, and in June attended the faculty pilot for the new course prior to his move to Huntsville. Coyne is one of a team of three faculty members who are teaching the first offering.

“The Advanced Program Management Course (PMT-302) served its purpose in its time; it was a great course for what it was designed to do,” said Coyne. “PMT-352, however, is a completely new approach to providing education and training to the acquisition workforce.”

The course is completely integrated across functional areas, Coyne emphasized. Students must interact and lead. And because they are playing roles across all functional areas of a program management office, they can see how their actions and decisions affect the program and the members of their team.

“After one week into the course,” he said, “the students have reacted positively to

the framework of the course. They are staying actively involved in role playing the different scenarios set out in the course.”

Coyne believes the new PMT-352 will be every bit as successful as its predecessor, the Advanced Program Management Course. Much care has gone into course delivery and content, he noted. “The fact that the South Region is close to large concentrations of the acquisition workforce at Eglin, Orlando, and Georgia, only broadens its appeal.”

Jack Dwyer

Dr. Jack Dwyer, who previously served as a Professor of Systems Acquisition Management in DAU’s Program Management Leadership Department at the Fort Belvoir campus, is now the PMT-352 coordinator at Huntsville. Dwyer made the move to Huntsville in early July, and is working to make the PMT-352 transition as seamless as possible. Dwyer is part of the three-member faculty team teaching the first course offering; and he is also part of the faculty team for the second offering, which began Sept. 30.

“Being the first Region outside the Fort Belvoir area to offer the new PMT-352 class was not something we anticipated. The South Region stood up rapidly because four experienced Capital and Northeast Region professors, who were already working on facilitating the new course at Fort Belvoir, opted to make the permanent move to Huntsville. Had we not had that breadth of experience and knowledge, it probably would have taken longer.

“The students,” Dwyer said, “work in both a self-directed capacity and together in a team relationship to address problems and issues using critical thinking skills to recommend possible resolutions and alternatives to solve them.”

Chris Fry

Professor of Acquisition Management Christopher “Chris” Fry is also a newcomer to the Huntsville area. Prior to joining the South Region faculty, Fry was an active duty military instructor at

DAU’s main campus at Fort Belvoir, where he taught the Advanced Program Management Course, ACQ-201, and was course manager for the Defense Systems Acquisition Management course. Arriving at Huntsville in July 2002, Fry was assigned to work on transitioning PMT-352 to the South Region. He, along with Jack Coyne and Jack Dwyer, comprise the three-member faculty team for the first offering.

“The toughest part of getting the South Region ready for PMT-352,” he said, “was the logistics and administrative details of taking a course run at Belvoir, and making sure all the networking and technical aspects of distance learning and the classroom environment worked properly here at Huntsville.

“The general sense we’re getting into our second week of the PMT-352 is that students like the hybrid nature of the course. They come here having already completed the Distance Learning portion of the course and have already absorbed much of the policy and lecture that previously they would have had to sit through in a classroom environment.”

Commenting on course strengths, Fry said students take what they’ve learned in the Distance Learning portion of PMT-352 as well as the PMT-250, plus their own experiences, and combine them with the experiences and learning of other students who bring their own unique backgrounds into the course. In an Integrated Product Team setting, he explained, students apply critical thinking to solving a series of problems that are very common in a program management office. Students get to play roles with which they’re not familiar. It increases their understanding of what other members of a Program Management Office are doing, Fry noted, and leads to a multi-functional capability that DoD wants in its acquisition workforce.

Tom McMannes

Tom McMannes is a Professor of Systems Engineering at the DAU South Region in Huntsville. He moved from DAU at Fort Belvoir to DAU South as part of

PROGRAM MANAGEMENT OFFICE COURSE PMT-352, DAU SOUTH REGION

New Course Represents Profound Changes in Course Delivery

The new Program Management Office Course, DAU's premier flagship course offering in program management, has evolved over the years from the 20-week Program Management Course (1971-1995), to the 14-week Advanced Program Management Course (1995-2002), to today's redesigned and repackaged Program Management Office Course. The new course number is Program Management Training (PMT-352), which is now DAU's Level III certification course for over 90 percent of acquisition personnel in the Program Management career field.

The new and revamped course is radically different. When the old 20-week Program Management Course was reduced to 14 weeks in 1995 and renamed the Advanced Program Management Course, students moved from building the old mousetrap vehicles to building a prototype of an Unmanned Ground Vehicle (UGV) using Lego Mindstorms™. The course required students to design, build, and program the software for the Lego vehicle so that it could successfully negotiate through a difficult obstacle course. Beginning in 2002, students in the new Program Management Office Course use an advanced version of Lego Mindstorms to design the UGV online, build it, and then test it on a simulated battlefield. Computer-aided design technology, simulation-based trade-off software, and risk analysis programs are also part of the redesign package. DAU, assisted by Accenture, is working to incorporate these features into the Lego Mindstorms software.

