

# “Transforming Acquisition and Logistics Support for the Warfighter”

## DAU Hosts Program Managers’ Workshop

LEON REED

The Program Managers’ Workshop, held at the Defense Acquisition University Fort Belvoir campus April 30 through May 2, completed the first full-year cycle of major acquisition community conferences under the leadership of Under Secretary of Defense for Acquisition, Technology and Logistics (USD[AT&L]) Edward C. “Pete” Aldridge Jr.

Whereas the Program Executive Officers/Systems Command (PEO/SYSCOM) Commanders’ Conference held last fall

concentrated on top-down and lateral communication of policy initiatives, the spring Workshop provided an opportunity for more intense evaluation of the acquisition and logistics processes and development of new recommendations for Office of the Secretary of Defense (OSD) and Service leadership.

### Conference Breakout Groups

Following a keynote address by retired Navy Adm. Donald Pilling, President and CEO, Logistics Management Institute, conference participants opted to

participate in one of nine Breakout Groups, each of which focused on key acquisition and logistics support issues. The Breakout Group discussions took most of the day on May 1, after which Group chairs prepared summary reports on their groups’ discussions and recommendations. (The Breakout Group topics are discussed and the group reports summarized, beginning on p. 97 of this article.)

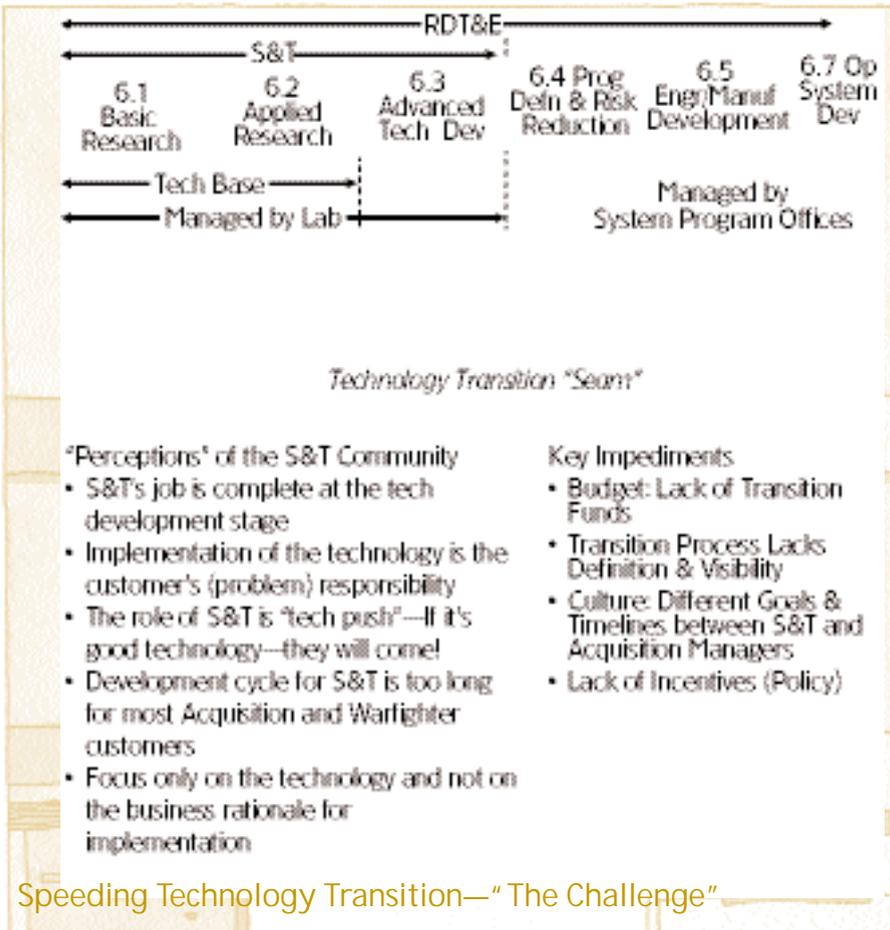
### Evening Presentation

After the first day’s meetings, Dr. Ron Sega, Director of Defense Research and Engineering (DDR&E), presented an evening address on his perceptions of the role of DDR&E in supporting defense transformation. He discussed six key capabilities identified by the Quadrennial Defense Review (QDR):

- Protect Bases of Operations
- Conduct Information Operations
- Project and Sustain U.S. Forces
- Deny Enemy Sanctuary
- Conduct Space Operations
- Leverage Information Technologies

Sega also discussed the “technology transition seam,” a perceived gap in the process between Science and Technology (S&T) funding (typically managed by DoD labs) and program funding (managed by program offices). Principal barriers to technology transition, according to Sega, often include cultural differences between the S&T and acquisition managers, lack of funding and clear processes for transition, and lack of incentives for either S&T or acquisition managers.

