



How do we avoid being the 129th study?

Gary Christle
CNA, 703-824-2693

The opinions expressed in this presentation are those of the author

SecDef's question

“Why has there been little fundamental change in the department’s acquisition process despite the 128 different studies that have chronicled the ills of the procurement system?”

(Rumsfeld, Defense News, June 4-10, 2001)

Is the acquisition system really broken?

- **By what standard?**
- **Who does it better?**
- **According to whom?**

Acting Deputy Sec Def

Gordon England*

- **"We just need to do something in this arena - nothing is off the table"**
- **"Prices are going up, we need to improve performance, acquisition times are getting longer -- so it's not working. We have to understand why and correct the system."**
- **The review will "go back and even look at the premise of Goldwater-Nichols and even look at the involvement of the military in the acquisition process"**
- **"What should the role of the whole military be? Should they be in more of the acquisition? I don't know the answer to that but I think we should examine that."**

* U.S. Reviews Weapons Buying, Seeking To Control Costs
Bloomberg.com, June 13, 2005

What do the Chiefs think?

- **“True acquisition reform and better business practices [requires that] acquisition laws have to be changed because the [service chiefs] are excluded from the acquisition process.”**
- **“We should guard, in my judgment, against an acquisition community that becomes too isolated from the rest of us, and to make decisions independently without coming back to those of us who are responsible for organizing training and equipping the force.”**

General James L. Jones

Commandant of the Marine Corps

33rd Fletcher Conference on National Security Strategy and Policy (16 October 2002)

Beyond Goldwater-Nichols

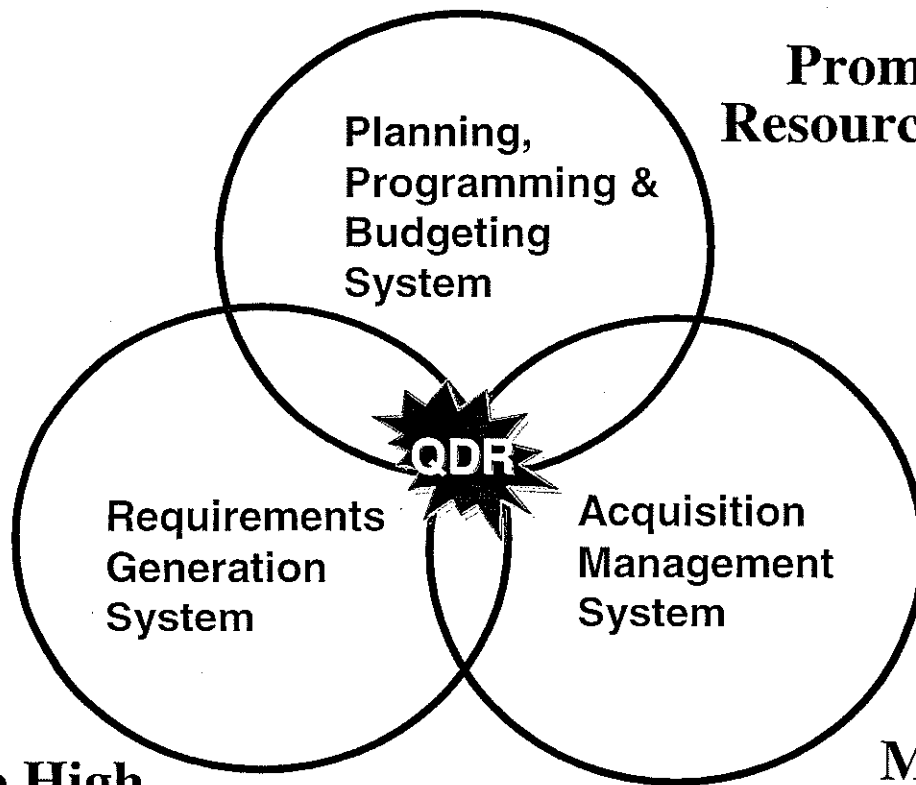
Defense Reform for a New Strategic Era*

- **Despite repeated efforts at acquisition reform, weapons procurement is still too slow and costly.**
- **The Program Executive Officer (PEO) structure set up by Goldwater Nichols must be revisited.”**

* Center for Strategic and International Studies, Phase 1 Report, March 2004

GAO View

“Process is not broken – It’s in equilibrium”



**Promise Low
Resource Demands**

**Everyone gets
what they want**

- **Congress**
- **Industry**
- **Warfighter**

**Promise High
Performance**

**Move Forward,
Get Knowledge Later**

Beyond Goldwater-Nichols:

Phase 2 Report

- **Restore the authority of the Service Chiefs over the execution of acquisition programs.**
 - Service Chiefs responsible for acquisition execution and own PEOs/PMs
 - Service Secretaries provide civilian oversight supported by their with SAEs, who no longer report to USD (AT&L)

A rush to judgment

- **BG-N1 says “revisit G-N”**
- **Chiefs say “change the laws” to put us back in the process**
- **DEPSECDEF says “look at the premise of G-N” and involvement of the military**
- **BG-N2 jumps on the bandwagon and says “restore the chiefs to primacy” in acquisition**

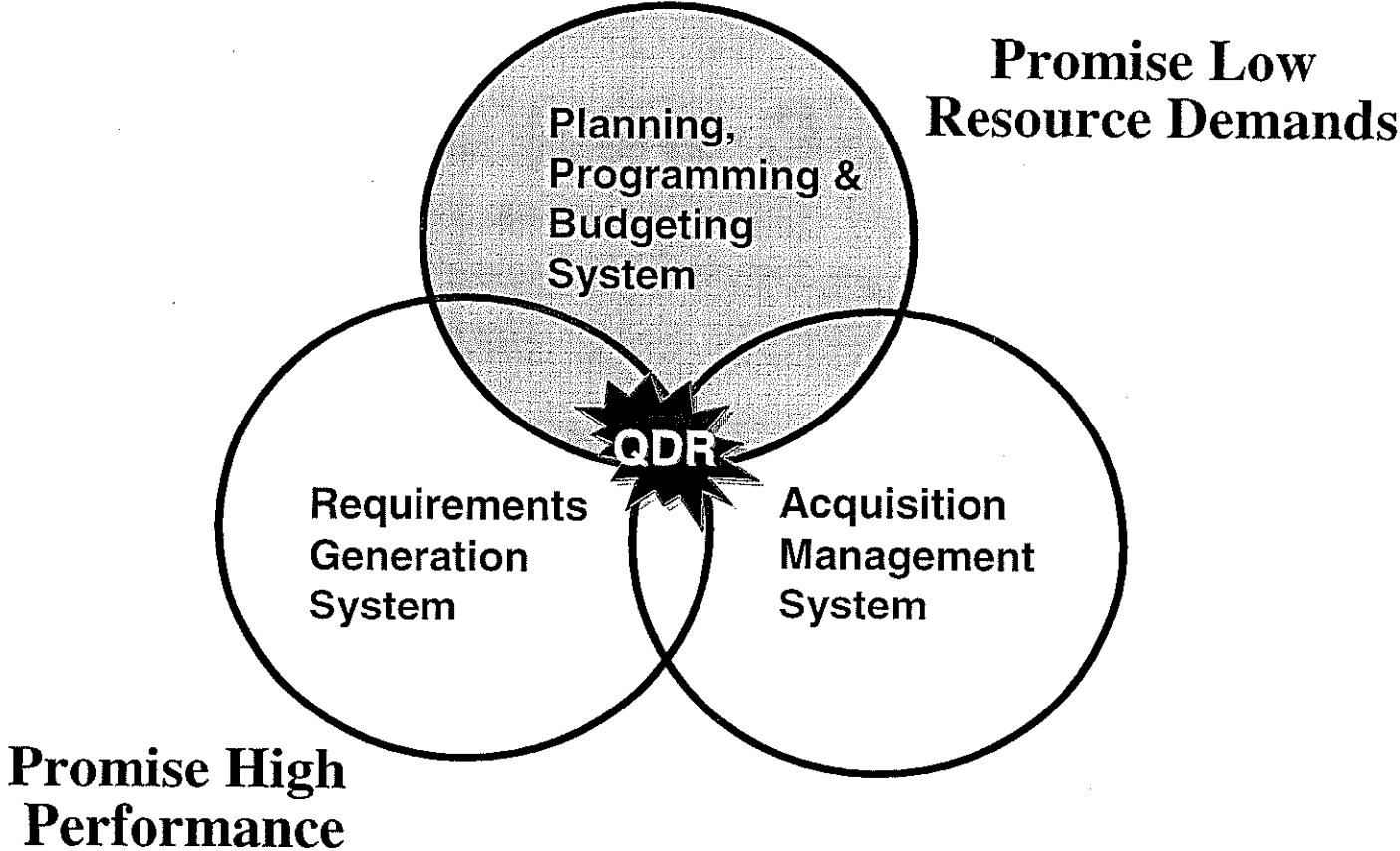
More of the same?