The Joint Reconnaissance and Autonomous Targeting System (JRATS), which is a system of systems used throughout the course, emphasizes interoperability and information superiority. JRATS involves UGV alternatives, an Unmanned Aerial Vehicle (UAV) called "Firebird," and a Joint Command and Control System (JCCS). But the virtual battlefield is only one aspect of this newly structured course. DAU has taken great care to design PMT-352 with today's tech-savvy students in mind.

Web-based Training

The course begins with 50 hours of Web-based Distance Learning (DL) that students complete over a 60-day period. The 60-day period allows maximum flexibility for students to complete the material at their own pace, wherever and whenever they wish. Ten modules of work are completed during this 60-day period.

Each module is stand-alone, requiring students to critically think and assess the details of each scenario for the appropriate answers. An additional benefit of stand-alone module design is that students can complete the modules in any order.

DAU also benefits from stand-alone modular design because the material may be easily moved to other courses or to DAU's online Continuous Learning Center (<http://clc.dau.mil>).

Classroom Training

Upon successful completion of all 10 DL modules, students attend six weeks of team-based exercises in the classroom. This classroom portion of the course is designed to be exportable so that students can take the course at any of the five DAU campuses: DAU Capital and Northeast Region, Fort Belvoir, Va.; DAU Midwest Region, Wright-Patterson Air Force Base, Ohio; DAU South Region, Huntsville, Ala.; DAU West Region, San Diego, Calif.; and DAU Mid-Atlantic Region, Patuxent River Naval Air Station, Md. Huntsville is the first DAU Region to take advantage of the exportability of PMT-352.

The target audience for PMT-352 is civilian (GS 13-14) and military (04-05). Successful completion of the course meets the training requirements for DAWIA Level III certification in Program Management. Throughout DAU, over 700 students are expected to complete PMT-352 each year. Huntsville estimates about 180 students will complete PMT-352 at the DAU South Region.

The course requires students to apply critical thinking, problem solving, leadership, and management skills throughout the course. The online simulation and interactive DL, with real-time feedback, improves student engagement. The hands-on prototype building and goal-based scenario in the classroom increase both comprehension and retention.

PMT-352 introduces a new level of Program Management training that is both comprehensive and fun. For those interested in learning more about the course, browse the DAU Web site at <http://www.dau.mil/> and learn how DAU acquisition training can enhance an acquisition professional's career. Plan now to register, and then simply enjoy what DAU believes is a truly unique learning experience.

DAU's expansion efforts, which will provide core professional development to students located in the Southern Region of the United States.

McMannes was an active duty military instructor at DAU's main campus at Fort Belvoir, where he was the Course Manager for the Software Acquisition Management online course and taught the Advanced Program Management Course and the Intermediate Software Acquisition Course. The new PMT-352 course, McMannes emphasized, will enhance the students' ability to work as members of an Integrated Product Team to reduce complex Program Management issues. Another benefit of the new structure, he added, is that using regional offices will reduce TDY costs for both the DAU faculty and the local commands.

John Bennett

Professor of Systems Acquisition Management John S. Bennett teaches in the Program Management and Leadership Department, at the DAU Capital and Northeast Region, Fort Belvoir. Bennett is the "go-to" guy for issues concerning DAU's Operating Support System (OSS), for both distance learning and classroom instruction.

"OSS," Bennett explained, "is the operating system for the DAU virtual campus servers currently based in Springfield, Va. The OSS enables students to take our online courses and instructors to manage those courses. It also provides security by requiring a username and password for access."

Huntsville, as with the other four DAU Regions, relies on Bennett to keep the virtual campus online and operating smoothly. Besides upkeep on the OSS, Bennett also organized the lesson review videoteleconference for Huntsville's first offering of PMT-352.

Other Key Players

Other key players were **Air Force Maj. Jim Ashworth** from the DAU main campus; **Meta Thomas**, a training technician from the Fort Belvoir campus who provided administrative support; and

If you get performance right, the vast majority of the time you won't have a cost problem, and you won't have a schedule problem.

Army Lt. Col. Jeff Patten from the DAU South Region.

Ashworth is the Program Director, Center for Program Management, DAU Curricula Development and Support Center, which includes managing the curricula for the ACQ-101 and -201 courses. For the PMT-352 development team, Ashworth is the Deputy Course Manager for delivery to Huntsville and all other campuses. His job is to order the computers, put in place the Information Technology (IT) infrastructure, ensure the technical delivery issues are taken care of, and build the computer software images used in the classroom portion of PMT-352. He is also responsible for DAU faculty certification training for PMT-352.

"To date, it looks as though PMT-352 at Huntsville has been very successful," said Ashworth. "They've had a hiccup or two, mostly in computer image IT issues. But problems, for the most part, have been minimal, and the Huntsville faculty and staff have been very effective in minimizing any negative impacts."