To the left is a chart Sega discussed on the importance of more effective tech-



Speeding Technology Transition—“The Challenge”

Reed is a member of the research staff, Institute for Defense Analyses, Alexandria, Va.

# WORKSHOP TUTORIALS

Preceding the Workshop was a set of tutorials on new initiatives and policy issues of interest to the acquisition community. Although it was held on a separate day from the other workshop activities, the attendance of 225 indicated a high level of interest on the attendees' part. Topics were:

**Requirements Generation**, Navy Capt. Kevin Peppe, Branch Chief, Strategic and Tactical Systems Requirements, J-8

**Milestone Authority**, Ric Sylvester, Deputy Director, Acquisition Initiatives (Systems Acquisition)

**Intellectual Property Rights**, Air Force Lt. Col. Greg Redick, Military Staff Analyst, Weapon Systems Acquisition, Policies and Training, Office of the Director, Acquisition Initiatives

**International Programs as an Acquisition Strategy**, Frank Kenlon, Office of the Director of International Cooperation

**Shared Savings Incentive**, Carol Covey, Deputy Director, Defense Procurement, Cost, Pricing and Finance

**Public-Private Partnerships for Depot Maintenance**, Hollis Hunter, Office of the Director for Maintenance Policy, Programs and Resources

**Using Earned Value Management Tools to Reach Program Outcomes**, Steve Krivokopich, Director, EVM Center of Excellence, Defense Contract Management Agency (DCMA)

**Overhead Insights, "What Program Managers Need to Know,"** William Hill, Deputy Director, Contract Cost and Pricing Group, DCMA

**A Human Performance Approach to Develop System Requirements**, George Horn, Head Naval Undersea Training Branch, and Dr. Janis Cannon-Bowers, Senior Scientist and Head,

S&T Division, Naval Air Warfare Center Training Systems Division

**Acquisition of Services**, Mike Canales, Office of the Director for Acquisition Initiatives

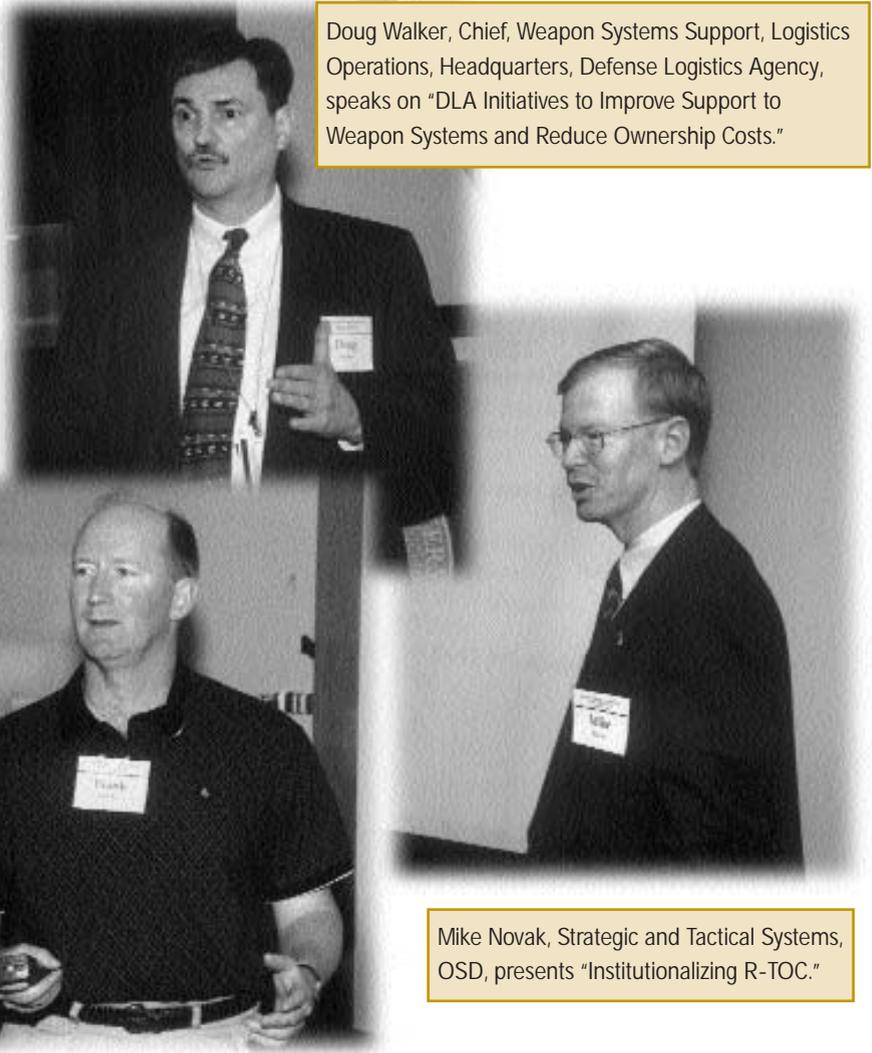
**Small and Disadvantaged Business Issues**, Frank Ramos, Director, Small and Disadvantaged Business Utilization