- **Are we about to be the 129th study without “fundamental change in the department’s acquisition process?”**

No one stops to ask

- **How are the Chiefs doing with the two thirds of the decision process they control?**
- **Was Packard ever implemented?**
 - In an Acquisition context, G-N really means Packard

How are the Chiefs doing?



An Acquisition Model To Emulate Packard Commission

- “(Successful) commercial programs clearly represent the models of excellence we are seeking,
- ***but it is not obvious that DoD, or any large bureaucratic organization, can follow successfully the management procedures used in private industry.”***

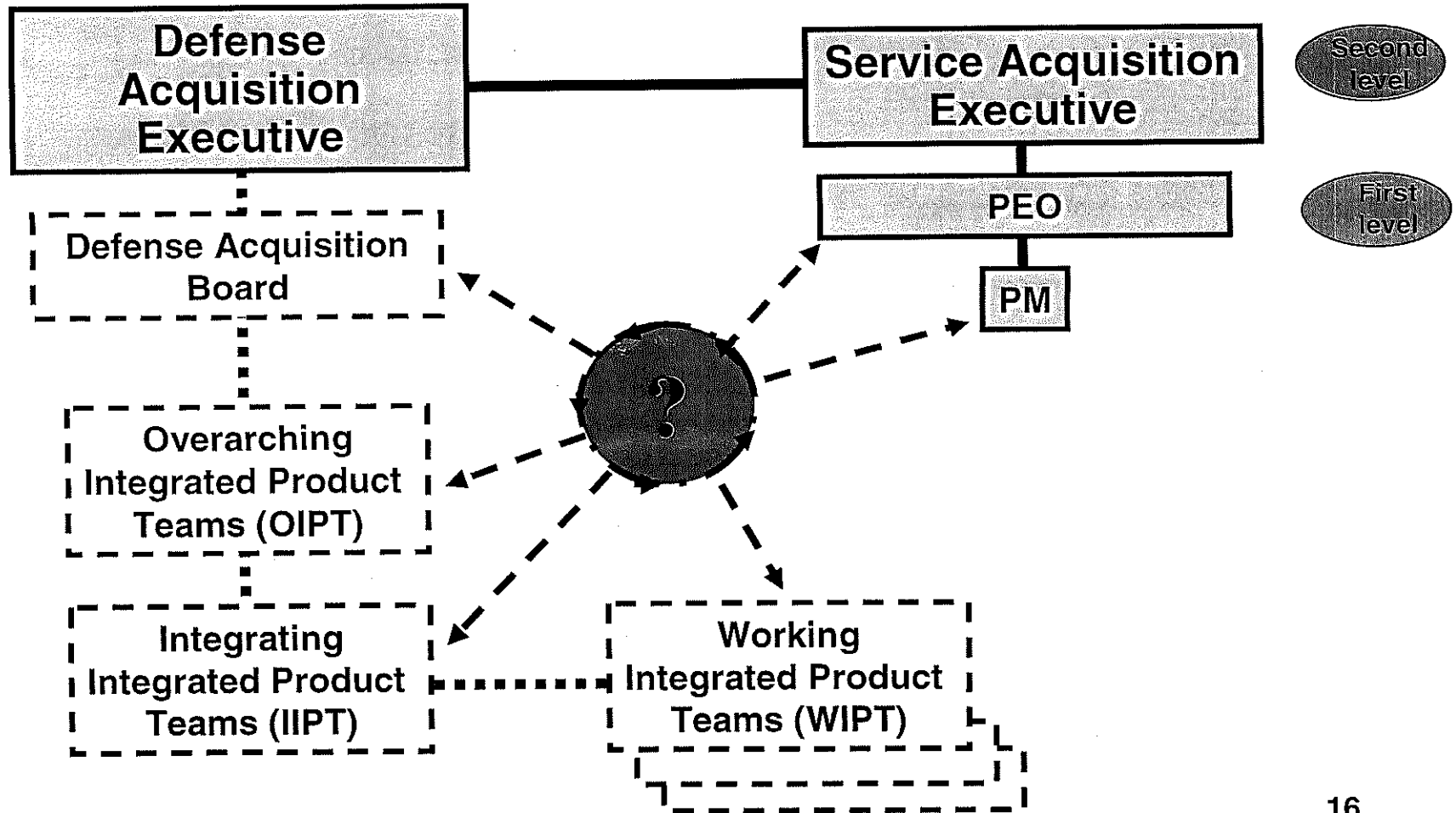
An Acquisition Model To Emulate

Six features of successful commercial programs

- **Clear command channels**
 - Short, **unambiguous** chain of command to CEO, group general manager
 - Corporate interest groups, wishing to influence program actions, must **persuade** the responsible **program manager, who may accept or reject** their proposals
- **Limited reporting requirements**
 - **Program manager reports only to his CEO.**
 - **“Management-by-exception” basis, focusing on deviations from plan.**

Oversight & Review

Comparison of Packard with current system *



Oversight & Review

DoD 5000.2-R, C7.6.2., April 5, 2002

- IPTs are an integral part of the defense acquisition oversight and review process.
- For ACAT ID and IAM programs, there are generally two levels of IPT: the OIPT and WIPT(s). *(Integrating) may say so.*
- Each program shall have an OIPT and at least one WIPT.
 - WIPTs shall focus on a particular topic such as cost/performance, test, or contracting.
 - An Integrating IPT (IIPT) (which is a WIPT) shall coordinate WIPT efforts and cover all topics not otherwise assigned to another IPT.
 - IPT participation is the primary way for any organization to participate in the acquisition program.

What happened to two levels between PM and DAE?

An Acquisition Model To Emulate

Six features of successful commercial programs (cont'd)



- **Stability**
 - Program manager enters into a fundamental agreement or “contract” with his CEO on specifics of performance, schedule, and cost
 - So long as a program manager lives by this contract, his CEO provides strong management support throughout the life of the program.
- **Small, high-quality staffs**
 - hand-selected by the program manager
 - spend their time managing the program, not selling it or defending it.
- **Communications with users.**
 - dialogue with the customer, or user, at the conception of the program when the initial trade-offs are made
 - maintains that communication throughout the program.
- **Prototyping and testing**
 - Find out what can be done and what it will cost BEFORE committing

Intent of the Packard recommendations

- “to simplify the acquisition system by consolidating policy and oversight, **reducing reporting chains**, eliminating duplicative functions and excessive regulations, and establishing an environment in which program managers and their staffs can operate as centers of excellence.
- **This should allow for a substantial reduction in the total number of personnel** in the defense acquisition system to levels that more nearly compare with commercial acquisition counterparts.
- Eliminating a layer of management by moving the functions and people of that layer to some other layer clearly will not suffice.”