Patten, who is Head of the Acquisition Management Department for the DAU South Region, handled the online portion of the class (PMT 352-A), making sure that the computers and the class-

room were all ready to go before the new instructors came in. He also worked with Fort Belvoir to ensure all the support materials were in place, such as Lego kits, batteries, and cameras.

Students

Army Lt. Col. Mike Chandler has been selected as a PM for Theater Targets for next summer. "I need it [PMT-352] for my Level III certification. It benefits me because I can stay in Huntsville, I don't have to travel. The other thing is I like the format of the course. It's not lecture; it's more hands-on, working in teams, and actually role playing in a product office. That lends itself to close-to-real-world as you can get actual experience in developing programs."

Joel Vignali ended up attending the Huntsville course because the course in the Northeast Region was already full. "I'm working in the Virginia Class Program Office at the Naval Sea Systems Command in Washington, D.C. I think the new PMT-352 course format is great. Setting up the IPTs was a good idea that is working well. I think the Huntsville South Region is a great facility. The course is intensive; we're teaching each other. And being the only Navy representative down here, my fellow students are getting a whole different perspective of where I'm coming from as part of a Navy Program Office. Likewise, I'm getting a whole different perspective on their program offices, which are mostly Army and Air Force."

Vignali said that under the old Advanced Program Management Course, 14 weeks was a long time to be away from the office. "Six weeks makes my boss happier, and also fulfills my training requirements for Level III certification in program management. First week has been great," he added. "We've gone through a couple of scenarios and we've briefed out the first one. That seems to be working very well. As I said, it's going to be an intensive course."

Diane Scharein is a Contract Change Manager, Ground Based Midcourse Defense, at the Missile Defense Agency in Huntsville. "I am taking PMT-352 as the

final course toward Level III certification in Program Management, required for my position. The position required certification within 18 months, which meant I had to finish by this summer. I have a daughter who is a senior in high school. When I was initially told I'd have to attend the 14-week Advanced Program Management Course at Fort Belvoir, I was in a panic not knowing how I could leave her for that long.

"Early last year it was announced the course would become a hybrid with six weeks at Fort Belvoir. Even six weeks away posed a huge problem for my family. I was ecstatic when I learned the course would also be taught in Huntsville. Roughly two-thirds of our class is local, so there is definitely a need here, given all the DoD acquisition ac-

tivities in Huntsville. There should be a steady stream of local attendees."

DGLs to Continue

The Distinguished Guest Lecturer series continues throughout the PMT-352 course. On Sept. 5, 2002, Section 701 students enjoyed a "brown bag" lunch lecture with Thomas Keenan, CEO Integrated Defense Technologies, Inc. IDT's principal business area is defense and commercial electronics, with 1,800 employees and annual sales approaching \$500 million. Keenan's background includes a 20-year career in DoD acquisition as a contracting officer. He moved to industry in 1982 and has held senior management positions with PEI Electronics, Wyle Labs, General Dynamics, Teledyne, and Lycoming.

The central theme of Keenan's discussion was source selection. He related his experience as a DoD Procurement Contracting Officer with the S-3 Viking, F-14 Tomcat, Blackhawk, and Comanche aircraft competitions along with his years of industry experience.

Future scheduled DGLs in Huntsville include Army Maj. Gen. John M. Urias, PEO, Air and Missile Defense; and Army Brig. Gen. (P) John W. Holly, Program Director, Ground Based Midcourse Defense, Missile Defense Agency.

Editor's Note: The DAU South Region has six PMT-352 classes scheduled for FY 03, with 30 students per course. For more information, contact your Defense Acquisition Career Manager.

ARMY SGT. SANDRA MORSE Named DAU's Enlisted Person of the Year

On Aug. 20, 2002, Army Col. Ronald Hayne, Director, Defense Acquisition University Operations Group, presented Army Sgt. Sandra Morse the Enlisted Person of the Year (EPOY) Award for 2001, during a ceremony held at DAU Headquarters, Fort Belvoir, Va. Morse was chosen from a field of top rated nominees competing in the EPOY program. The EPOY program recognizes personnel for outstanding performance, leadership, support of command mission, and community involvement during the selection year.

In addition to the Joint Service Commendation Medal, Morse received an engraved plaque; a \$100 savings bond; a \$100 gift certificate to the Post Exchange; a \$ 50 gift certificate to the Army and Air Force Exchange Service; a 96-hour pass; a \$25 check from the Non-commissioned Officers Association, Chapter 276; and a reserved EPOY parking space. A popular friend and colleague around the DAU Fort Belvoir campus, Morse is a talented Audiovisual Presentation Specialist in the DAU Video Services Department. (Morse was also awarded Enlisted Person of the 4th Quarter for 2001.)



Army Col. Ronald Hayne (left), Director, DAU Operations Group presents Army Sgt. Sandra Morse the Enlisted Person of the Year (EPOY) Award for 2001.

Photo by Army Sgt. Kevin Moses