**Export Controls**, Dr. John Shaw, Deputy Under Secretary of Defense (International Technology Security)

**Institutionalizing R-TOC**, Michael Novak, OSD, Strategic and Tactical Systems and Leon Reed, Institute for Defense Analyses

**DLA Initiatives to Improve Support to Weapon Systems and Reduce Ownership Costs**, Douglas Walker, Chief, Weapon Systems Support, Logistics Operations, Headquarters, Defense Logistics Agency

**Acquisition 2005 Workforce: "Managing the Crisis,"** Peggy Mattei, Director, Workforce Initiative, Acquisition Education, Training, and Career Development



Doug Walker, Chief, Weapon Systems Support, Logistics Operations, Headquarters, Defense Logistics Agency, speaks on "DLA Initiatives to Improve Support to Weapon Systems and Reduce Ownership Costs."

Frank Kenlon, Office of the Director of International Cooperation, speaks on "International Programs as an Acquisition Strategy."

Mike Novak, Strategic and Tactical Systems, OSD, presents "Institutionalizing R-TOC."

nology transition. Pointing out specific examples where it has worked effectively, Sega said that technology transition is the path to military transformation, and S&T managers and acquisition managers must work in collaboration with warfighters to promote more effective transition.

### Program Lessons Learned

The final morning session began with a series of briefings on lessons learned in managing acquisition, logistics support, and modernization for aging systems. Each Service selected one program to illustrate innovative approaches in acquisition and logistics support.

#### Advanced Maintenance Aid Concept (Army)

Ron Dalton, Chief Logistics Management Division of the Army Cargo Helicopter Project Management Office (PMO) described the efforts of the CH-47 Chinook program to develop the Advanced Maintenance Aid Concept (AMAC) to help manage fleet maintenance records.

AMAC is an electronic maintenance management system that integrates technical data, data collection, and training into a single user-friendly system. It also serves as an organizational tool to provide maintenance tasks to the maintainer in a work package format. AMAC enables maintenance organizations to understand the reasons behind increases in operations and maintenance (O&M) costs or reduced reliability.

Dalton said that current maintenance efforts are a challenge because of increasing maintenance requirements for this aging system. The system is growing more complex, but technical data are still manual and the experience level of maintenance personnel is declining as the most experienced maintainers retire. Past efforts to reduce ownership costs were hindered by lack of information on actual consumption and attrition of parts and components.

While the system is still in development, it has already provided important insights to the Cargo Helicopter PMO. For one, only 34 percent of parts removals

from the aircraft are due to parts failure; other removals, which contribute to high O&M costs and low systems readiness, are due to policy and procedures.

AMAC has documented the sources of aircraft downtime and has allowed the

Cargo PMO to take actions to address the root causes. Other systems managers, including most of the Army Reduction in Total Ownership Costs (R-TOC) pilot program managers, have been briefed on AMAC, and the program has stimulated considerable interest.