**Is Packard still a valid
model?**

2016 Faculty Contribution Assessment - Career Faculty 2 for Patrick M Dallosta



DAI OTL Data			
PLM Labor Type: Acquisition Workforce	Fiscal Year: 2016	Hours: 51.00	AsofDate: 09/03/2016
PLM Labor Type: Curriculum Development	Fiscal Year: 2016	Hours: 1054.00	AsofDate: 09/03/2016
PLM Labor Type: Leave	Fiscal Year: 2016	Hours: 195.00	AsofDate: 09/03/2016
PLM Labor Type: Mission Assistance	Fiscal Year: 2016	Hours: 177.50	AsofDate: 09/03/2016
PLM Labor Type: Overhead	Fiscal Year: 2016	Hours: 105.00	AsofDate: 09/03/2016
PLM Labor Type: Teaching CR	Fiscal Year: 2016	Hours: 118.50	AsofDate: 09/03/2016
PLM Labor Type: Teaching DL	Fiscal Year: 2016	Hours: 27.00	AsofDate: 09/03/2016
PLM Labor Type: Teaching Support	Fiscal Year: 2016	Hours: 104.50	AsofDate: 09/03/2016
PLM Labor Type: Workflow Learning	Fiscal Year: 2016	Hours: 97.50	AsofDate: 09/03/2016

MTM Data						
Course: LOG 204	Fiscal Year: 2016	Lykert Score: 0.00	Surveys: 0	Platform Teaching Hours: 27.00	Offerings: 0	AsofDate: 09/09/2016
Course: LOG 211	Fiscal Year: 2016	Lykert Score: 6.93	Surveys: 56	Platform Teaching Hours: 104.00	Offerings: 2	AsofDate: 09/09/2016
Course: LOG 465	Fiscal Year: 2016	Lykert Score: 0.00	Surveys: 0	Platform Teaching Hours: 14.50	Offerings: 0	AsofDate: 09/09/2016

Goals

Use this section to list and report progress on your goals for this year. Goals can be created directly on this form or imported from your goal library. Other goals may appear which have been delegated to you by your supervisor. For each goal, describe your expected results and how the results will be measured. When updating status, use the drop down menu and percent complete. For additional information, review the TMS Training Website.

Teaching Goals

1.1 Serve as a LOG 211 Classroom Instructor and meet or exceed the DAU Standard for Metrics that Matter (MTM) Instructor score.
 Category: Teaching (careerfaculty)

Metric/Target : Serve as an Instructor in three LOG 211 classes within CNE and one other region. Meet or exceed Course Average MTM. **Start :** 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0% **Status :** Complete

Comments by Patrick M Dallosta:

(1) Conducted two (2) LOG 211 offerings in DAU CNE/Belvoir, achieving a composite MTM of 6.93. This exceeded the 6.83 CFY Instructor Average of 6.83.

(2) Conducted a third offering in DAU South/Huntsville on June 13-17 2016. Achieved a perfect MTM score of 7.0.

(3) Feedback from the DAU South LOG 211 CMRR included the following comments: "Thank you so very much for loaning Pat Dallosta to DAU-S for our LOG 211 last week. He did an unbelievable job as always and received a perfect 7.0 MtM with numerous laudatory comments! It is truly a pleasure to teach with someone with his passion and subject matter expertise. We look forward to him coming back to DAU-South for LOG 211 and potentially collaborating with him on Mission Assistance efforts regarding Supportability Analysis or other areas in the future. Thanks again, he is truly one of the best!!"

1.2 Serve as a Mentor/Subject Matter Expert (SME) in support of LOG 211 Faculty Certification and Classroom delivery.

Category: Teaching (careerfaculty)

Metric/Target : Identify appropriate information relative to Supportability processes, techniques and tools; provide appropriate Supportability related information to supplement LOG 211 Instructor and Course resources. **Start :** 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0% **Status :** Complete

Comments by Patrick M Dallosta:

(1) Updated my original supportability analysis presentations regarding "JCIDS metrics" and "Reliability Primer." The Reliability Primer is a comprehensive discussion of reliability definitions, equations and calculations.

(2) Developed a presentation "Designing for Supportability" for presentation at the DAU Acquisition Training Symposium in April 2016. Delivered the presentation in both classroom and video settings on the same day.

(3) Continued self identified practice of uploading relevant RAM/Supportability articles, guidebooks and other information to the DAU LOG 211 Public Folder, with over 60 documents currently available.

(4) Supported FY16 on-site one-on-one training to DAU South in the preparation of new and current instructors.

1.3 Serve as a LOG 103 DL Instructor and resolve student questions/issues promptly.

Category: Teaching (careerfaculty)

Metric/Target : Address/resolve 50% of student inquiries on the day of the inquiry, 95% by the next day and 100% within 2 days. **Start :** 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0% **Status :** Complete

Comments by Patrick M Dallosta:

(1) Assisted 23 LOG 103 Reliability, Availability and Maintainability (RAM) students on content and exam related issues. Exceeded same day goal by resolving 80% of inquiries on the same day.

(2) Facilitated DAU response to student inquiries by working with two (2) other CNE instructors to coordinate response to students, given our travel and workload demands, to finalize the remaining 20% of student inquiries on the next day, thereby exceeding the goal.

(3) Established a best practice of identifying alternative LOG 103 instructors as part of the "Out of the Office" email information to students.

1.4 Serve as a LOG 204 Configuration Management DL Instructor.

Category: Teaching (careerfaculty)

Metric/Target : Address/resolve 50% of student inquiries on the day of the inquiry, 95% by the next day and 100% within 2 days. **Start :** 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0% **Status :** Complete

Comments by Patrick M Dallosta:

(1) During the period of 1 October 2015 - 19 July 2016 assisted 18 LOG 204 Configuration Management students on content and exam related issues for the previous version of LOG 204 Configuration Management. Exceeded the same day goal by resolving 100% of inquiries on the that day. Facilitated DAU response to student inquiries by working with two other CNE instructors to coordinate response to students, given our travel and workload demands. Established a practice of identifying alternative LOG 204 instructors as part of the "Out of the Office" email information to students.

(2) During the period of April 18-22, 2106, served as an online instructor for the FY16 LOG 204 Revision Student Pilot. Directly interacted with approximately 30 students to ensure resolution of inquiries regarding content, exam questions and the evaluation and resolution of student submitted Change Requests.

(3) During the period of 20 July thru 16 September 2016 assisted 34 LOG 204 Configuration Management students on content, exam related issues, and submission of a required time tracker for the updated FY16 version of LOG 204 Configuration Management. Exceeded same day goal by resolving 85% of inquiries on that day. (3) Facilitated DAU response to student inquiries by working with the DAU West Region Primary Instructor/Course Manager instructors to coordinate response to students, given our travel and workload demands. Established a practice of identifying alternative LOG 204 instructors as part of the "Out of the Office" email information to students.

1.5 Serve as a LOG 465 Instructor and meet or exceed the DAU standard for Metrics that Matter (MtM) Instructor goals.

Category: Teaching (careerfaculty)

Metric/Target : Serve as an Instructor in at least two LOG 465 offerings to facilitate and conduct the Intellectual Property (IP) Panel.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) Served as the moderator and panelist in four (4) LOG 465 Product Support Manager Seminar Intellectual Property (IP) Panel sessions. Lead the process for inviting IP Subject Matter Experts (SME), development of presentation inputs, identification of new legislation/impact, critical issues, discussion of government v. industry perspectives and facilitation of panel/student written and verbal Question & Answer sessions. Served as the panel Subject Matter Expert for Life Cycle Logistics, with emphasis on technical data rights for Product Support Data/Database per MIL_Handbook-502A. Product Support Analysis.

