

## Testing

The same is true of a comprehensive testing program. Adequate and timely testing with good test plans makes for good products and prevents major problems in the field. Don't scrimp on the testing. It will come back to haunt you! The timely aspect is important, too. If at all possible, include independent testers. Finally, have the expected users as a part of testing.

## Ownership

Encourage buy-in at every level. You need the team to have feelings of ownership, and you need support from those up the chain and those who will be the final users. Buy-in can help with your budget and getting the resources that you need. Having a true champion (someone who believes in your project and will fight for it) in the higher levels of the management structure can really ease your way.

## Bureaucracy

The government has thousands of pages of laws, regulations, and guidance for you as a project manager. Be aware that in those thousands of pages there will be contradictions. Compliance with the appropriate ones is a must, and you aren't going to know all of the appropriate ones. That's why there are experts that you can consult. Don't hesitate to call on them. That's their job. Whether it's the lawyers, contracting, or some other organization, ask questions and listen—truly listen—to the answers. Do your own research, too. The experts may not have all the answers.

## Keep on Learning

Finally, never stop reading, talking with others, and learning. Project management is complex. No one knows it all or all of the tricks to making a project a success. First learn from others, then share what you have learned.

No two projects are the same. I've tried to provide some principles and processes that will work all the time and others which will help in most projects. The ideas and suggestions are not comprehensive, but basic. This primer is a distillation of some lessons learned that can help make you and your project a success.

As I said in the first article, project management is an art. Between the two articles, you have a wide palette of paints to work with, but none of the paint pots is deep. It will require more work on your part. Project management is tough, but it also can be rewarding.

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## 10th Annual NAVSUP Academy Focuses on Transformation

More than 60 employees from activities across the Naval Supply Systems Command, <<http://www.navsup.navy.mil>>, gathered April 26–28 for the 2005 NAVSUP Transformation Academy held at the Naval Support Activity in Mechanicsburg, Pa.

The annual three-day event historically affords NAVSUP civilian and military employees an opportunity to learn more about the NAVSUP "combat capability through logistics" mission and how it supports the Navy's global supply chain and the warfighter.

Started in 1995 and formerly known as the "NAVSUP Academy," the name was changed this year. "We wanted to preserve the spirit of the Academy and broaden the scope to address our current transformation initiatives," says Capt. Charles Lilli, USN, SC, NAVSUP's chief of staff.

Presentations were given by NAVSUP senior military and civilian leaders representing all of the enterprise's commands: Headquarters, the Fleet and Industrial Supply Centers, the Naval Inventory Control Point, the Navy Supply Information Systems Activity, the Navy Exchange Service Command, and the Naval Operational Logistics Support Center.

"The Transformation Academy provided a well-organized overall perspective of the NAVSUP enterprise," says participant Troy L. High, security director/chief of police for the Naval Support Activity.

At the end of the second day, an information exchange provided a forum for two-way communication on major change initiatives such as enterprise resource planning (ERP), the national security performance system, base realignment and closure, and lean six sigma. All members of the NAVSUP Civilian Board of Directors participated in this exchange.

"The Transformation Academy was extremely valuable, and the presentations were truly first rate," says Mary K. Graci, an information technology specialist with the Navy Supply Information Systems Activity, who participated. "The information exchange helped me to better understand my role in Navy ERP."

"The training I received at the Academy was the best government-provided training that I have received in my government career," says participant Pete DiRocco, supply systems analyst with the Naval Inventory Control Point.