Attending panel outbriefs are from left: Defense Acquisition University President Frank Anderson Jr.; Ric Sylvester, Office of the Director, Acquisition Initiatives, OUSD(AT&L); and Donna Richbourg, Director, Acquisition Initiatives, OUSD(AT&L).



Senior acquisition leaders from government and industry listen to panel outbriefs. From left: Principal Deputy Under Secretary of Defense (Acquisition, Technology and Logistics) Michael Wynne; Assistant Secretary of the Army (Acquisition, Logistics and Technology) Claude Bolton; Assistant Secretary of the Air Force (Acquisition) Marvin Sambur; and Daniel Burnham, CEO Raytheon.

### Assault Amphibious Vehicle (Navy/Marine Corps)

Edward Lerner, Program Manager, Combat Tracked Vehicles, described efforts to modernize and upgrade the Assault Amphibious Vehicle (AAV). The AAV was built in the early 1970s, with an anticipated 10-year service lifetime. By 1997, Lerner noted, "we were in dire straits." The system had far exceeded its service life and it was old, slow, and expensive to maintain. Engineering Change Proposals (ECPs) had increased the vehicle weight by three tons and it was severely under-powered. The PMO had been re-

mance. Lerner cited four key lessons learned from the AAV systems upgrade:

- IPTs work.
- Find the right metrics.
- Address concerns of stakeholders.
- Change takes time.

### Defense Support Program (Air Force)

Air Force Col. Mark Borkoski, System Program Director, Space Based Infrared Systems (SBIRS), described evolutionary improvements in satellite capabilities, acquisition, and business practices

realistic testing, and continuous interaction with warfighters.

Longer than anticipated satellite life has allowed the program to achieve the benefits of a number of cost-reduction initiatives, including reduction of contractor personnel and reduced acquisition costs. The program office and contractor team have also leveraged Electronic Data Interchange (EDI) capabilities to eliminate hardcopy deliverables and promote sharing of information and schedules.

Borkoski cited five Best Practices from the SBIRS program:

- Best results are achieved when the program can evolve and improve based on demonstrated success.
- Continual investment in ground processing improvements is essential to maximize utility and leverage past investments in highly capable satellites.
- Most often, simpler is better. Program managers should actively seek opportunities to simplify the program by routinely examining the environment and capitalizing on the innovation of the program office, contractor staff, and the latest technology.
- Duplication is avoided and responsiveness to operations is enhanced when the program office shares resources (lean) and tasks are well defined (focused).
- The Added In-Scope Work Briefing (AISWB) is a prudent tool to provide programs the needed flexibility to respond to a range of emerging needs (fact-of-life, improvements, cuts, taxes, etc.).

### Breakout Group Reports

The Breakout Group chairs presented briefings to a panel of DoD's leading acquisition decision makers, which included Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics Michael Wynne and the three Service Acquisition Executives—Claude M. Bolton Jr., Assistant Secretary of the Army (Acquisition, Logistics and Technology); John J. Young Jr., Assistant Secretary of the Navy (Research, Development and Acquisition);



Senior acquisition leaders during a break in conference activities. From left: Wynne; Richbourg; and Assistant Secretary of the Navy (Research, Development and Acquisition) John Young.

duced from 70 people to four and was slated to stand down in a few years. Decreased reliability and increased time in depot had reduced the number of available vehicles far below what was required.

The solution was a plan to revitalize the PMO and involve the contractor and depot in planning and executing a system upgrade. The engine and suspension were replaced and other key components were rebuilt. The result has been a successful upgrade, which has improved fleet readiness and perfor-

that have expanded the capabilities of the Defense Support Program (DSP). DSP was originally developed as a strategic missile launch warning system but its capabilities have expanded to include tactical missile launch warning and situational awareness.