(2) IP Panel participants included a mix of DAU and external SMEs in the areas of Program Management, General Counsel/Legal, Engineering and Product Support. External speakers included the DoD Assistant Deputy General Counsel for Intellectual Property and CyberSecurity and industry representatives from Boeing Aircraft and Northrop Grumman Company.

(3) Feedback from the LOG 465 Sector 3 Lead Instructor noted, "Provided keen insight into recurring issues and potential pitfalls in negotiation of crucial data rights; addressed existing and emerging data rights policy as well as possible impacts on future DoD acquisitions."

(4) Feedback from 18 of the 20 students attending the August 2016 panel rated the IP Panel as "Great", with 2 students rating the Panel as "Good". No ratings of "Fair" were received.

Mission Assistance Goals

2.1 Continue support of OSD/Joint Service Working Groups (WG) and Industry organizations.

Category: MissionAssistance (career faculty)

Metric/Target : (1) Support OSD Reliability Working Group/DASD Systems Engineering (SE) preparation of a DAU Continuous Learning Module (CLM), CLE 301, Reliability Guidebook, and development of new ENG 270 RAM-C distance learning course and new ENG 271 Advanced Topics in R&M distance learning/FOLE course. (2) Support DASD/Materiel Readiness (MR) in assessing the applicability of GEIA-STD-0017, Product Support Analysis and MIL-Handbook-502A, Product Support Analysis. (3) Review updated DODI 5000.02 changes to Defense Acquisition Guidebook (DAG) Chapter 4, Systems Engineering for impact on SE processes, DAU course content and the contents of DAG Chapter 5, Life Cycle Logistics. (4) Review updates to the JCIDS 3170.01 Manual relative to the Sustainment KPP for their impact on requirements, metrics and DAU courseware, with particular emphasis on LOG 103, 201, 211, 340, 350, and 465.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) Participated as a member of a part of a five person DAU LOG Team in a meeting sponsored by OSD Legislative Affairs with two Professional Staff Members of the US House of Representatives Armed Services Committee. Served as the RAM/Supportability, and Intellectual Property (IP) Subject Matter Expert (SME) to address the following topics:

- a. The importance of IP to acquisitions and sustainment,
- b. The determination of the best time to purchase or gain access to data, and
- c. Current IP training processes.

Observations included the acquisition community's realization of the need for data for sustainment, however, the "buy v. access" decision includes a high risk due to the initial and recurring costs, the requirement to maintain the accuracy and currency of data, usability, given issues of technological maturity, and the growing dependence on software functionality in systems. IP training reflects statutory requirements with policy from OSD, service originated guidelines, and implementing guidelines within each services' major and subordinate commands. The observation was made that IP requirements and practices are not well understood by both the Department and Industry.

(2) Currently supporting the USAF Ground Based Strategic Deterrent (GBSD) Program Office's development of the Availability Key Performance Parameter (KPP) and its Key System Attributes (KSA) of of Reliability and Operating & Support (O&S) Cost, as well as other Reliability, Availability and Maintainability (RAM) metrics for the next generation intercontinental ballistic missile (ICBM).

- a. Completed 3 FY16 tasks include the conduct of three (3) Workshops in the area of Reliability, Availability and Maintainability (RAM), and the development and documentation of a methodology for calculating RAM metrics.
- b. Additional tasks include the definition of the GBSD system/subsystems architecture, operational modes, and redundancy requirements for the purposes of reliability modeling, the review of reliability modeling software and assessment of the accuracy and applicability of reliability data drawn from the current Minuteman III Air Force data reporting systems.
- c. Participated as the RAM SME in the development of the GBSD Supplement to USAF Technical Order (TO) 00-20-2, Maintenance Data Documentation to identify appropriate Maintenance related statistics, which include the Sustainment Key Performance Parameter (KPP) of Materiel Availability and Operational Availability, as well as the Key System Attributes (KSA) of Mission Reliability and Operating & Support (O&S) Costs. Definitions and mathematical formula were provided for 150 appropriate metrics. Comments from workshop participants described my support of the metrics definition as being "...the voice of reason in a complex analysis.'
- d. Received several recognitions of the significance of the GBSD task and achieved outcomes, to include:

The FLD Director's "On-Spot-Award" Recognition of GBSD activities from the Director, Foundational Learning Directorate, who noted, "Mr. Dallosta is DAU's foremost subject matter expert in the area of RAM, and continues to facilitate cross-regional collaboration with DAU West Region in support of this high visibility program. his accomplishments reflect great credit upon himself and the Department of Defense."

Comments from the DAU West Region Mission Assistance Coordinating Lead, to include:

"Mr. Dallosta had a profoundly positive effect as the Reliability SME for the Ground Based Strategic Deterrent (GBSD) program as they undertook development of the program's Reliability, Availability, and Maintainability (RAM) processes. He was a lynch-pin in the effort and adroitly adjusted his contribution approach from SME to facilitator as required to achieve positive outcomes for the RAM Workshops. Over the course of three week-long workshops, Mr. Dallosta was a crucial participant enabling the RAM team to develop GBSD-specific metrics, definitions, and calculation equations supporting RAM monitoring. These products will go forward into GBSD acquisition and directly support the program's Mandatory Sustainment KPP and of Reliability and Operational Support KSAs. The metrics and specific definitions developed will be used in subsequent program RAM development activities leading to contract technical specifications and award factors.

Impact: The workshops were a significant milestone in the establishment of the GBSD Program RAM. The successful outcome has resulted in an invitation to DAU to continue future periodic workshop support

and will continue our cross-region collaboration on this high visibility program. Mr. Dallosta's contributions and adeptness at determining the correct mix of "mentor/SME/facilitator" during the workshops has resulted in ongoing requests from the GBSD Product Support Manager for his continued involvement. For DAU, this has been an excellent example of cross-region coordination and participation leading to successful acquisition program outcomes."

Comments from GBSD Program Office participants, to include: "Mr. Dallosta served as a voice of reason in the conduct of a complex, multi-faceted task."

(3) Provided comments to ODASD(MR) regarding the outline and content of the proposed revisions to the Defense Acquisition Guidebook (DAG) Chapter 5, Life Cycle Logistics. Comments addressed the addition of discussion regarding MIL-Handbook-502A, Product Support Analysis and the identification of product support activities in the Life Cycle phases prior to production and deployment.

(4) Participated in a DAU Mission Assistance project team to identify MCSC training requirements in the areas of Supportability Analysis, Failure Mode, Effects and Criticality Analysis (FMECA), Physical Configuration Audit (PCA) and Intellectual Property (IP). Development will commence in FY17 in accordance with a MCSC Requisition.

(5) Served as an Invited Speaker to the Society of Automotive Engineers (SAE) G-33 Configuration Management Committee Quarterly Meeting in August 2016 to discuss the FY16 updating of LOG 204 Configuration Management.

a. Served the G-33 Committee as a Voting Member in the development of SAE EIA-649-1, "Configuration Management Requirements for Defense Contracts" which was adopted by DoD in March 2015. The updated LOG 204 reflects the Configuration Management principles and contractual language as contained in EIA-649-1, and provides insight into tailoring of Configuration Management contractual provisions. The presentation addressed the development of LOG 204 terminal and enabling learning objectives (TLO/ELO) to CM principles and provided detailed discussion of each lesson's content points and exercises. Additionally, "spotlighting" of DoD Better Buying Power CM-related initiatives in Data Rights, Modular Open Systems Architecture (MOSA) were highlighted.

b. Feedback from the SAE G-33 Committee Chair addressed "...the value (of LOG 204) to both government as well as industry" and other comments regarding my personal involvement in the LOG 204 revision and the SAE meeting as "...an excellent ambassador for DAU." When advised of the SAE comments, President Woolsey communicated his thanks and gratitude for the "great work being done here at DAU."