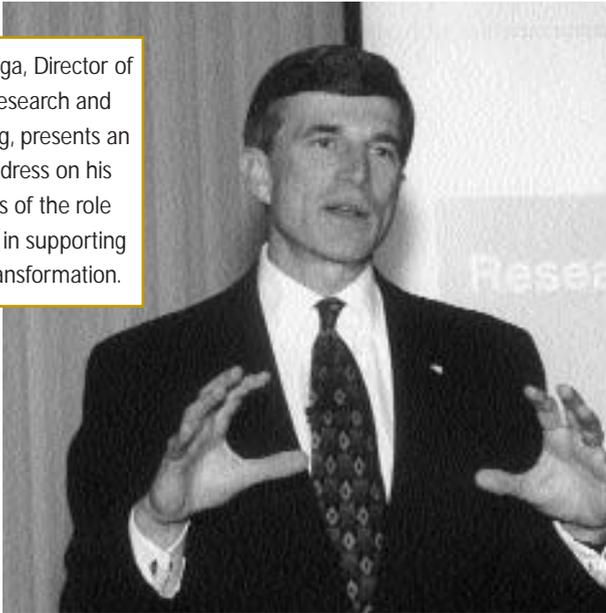
The program office has continually monitored system performance, evolution of satellite and sensor capabilities, and warfighter needs. New capabilities have been developed and deployed via rapid prototyping, streamlined acquisition,

# PROGRAM MANAG

## APRIL 30 — M

### Nine Breakout Groups Focus on Key A

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Air Force Col. Mark Borkoski, System Program Director, Space Based Infrared Systems (SBIRS), speaks on evolutionary improvements in satellite capabilities, acquisition, and business practices that have expanded the capabilities of the Defense Support Program (DSP).



Terry Little, Director, Air Force Acquisition Center of Excellence, presents findings from Breakout Group No. 6 on "Incorporating Evolutionary Acquisition into Requirements, Test and Budgeting."

# ERS' WORKSHOP

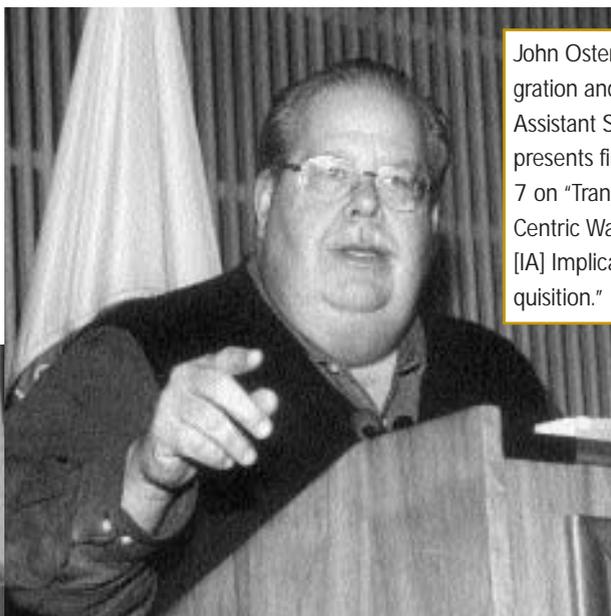
## DAY 2, 2002

### Acquisition & Logistics Support Issues

Kristen Baldwin, Assistant Deputy Director, Software Intensive Systems Office, presents findings of Breakout Group No. 2, on Software Intensive Systems and Information Technology.



John Osterholz, Director, Information, Integration and Interoperability, Office of the Assistant Secretary of Defense for C3I, presents findings from Breakout Group No. 7 on "Transformation Toward Network Centric Warfare (Information Assurance [IA] Implications & Considerations for Acquisition."



Al Shaffer, Director, Plans & Programs, S&T, presents findings of Breakout Group No. 1, on Improving Technology Insertion.



As the Workshop's final event, participants had the chance to engage in a candid, hour-long Q&A session with Principal Deputy Under Secretary of Defense (AT&L) Michael Wynne and John Douglass, former Navy Service Acquisition Executive and current President of the Aerospace Industries Association.

and Dr. Marvin R. Sambur, Assistant Secretary of the Air Force for Acquisition.

Although each breakout group addressed a different issue, there was significant overlap in the presentations. Issues that were addressed by multiple groups resulted in five specific recommendations:

- Support evolutionary acquisition with evolutionary requirements and test.
- Provide enhanced training in new policies, procedures, and practices.
- Promote technology transition planning during research and development.
- Provide greater funding flexibility for Program Managers.
- Incorporate logistics/sustainment considerations in development and acquisition plans.

#### Breakout Group No. 1

*Improving Technology Insertion* (co-chairs, Al Shaffer, Director, Plans & Programs, S&T, and John Gresham, Deputy PM, Night Vision/Reconnaissance, Surveillance, and Target Acquisition)

Shaffer presented the findings of the Technology Transition Group, which further divided into subgroups that addressed policy, process, and funding. Despite the different approaches taken by the three subgroups, there was overlap in their findings and recommendations. The three groups identified four top barriers to Improving Technology Insertion:

- No transition “czar.” The group recommended appointment of a senior manager in each Service with budget authority.
- Industry and PM not incentivized. Technology insertion planning should be made a part of the up-front planning for all acquisition programs.
- Lack of flexible funding. The group recommended establishment of execution year programs and increased reprogramming authority.
- Inflexible requirements process. A spiral requirements process is needed to match the new DoD thrust in evolutionary acquisition/spiral development. The group also recommended

implementation of capabilities-based requirements.

#### Breakout Group No. 2

*Software Intensive Systems and Information Technology* (co-chairs, Kristen Baldwin, Assistant Deputy Director, Software Intensive Systems Office; Joe Albergo, Senior Program Analyst, Office of the Director for Acquisition Resources and Analysis; and Tamie Lyles-Santiago, Special Assistant to the Deputy Chief Information Officer, Office of the Assistant Secretary of Defense for Command, Control, Communications and Intelligence [C3I], OSD)

Baldwin described the recommendations of the Software Intensive Systems group. This group focused on three key issues: IT Acquisition Rapid Improvement Team (RIT), Process Improvement, and Independent Expert Program Reviews (IEPRs).

The IT RIT has developed 23 recommendations for DoD policy, has started six pilot efforts, and has six more ready to be phased in. The Breakout Group recommended continued focus on these RIT actions.

Regarding process improvement, the group noted that existing policy of evaluating major contractors under the Software Capability Maturity Model (SW-CMM) Level 3 (or equivalent) appears to be working. There is general agreement that CMM Level 3 (or higher) contractors perform better and have a higher probability of success than less mature organizations and that increased maturity levels lead to earlier identification of problems.

However, there are barriers to more widespread use, including resources for education and training within government organizations and the difficulties of small and disadvantaged businesses in meeting CMM policies. The group recommended a variety of actions to promote more widespread implementation of CMM, including development of an education package, increased use of the Mentor/Protégé program for small and disadvantaged firms, and investigation of the use of incentives.

The group concluded that IEPRs have been useful tools for the PMs who have used them and that the current guidelines (limiting the IEPRs to providing guidance to the PM rather than oversight) were critical to their success. They advocated more widespread use of these expert reviews and follow-ups with programs to gauge the utility of their recommendations.

#### Breakout Group No. 3

*Effective Marketing, Recruiting, and Hiring* (co-chairs, Michael Fish, Deputy Assistant Commander, Shore Station Command, and Dr. Joseph Lannon, Director, Warheads, Energetics, and Combat-support Armament Center)

Steve Tkac (OUSD[AT&L]), group recorder, presented the briefing. Although it has received less attention than the imminent retirement of a large portion of the AT&L workforce, workforce retention is also a serious potential problem for AT&L managers. The private sector provides formidable competition for experienced federal civilian workers. DoD must also focus more effectively on recruiting and hiring, which is not a function DoD is well set up to do. The DoD AT&L workforce does not have a “brand” in the marketplace, human capital requirements are not linked to the strategic vision, the web presence is unfocused and ineffective, and DoD has traditionally been unable to develop a unified human capital strategy. The breakout group concluded that leadership attention was needed to address these shortfalls.

#### Breakout Group No. 4

*Performance Based Logistics (PBL) Strategy* (co-chairs, Lou Kratz, Assistant Deputy Under Secretary of Defense for Logistics Plans and Programs, and David Werkheiser, Engineering, Logistics and Technology, Northrop Grumman)

Kratz noted that DoD is committed to implementing PBL strategies, and current PBL programs are showing success. Nevertheless, important barriers remain, including cumbersome financial processes that inhibit PBL. A balanced

approach is needed for long-term partnerships, and measures must be taken to enhance the ability of organic providers to function as true partners.

Kratz noted that multiple strategies will be necessary, tailored to unique program and warfighter requirements; no “one size fits all” strategy will work. He also acknowledged that the migration to the PBL will take time because of the necessary learning curve on implementation. OSD can help accelerate the learning curve by providing revised guidance, including an update of the *Product Support Guide*, joint government/industry workshops, joint team training, and a lessons learned repository.