(6) Tasked by the ENG Learning Director to support the ODASD/SE tasking to develop ENG 301 "Reliability & Maintainability (R&M) Planning courseware, CLEs 302-305 for R&M content and interfaces with Life Cycle Logistics competencies, to include Supportability Analysis, as required by each of the life cycle phases. My knowledge of both ENG and Logistics when combined with my outreach across the Program Management, Engineering, Test and Evaluation and Logistics communities serves to integrate our goals, activities and outcomes.

2.2 Support Working Group (WG) efforts/provide Subject Matter Expertise in the areas of Supportability Analysis, Reliability, Availability and Maintainability (RAM), Configuration Management, Design Interface, Sustaining Engineering, Product Support Analysis (PSA) and associated Analytical Tools to develop DAU Learning Assets.

Category: MissionAssistance (career faculty)

Metric/Target : Support the Configuration Management (CM) and Systems Engineering (SE) and College of Contract Management WGs to leverage Subject Matter Expertise in the areas of Supportability Analysis, Reliability, Availability and Maintainability (RAM), Configuration Management, Design Interface, Sustaining Engineering, Product Support Analysis (PSA) and associated Analytical Tools that can be used to develop curriculum and learning assets in mission critical areas and enhance the quality of DAU Learning

Start : 10/01/2015 Due : 09/30/2016 Complete : 100.0%

Complete

Status :

Assets. while promoting alignment between course content and career field competencies.

Comments by Patrick M Dallosta:

Coordinated the College of Contract Management (CCM) review of LOG 204 Configuration Management terminal/enabling Learning Objectives, course content and test bank questions and answers with respect to the role of the Defense Contract Management Agency (DCMA) in engineering surveillance and configuration management program activities.

2.3 Support the Defense Acquisition Executive Overview Workshop (DAEOW) Mission Assistance function by addressing topics in Reliability, Availability and Maintainability (RAM), Supportability, Configuration Management and Intellectual Property.

Category: Mission Assistance (career faculty)

Metric/Target : Conduct a DAEOW presentation to address topics of interest in the area of

RAM/Supportability, IPS Elements, to include Design Interface and Sustaining Engineering, Product Support Analysis and Technical Data/Intellectual Property and Data Rights.

Start : 04/18/2013 **Due :** 09/30/2014 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

Conducted a DAEOW presentation in the area of Designing for Supportability/Design Interface for Ms. Leigh Method, SES, F-35 Integration Office on June 27, 2016.

Learning Asset Management-Curriculum Development Goals

3.1 Ensure that DAU certification courses (residence and online) reflect new or updated USD(AT&L) and Policy Memorandum within 90 days of release.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : Incorporate 5000.02/BBP and JCIDS updates in LOG 103, LOG 204, LOG 211, LOG 465 and CLLs as appropriate.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) LOG 103 Reliability, Availability and Maintainability (RAM), LOG 204 Configuration Management and LOG 211 Supportability Analysis policy references were incorporated in the previous reporting period.

(2) The major revision to LOG 204 conducted during the FY16 period included the incorporation of current USD (AT&L) policy in the area of Better Buying Power through the use of "Spotlights" which focused on Configuration Management processes as part of the BBP framework for "Will Cost" and "Should Cost" with particular emphasis on Modular Open System Architecture (MOSA) and other enablers of effective competition and intellectual property strategies.

3.2 Implement/conduct CLM Health Indicator process/review for assigned LCL Learning Assets.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : Implement CLM Health Indicator process; review Health status of assigned LCL Learning Assets, CLL 008, CLL 012, CLL 057, CLL 058, CLL 059..

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

Worked in conjunction with the several Learning Asset Managers (LAM) to implement the CLM Health Indicator process for all assigned Learning Assets.

3.3 Ensure the currency and accuracy of LOG 103, LOG 204 and LOG 211 course documents, to include the Plan of Instruction (POI).

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : Prepare inputs to LOG 103, 204 and 211 POI in 2QFY16, and worked with the Course Managers (CM) and Instructional System Designers (ISD) to ensure the quality of course documentation.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

Coordinated POI inputs for LOG 103, 204 and 211 with Mr. Camporini, the CMs, and the ISD, Dr. DiPietro.

3.4 Implement the LD Certification process for assigned Learning Assets.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : Prepare and submit appropriate information for FY16 LD Certification of LOG 103, LOG

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

204 and LOG 211.

Comments by Patrick M Dallosta:

- (1) Prepared and submitted appropriate information for the LD Certification for LOG 103, LOG 204 and LOG 211.
- (2) Completed inputs to the LOG 204 ACE Review documentation.
- (3) LOG 103, LOG 204 and LOG 211 have been reviewed by ACE and have been accredited.

3.5 Develop and maintain currency of LCL Learning Assets course content.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : Communicate effectively with Course Managers/LAMs to achieve development and updating priorities while ensuring content excellence. Provide stewardship of CLLs transitioned from other PLDs.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

Successfully worked with the CLL 008 Learning Asset Manager (LAM) to

- (a) ensure currency of the course content,
- (b) review/update test bank questions and answers for applicability to the TLO/ELO, and
- (c) improve readability and other factors that improve the student experience and facilitate learning.

3.6 Ensure alignment with Key Stakeholders.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : (1) Cultivate and facilitate collaborative relationships with OSD stakeholders, DASD/MR and DASD/SE, DAU regional faculty and Department Chairs, and cross-functionality with other acquisition career fields. (2) Promote the unity of DAU and collaboration between business unit/region and other units by opening up Mission Assistance opportunities, highly visible initiatives such as course start-ups or re-designs, even internal IPTs and to ensure accountability for achieving inputs from a diverse team.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) Currently providing Mission Assistance in support of the DAU West Region USAF Ground Based Strategic Deterrent (GBSD) Program Office by conducting Workshops in the area of Reliability, Availability and Maintainability (RAM) Key Performance Parameters (KPP) and Key System Attributes (KSA). The scope of work was expanded from one workshop to three workshops, and additional workshops focusing on both RAM and Product Support Analysis are anticipated as the GBSD proceeds through the Pre-Milestone A phase.

(2) Supported the LCL Functional Integrated Product Team (IPT) in the conduct of Curriculum Reviews for LOG 103, Log 204 and LOG 211 in FY16.

(3) Involved the DAU College of Contract Management (CCM)'s Department Chair, Engineering and Analysis as a Subject Matter Expert in the LOG 204 development.

3.7 Streamline LOG 211 lesson content/flow to improve presentation, the timing of student assessments and to enhance the students' learning experience. Ensure the consistency of Student Exercises, Quizzes and Gaming and Simulation (G&S) Exercises. Incorporate Better Buying Power 2.0/3.0 initiatives to achieve Affordability.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : (1) Proactively work with the CM/CMRR/ in each DAU Region to ensure the quality of LOG 211 Learning assessments, Course Content, Student Exercises and Gaming & Simulation (G&S) Exercises. (2) Work with the LCIC Production Manager and Instructional System Developer to streamline Student Exercises Quizzes and Gaming & Simulation Exercises to enable students to master technical concepts and practices that can be applied in the

Start : **Due :** **Complete :** **Status :**

Complete

Workplace. (3) Implement Better Buying Power 2.0/3.0 10/01/2015 09/30/2016 100.0% initiatives. (4) Coordinate with the Course Manager, Student Services and the Regions to schedule FY15/FY16 Classes. (5) Serve as a Mentor to faculty in preparing and presenting LOG 211 content and concepts; share current and legacy Supportability Analysis documentation and learning assets to expand the Body of Knowledge. (6) Ensure the quality of the LOG 211 Instructor Guide and Student Guides.