However, he said that if PMs are responsible for life cycle management, as DoD has asserted, DoD must provide them with financial authority, including streamlined financial processes and appropriate sustaining engineering funding. Warfighter flexibility can be provided through ranges of support within performance agreements. DoD must also address the barriers to organic provider performance and accountability.

#### Breakout Group No. 5

*Developing Performance Based Agreements for Logistics* (co-chairs, Jerry Cothran, Senior Staff Analyst, Office of the Assistant Deputy Under Secretary of Defense for Logistics Plans and Programs, and Bob Dickie, General Manager, Customer Support Military Division, Parker Aerospace)

Cothran noted that performance agreements are a critical element in implementing Performance Based Logistics. The agreement defines expectations, sets the baseline for assessing PM performance, and ensures accountability in meeting warfighter requirements.

The breakout group considered various dimensions of the problem. The roles of the various stakeholders are undefined and poorly understood. In particular, means for assuring organic provider accountability are not defined.

Evolutionary acquisition poses a particular challenge because of the poten-

tial conflict between a baseline agreement and a shifting weapon system configuration. Financial systems currently do not provide good weapon system cost visibility, which complicates the challenge of developing agreements. Improved life cycle cost estimating and weapon system cost visibility are necessary for widespread use of performance agreements. Definition of metrics is a challenge across the board.

Legacy systems, with an already existing support infrastructure and wide variations in the condition of existing systems, are a particular challenge. DoD also needs to develop guidance on implementation of performance agreements and accountability for organic providers

#### Breakout Group No. 6

*Incorporating Evolutionary Acquisition into Requirements, Test and Budgeting* (co-chairs, Terry Little, Director, Air Force Acquisition Center for Excellence and Glenn Kuller, Deputy Program Director, Joint Air-to-Surface Standoff Missile, Lockheed Martin)

Little stated that his group had identified a number of potential issues relating to Evolutionary Acquisition (EA), but had focused on technology, requirements, test, budget and resource allocation, impact to industrial base and competition, and training and culture change.

Little commented that “if we’re going to do spirals effectively, we have to take a different approach to the technology that supports spirals.” Spiral development requires ready-to-integrate technology, but the current lab process is not focused on developing mature, producible technology. The breakout group recommended that users should drive technology investment decision processes, with some allowance for “technology push” investments developed within the labs.

Little stated that “our current requirements process doesn’t really support spiral development. Our current requirements process is set up for ‘big bang’ acquisition. We need a require-

ments process with a much more flexible, iterative requirements document.” The group recommended streamlined Service and Joint Staff requirements processes and retitling the Operational Requirements Document (ORD) to Iterative Requirements Document (IRD).

Little also noted that implementation of EA will have important implications for other DoD organizations. Testing currently is envisioned as a “final exam,” rating the performance of a system against a definitive specification; under EA, the test process should assess capabilities and shortfalls, with the warfighter making the final determination whether the new system provides a useful capability.

The group also concluded that current Planning, Programming and Budgeting System (PPBS) procedures do not support EA timelines and will need to change. The current budget processes anticipate a fully defined system, whereas under EA it may be more appropriate to create broad program elements to support general capabilities and enhancement areas, with the current spiral fully defined and funded before beginning development efforts.

#### Breakout Group No. 7

*Transformation Toward Network Centric Warfare (Information Assurance (IA) Implications & Considerations for Acquisition)* (co-chairs, Army Col. Gene Tyler, Director, Defense-wide Information Assurance Program and John Osterholz, Director, Information, Integration and Interoperability, Office of the Assistant Secretary of Defense for C3I)

Osterholz noted that Information Operations (IO) and Information Assurance (IA) are key operational capabilities of DoD transformation efforts. Network Centric Warfare (NCW) is one of six major transformation areas and its capabilities enable much of the transformation. The achievement of NCW capabilities will be influenced not only by DoD’s ability to acquire the computing and network technologies, but to be sure that IA is an integral part of the de-

signs, concepts, engineering developments, and logistics support.

The group acknowledged that there are significant barriers. The acquisition process will have difficulty implementing NCW. In essence, a process friendly to NCW must be created, with increased emphasis on educating PMs and providing incentives. In particular, Osterholz noted that the current interoperability Key Performance Parameter (KPP) is inadequate to reflect the requirements of NCW. The group recommended that DoD should substitute a "net-readiness" KPP that incorporates interoperability and other IA parameters.

#### Breakout Group No. 8

*New R&D Approaches to Sustainment* (co-chairs, John Christensen, Chief, Research and Development (R&D), Enterprise Division, Defense Logistics Agency, and Jack White, Technology Director, Altarum, Inc.)

Christensen briefed on the results of this panel, which had a wide-ranging discussion on a variety of issues affecting sustainment needs of legacy as well as new systems. This was perceived to be an extremely broad topic, involving a variety of initiatives and investments to improve system readiness, reduce logistics footprint, provide technology refreshment in weapon systems, improve supply chain responsiveness, and reduce costs, among other objectives.

Options for investments and improvements include reliability upgrades, integrated diagnostics and prognostics, supply chain improvements, rapid response manufacturing, obsolescence solutions, and a wide variety of other opportunities.

The group concluded that the challenge is to reduce ownership costs while continuing to meet readiness goals. Research and Development (R&D) investments can enable transformational improvements, but the mission and resources for sustainment R&D are not clearly assigned. Barriers include poor quality of data, a culture that is resistant to new logistics practices, and the inability of cost models to give PMs a true picture

of life cycle sustainment costs. PMs have limited control of life cycle funding (including sustainment engineering funds), and color of money rules significantly limit the flexibility to invest in sustainment R&D.

#### Breakout Group No. 9

*Embedding Quality in AT&L Processes* (co-chairs, Fred Stahl, Stakeholder Co-Director, MIT/Lean Aerospace Initiative and Jon McKenzie, Director, Raytheon Six Sigma)

McKenzie presented the results of this group's discussions. The group concluded that many of the tools and techniques that have been successfully applied to manufacturing processes, notably quality and lean tools, may also help improve the quality and reduce cycle time in R&D, systems acquisition, logistics, and sustainment. Agreeing that there is considerable potential for improvement, the group concluded that management commitment will be necessary.

The group also identified barriers that prevent this, including the need to define "the customer" and the fact that metrics and objectives are not flowed down. They recommended that AT&L develop an improvement process modeled on the Six Sigma/Lean approach. Recommended pilot projects include the bid and proposal process, the requirements process, and the milestone approval process.

#### Conference Wrap-up

Daniel Burnham, President and CEO of Raytheon, presented a lunchtime address on Six Sigma, his company's approach to quality. He stressed that the ultimate purpose of the quality focus was to "get these systems into the hands of the warfighters faster." While very proud of the costs his company's quality focus has saved, he stated that "It's not just the money; we've also taken vast amounts of time out of the process."

As the Workshop's final event, participants had the chance to engage in a very candid, hourlong Q&A session with Wynne and John Douglass, former Navy

SAE and President of the Aerospace Industries Association.

Wynne stressed the importance of the acquisition process in improving system reliability and performance. "We need to design ultra-reliability into the system... Why do we design stuff that's going to break and need repair?"

He also noted that military capability is the ultimate purpose of the acquisition process, not creating logistics support. To illustrate his point, he drew an analogy from out of the Old West.

"I want strategic deployability and mobility," said Wynne. "When Geronimo showed up, he had firepower and mobility, not the wagon train. We had the wagon train, and we still do. We need to pester the requirements people and pester the engineers to bring us a reduced footprint."

Douglass offered a challenge to the PMs in the audience. "Our PMs have to lead," he said. "Being a leader encompasses a lot of things. You have to be straightforward, you have to bring the information forward, and that means you have to tell your boss when you're winning and when you're losing. Clearly, you have to stick up for your people, and there are some very difficult problems in the world you live in."

Thanking the participants for their suggestions and participation, Wynne assured the conferees that recommendations emerging from the Conference will be integrated into the existing OSD action plan. He said he had already spoken by phone to the SAEs and that they had already begun to look into several of the recommendations, only a few hours after the Breakout Group presentations were completed.

**Editor's Note:** Presentations at the April-May 2002 PM Workshop and earlier conferences and workshops in this series are available on the workshop Web site: <http://www.acq.osd.mil/ar/peoindex.htm>.