Comments by Patrick M Dallosta:

(1) Served as the DAU Technical Representative in a 10 month contractual effort to update LOG 211 version 1.3 course content/graphics, and to enhance the effectiveness of LOG 211 exercises and simulations. Provided detailed inputs to changes to the simulations to:

- (a) improve the focus of the simulations,
- (b) provide 'markers' by which the students could better track their progression thru the courseware,
- (c) eliminate the need to branch from Blackboard in order to get relevant information, and
- (d) improve the summaries of anticipated and achieved outcomes for the simulations.

Conducted a 100% verification of contract deliverables, comprised of LOG 211 Instructor slide deck, Instructor Guide and Student Guide, totaling approximately 2,350 pages.

(2) Currently serving as the Learning Director for the DAU In-house "SPRINT" effort to update LOG 211 content to include case studies as well as a capstone exercise. Providing subject matter expertise in the areas of RAM prediction, Failure Mode, Effects and Criticality Analysis, and the alignment of course content with the updated simulations. The SPRINT effort will conclude in 2QFY17 with deployment of the updated courseware.

3.8 Update/maintain LOG 103 Reliability, Availability, Maintainability (RAM) course content.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : (1) Identify impact/update content to reflect recent DoD Policy, to include updated 5000.02, BBP initiatives, and revised 12 Feb 2015 JCIDS Manual definitions the Sustainment Metrics Key System Attributes (KSA) of Reliability and Operating & Support Cost. (2) Streamline lesson flow to improve content presentation and the student experience. (3) Review content, quiz questions and answers for accuracy and appropriateness.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) Continued coordination with the Course Manager (CM) and the Course Manager Regional Representatives (CMRR) to review/update content and test bank through a process of self-initiated continuous review and student inputs.

(2) Currently reviewing student comments, changes in RAM practices and DoD/Industry policy and processes as part of identifying course updates in the FY17 time frame.

(3) Currently anticipating FY18 DAWDF budget request inputs to obtain funding for a course revision in FY18.

3.9 Plan and manage the FY16 LOG 211 Phase II Revision.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : (1) Prepare an LCIC Requirements Summary to identify the LOG 211 In-House Revision requirement. (2) Ensure funding to support LOG 211 Revision contract thru the development of a DAU Budget Request based on a Government Independent Cost Estimate (GICE), if needed.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

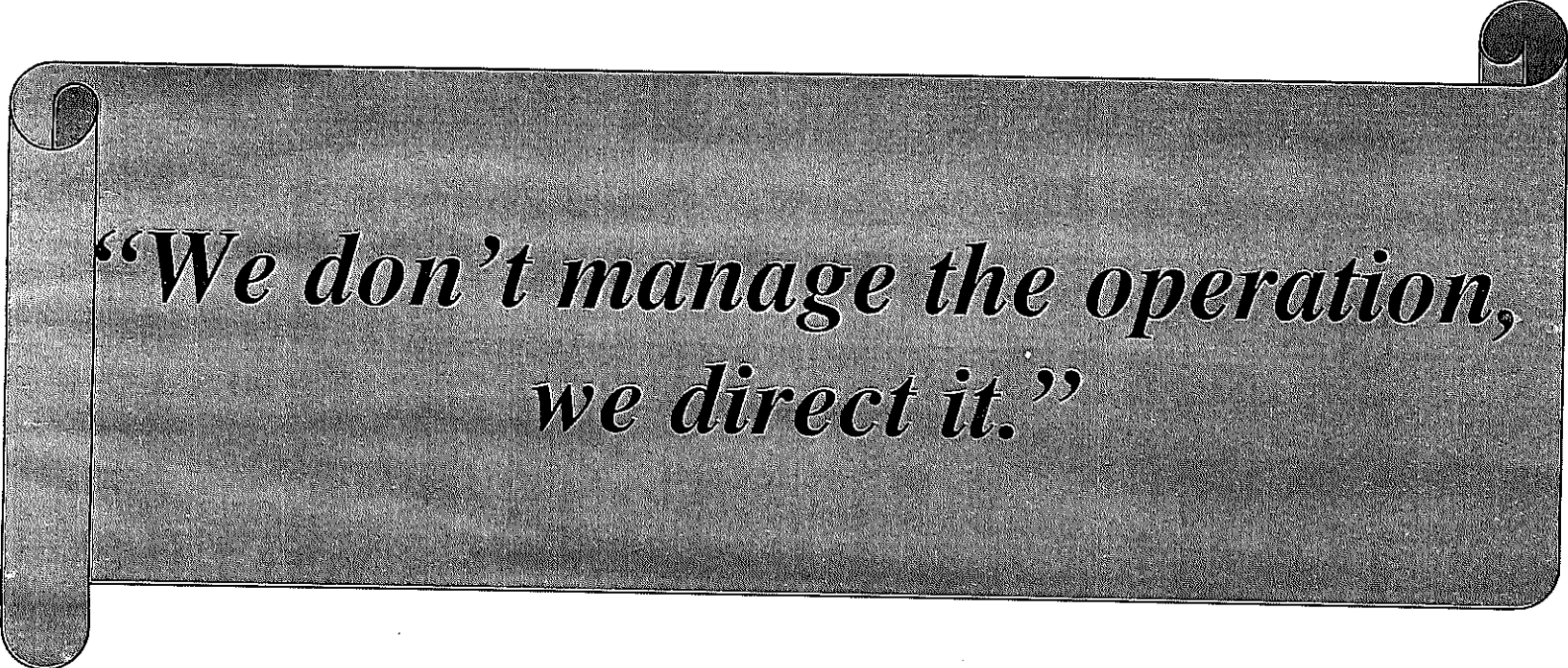
(1) Worked with the Course Manager and CMRRs to plan and conduct an In-House "Sprint" revision of LOG 211. Phase I in March 2016 identified changes to each Lesson. Phase II, which is currently underway, provides for the integration of the revised lessons, exercises and simulations into the courseware version 1.5 in FY16. Providing subject matter expertise in the areas of RAM prediction, Failure Mode, Effects and Criticality Analysis, and the alignment of course content with the updated simulations.

(2) The SPRINT effort will conclude in 2QFY17 with deployment of the updated courseware.

An industry model for acquisition oversight (2002)

- Big Five
 - Corporate (tier 1)
 - Business units (tier 2)
- 25 Industry interviews
 - CEO
 - CFO
 - President
 - VP
 - Senior Wall Street Aerospace & Defense analysts

An industry model for acquisition oversight (2002



*“We don’t manage the operation,
we direct it.”*

Measurement Philosophy

The Industry View

- **Stay out of the details**
 - “We don’t manage the operation, we direct it.”—CFO
 - “In 1997, we (CEO & CFO) were tracking reams of data and we were doing poorly. We have been shifting from a product culture to a business culture over the last 3 – 4 years. As a result, for the year 2000 we were the second best performing company in the Dow.”—CFO
- **Set clear goals and objectives**
 - “What are you really trying to measure?”—CEO
 - “We measure results, not activity.”—CFO
 - “Need to measure OUTPUTS, not inputs.”—VP
 - “Doesn’t matter how hard you try, its the result that counts.”—VP

Every manager must think like an owner

- **“We have been shifting from a product culture to a business culture over the last 3 – 4 years.”—CFO**
- **“PMs are expected to be mini General Managers.”—CEO**
- **“Over the last few years, we have made a concerted effort to get managers at all levels to think like owners.”—CFO**
 - “We used to think primarily in terms of products. Not anymore.”
 - “Everyone is sensitized to think in terms of shareholder value.”
 - “That makes things like payment schedules just as important as technical requirements.”
- **“We are trying to get everyone to think like business owners.”—Exec. VP**

Annual operating plans & balanced scorecards

PERFORMANCE MATRIX - 2001
 PROGRAM: XX Program Manager: Joe Smith
 Cum through Jun 01

Excellent
 Satisfactory
 Marginal
 Unsatisfactory

SCORING CRITERIA (YTD Relative Performance to Plan)

Key Metrics	Description	% Weight	SCORING CRITERIA (YTD Relative Performance to Plan)												YTD Performance	YE Projection	YE Goal	
			10 - Stretch	9	8	7 - Goal	6	5*	4	3	2	1						
OP PLAN (45%)	Profit	% Perf to Plan	15.0%	120.0%	116.0%	112.0%	108.0%	104%	100%	96%	92%	88%	84%					
	Operating Earnings	% Perf to Plan	5.0%	120.0%	116.0%	112.0%	108.0%	104%	100%	96%	92%	88%	84%					
	Operating Margin	% Perf to Plan	5.0%	120.0%	116.0%	112.0%	108.0%	104%	100%	96%	92%	88%	84%					
	Cash Flow (On Op Earnings)	% Perf to Plan	5.0%	120.0%	123.0%	117.0%	112.0%	106%	100%	94%	88%	83%	77%					
	Revenue	% Perf to Plan	5.0%	100.0%	100.0%	100.0%	100.0%	97%	94%	90%	87%	84%	80%					
	Gross Inventory Turns	% Perf to Plan	5.0%	107.0%	104.0%	102.0%	100.0%	97%	94%	90%	87%	84%	80%					
Key Program SPI/CPI	Perf to Plan	5.0%	10	9	8	7	6	5	4	3	2	1	8	9	7			
BACKLOG (10%)	Orders	% Perf to Plan	10.0%	105%	105%	102%	100%	97%	94%	90%	87%	84%	80%	\$640M				
CUSTOMER SATISFACTION (20%)	CPAR	% Green or Better	5.0%	100%	100%	99%	98%	97%	96%	85%	80%	75%	70%	99%	95%	95%		
	XX Deliveries on Time	% of deliverables	10.0%	100%	100%	100%	100%	97%	94%	92%	88%	84%	80%	100%	100%	100%		
	Other Deliveries On Time	% of deliverables	5.0%	100%	97%	96%	95%	94%	92%	88%	84%	80%	76%	95%	95%	95%		
QUALITY (15%)	Defect Reduction by XX Number	Major Products	5.0%	10	9	8	7	6	5	4	3	2	1	10	9	7		
	Cycle Time Reduction	Critical Processes	5.0%	10	9	8	7	6	5	4	3	2	1	10	8	7		
	CoRRS Reduction by XX Number	Cost of Rework, Repair & Scrap	5.0%	10	9	8	7	6	5	4	3	2	1	10	8	7		
PEOPLE (10%)	Career Development	% of FDP's Completed	2%	100%	99%	97%	96%	93%	91%	89%	87%	85%	83%	95%	100.0%	100%		
	Recognize & Reward	% of Personnel Recognized	2%	>35%	35%	33%	30%	28%	25%	20%	15%	10%	<10%	>35%	>35%	50%		
	People Involvement	% Employee Satisfaction Survey Improvement	4%	5%	5%	4%	3%	2%	0%	-1%	-2%	-3%	-4%	0%	5%	5%		
	Prog Mgmt/Team Communication	Events-Town Halls/Found Tables	2%	10	9	8	7	6	5	4	3	2	1	9	10	7		
			100.0%															

2001 Trend:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
YTD Score	6.4	6.5	6.8	6.7	6.2	6.7						
YE Projection	6.4	6.5	6.8	6.7	6.2	6.7						

Goal

* Based on Year-End 2000 Performance Level

(4) As the work was done "in house" no financial resources have been required.

3.10 Serve as LD for the FY15 LOG 204 Revision, effectively manage the development process, conduct an Instructor/Student Pilot, and deliver a comprehensive course in CM Requirements for Defense Contracts that engages students and maximizes learning effectiveness.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : 1) Establish and maintain an effective working relationship with the LOG 204 DAU team and LOG 204 contractor. 2) Provide technical inputs for the development of Terminal and Enabling Learning Objectives (TLO/ELO), identify the impact of the SAE/EIA-649-1 Configuration Management Requirements for Defense Contracts on LOG 204 content. 3) Coordinate consolidation of DAU review comments. 4) Conduct the Instructor/Student Pilot and manage Change Requests (CR) effectively. 5) Ensure the successful deployment of the revised LOG 204 courseware not later than 9/30/2016.

Start : 05/27/2015 **Due :** 07/08/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) Leveraged my personal knowledge in the area of Configuration Management by serving as a voting member of the SAE G-33 Configuration Management Committee in the development of SAE EIA-649-1 "Configuration Management Requirements for Defense Contracts", which was adopted by the Department in March 2015.

(2) Served as the LOG 204 Learning Director to develop a Performance Work Statement to establish SAE-EIA-649-1 as underlying concept/guidance for the revised course, and to ensure the TLO/ELO were aligned with EIA-649-1. Identified and provided over 20 Government Furnished Information documents as part of the PWS, which greatly impacted the course revision process. Utilized over 3 years of Metrics That Matter LOG 204 student feedback to outline improvements to the course in terms of content, delivery, learning effectiveness and job impact, and incorporated that information into the PWS.

(3) Developed an Excel(TM) spreadsheet to develop a Government Independent Cost Estimate (GICE) based on the LOG 204 Performance Work Statement (PWS). The spreadsheet defined the level of effort in hours/material and labor for each labor category associated with to a PWS requirement. The GICE correlated within 10% of the contractor's proposed cost. Provided the GICE Tool to other FLD Learning Directors for as a tool for estimating costs of their projects.

(4) Returned approximately \$70,000 from the LOG 204 budgeted funding which was not required. This circumstance reflects factors, to include:

(a) The preparation of a PWS that accurately identified the scope of work, and provided the contractor with extensive Government Furnished Information, thereby reducing development hours.

(b) Developing a GICE that accurately estimated the project cost, which facilitated getting the funding required to correctly develop the course.

(c) Establishing outstanding working relationships with the DAU Team/external SMEs and the Contractor Team to effectively manage the LOG 204 effort.

(d) Identifying a Course Manager with a background in Engineering, Configuration and Logistics, and who expertly contributed to the development process and the Student Pilot, and

(e) Effectively addressing questions and issues in a timely manner such that the effort was concluded on time and within budget.

(3) Established an effective working relationship with the contractor and the DAU team by developing effective communications (verbal and written), participating in weekly reviews, responding to action items, initiating communications to promptly address and resolve questions, and by providing detailed, consolidated DAU comments generated by the LD, the CM, the ISD, DAU/external SMEs. The DAU review process focused on providing a clear path/statement of the migration of CM standards from Department of Defense standards to commercial standards and the impact of that change on the CM discipline and its processes.

(4) Worked in conjunction with the CM, DAU Staff and the contractor to plan and conduct the LOG 204 Student Pilot, and to adjudicate/validate approximately 250 Change Requests. Identified and coordinated the registration of several key Subject Matter Experts (SMEs) from the Services and Industry, to include individuals in leadership positions in the SAE G-33 Configuration Management Committee, which developed SAE EIA-649-1, Configuration Management Requirements for Defense Contracts. Daily "Hotwash" sessions were held to receive student feedback

regarding course content, exam question and answers, online delivery ,methods, and learning effectiveness.

(5) Reviewed the changes to the Final Test Bank, and currently working with Production Manager to deploy the revised LOG 204 course in July 2016, meeting both budget and schedule goals.

(6) Student Pilot review comments reflected a high degree of satisfaction with the course in terms of content, delivery, learning effectiveness and job impact.

(7) LOG 204 has been nominated for a DAU Corporate Team Award in the category of Goal 1 Foundational Learning - Deliver high-quality certification and job-specific training to give the workforce long-term knowledge and habits of mind. Student Pilot comments from the G-33 Configuration Management Committee Chairman included a "Bravo Zulu" recognition of the course, and its role in providing Configuration Management training to both Government and Industry.

3.11 Support FY16 Performance Tasks for High Quality and relevant foundational learning in support of tasks 1.1.7 and 1.1.22.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : Conduct tasks to (1) deploy revised LOG 204 Configuration Management curriculum by 30 Sept 2016 and (2) identify all classroom courses where faculty lecture is greater than 50% of course time;

reduce lecture time below 50% by 30 Sept 16 or LD/CM brief courses and lecture rationale to DAU VP/President. Embed innovative and engaging learning approaches and capabilities such as micro-video presentations.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) Identified and delivered five (5) LOG 211 simulations in a 'Stand Alone" configuration for hosting online, thereby the students to engage the simulations outside of class, as well as to provide a Workflow Learning Asset. Each simulation requires approximately 15 minutes to complete and involves approximately 15 minutes of instructor time to review student performance and discussion, totaling 2.5 hours.

(2) Currently assessing the scope/requirements of developing, deploying, training faculty and teaching a synchronous facilitated delivery version of LOG 211.

3.12 Support FY16 Performance Tasks for innovative practices in delivery and enabling technologies in of tasks 1.2.1 and 1.2.7.

Category: Learning Asset Management-Curriculum Development (career faculty)

Metric/Target : Conduct tasks to: (1) evaluate LOG 211 Supportability Analysis for appropriate use of innovative delivery methods; (2) incorporate innovative learning approaches to include innovated delivery such

as micro-video lectures, remote classroom, etc.; (3) report efforts and lessons learned to EPRA; (4) identify and redesign candidate courses for single faculty delivery by 30 Sept 16 for FY17 deployment.

Start : 01/06/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) Currently evaluating the content, delivery and faculty training requirements for the development of a synchronous facilitated learning delivery of LOG 211 Supportability Analysis course in FY17. Prepared a budgetary submission to support the effort.

(2) Developed micro-videos in the LOG 204 content to highlight critical course content, improve learning effectiveness, and improve the student experience. Micro-videos addressed Better Buying Power, Intellectual Property and the use of ACQuipedia as Workforce Learning Assets. Mr. Woolsey identified the learning effectiveness of this information and delivery method in his comments at a DAU All Hands meeting in May 2016.

Learning Asset Management-Knowledge Sharing Goals

4.1 Develop ACQuipedia topics to support LCL, RAM, Supportability Analysis and/or ASOE policy, processes and practices; if any Ask A Professor Inquiries are received on these topics, respond to them with quality/timely answers.

Category: Learning Asset Management-Knowledge Sharing (career faculty)

Metric/Target : 1) Submit at least one, and up to three ACQuipedia topics addressing topics in the areas of Reliability, Availability and Maintainability (RAM), Supportability, ASOE, and/or Supportability Analysis;

Start : **Due :** **Complete :** **Status :**

Complete

assist other LOG Faculty in aligning their ACQuipedia topics with MIL-HDBK-502A, Product Support Analysis (PSA) Guidance. 2) Support the Ask-A-Professor process by developing comprehensive and timely responses to inquiries, when received.

Comments by Patrick M Dallosta:

(1) Updated the "Design Interface" ACQuipedia article.

(2) Completed and published ACQuipedia articles on "Suitability" and the "Affordable Operational Effectiveness Model (ASOE)" in August 2016..

(3) On track in FY17 to review the Configuration Management ACQuipedia article to ensure consistency of content with the updated LOG 204.

(4) No Ask-A-Professor requests were received during the reporting period.

(5) Provided the "Designing for Supportability" presentation developed for the DAU Acquisition Training Symposium in April 2016 to DAU/South for their use in developing Supportability Analysis Targeted Training.

4.2 Support/brief the Life Cycle Logistics (LCL) and the Engineering (ENG) Career Field Functional Leaders and the FIPTs in the review/development of DAU curriculum to ensure LCL Competencies and Proficiencies are met for LOG 103, Reliability, Availability and Maintainability (RAM), LOG 204, Configuration Management and LOG 211, Supportability Analysis.

Category: LearningAsset Management-Knowledge Sharing (career faculty)

Metric/Target : Present appropriately tailored LOG 103, LOG 204 and LOG 211 Curriculum Reviews at the LCL and ENG FIPTs. **Start :** 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0% **Status :** Complete

Comments by Patrick M Dallosta:

(1) Presented LOG 103 Curriculum Review in January 2016

(2) Presented LOG 204 and LOG 211 Curriculum Reviews in July 2016.

4.3 Contribute to the LOG/Reliability CoP relative to OSD Policy, processes, practices in the area of Supportability Analysis and RAM.

Category: LearningAsset Management-Knowledge Sharing (career faculty)

Metric/Target : Update CoP contents to include Supportability processes and Toolkits. Engage with the ENG/T&E communities to broaden CoP scope, contents. **Start :** 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0% **Status :** Complete

Comments by Patrick M Dallosta:

Worked with ENG/T&E and Workflow Learning Directorate to merge the former Life Cycle Logistics CoP, "Reliability, Availability and Maintainability (RAM) into a consolidated "Reliability & Maintainability" CoP sponsored by ENG/T&E and ODASD(SE).

4.4 Take leadership roles in professional societies/associations to advance Life Cycle Logistics (LCL) competencies to Include Product Support Management, Design Interface, Reliability, Availability and Maintainability and Supportability Analysis, proficiencies and subject matter expertise; Prepare papers/articles/ presentations for publication in professional newsletters, publications, and conferences/ workshops.

Category: LearningAsset Management-Knowledge Sharing (career faculty)

Metric/Target : Serve in a significant capacity in a professional organization and/or conference to advance LCL, RAM and Supportability Analysis within a Body of Knowledge common to government and industry. **Start :** 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0% **Status :** Complete

Comments by Patrick M Dallosta:

(1) Currently serving as a SAE Voting Member and DAU Liaison to the SAE G-33 Configuration Management Committee, participating the development of SAE EIA-649-1 "Configuration Management Requirements for Defense Contracts".

(2) Briefed the G-33 Quarterly Meeting August 2016 of the revisions to LOG 204 and DAU Configuration Management learning assets, to include Ask-A-Professor, ACQuipedia, CM Community of Practice and Better Buying Power. FLD Management received an email "Letter of Appreciation" from the G-33 Committee Chairman that expressed his appreciation of the LOG 204 briefing and the quality/Importance of LOG 204 to the Configuration Management community and body of knowledge.

Leadership/Resource Management Goals

5.1 Participate in DAU initiatives to implement new training concepts/methodologies.

Category: Leadership/Resource Management (Career Faculty and LSF)

Metric/Target : Support SE community with Reliability, Availability & Maintainability (RAM) technical/subject matter expertise in their update to CLE 301 continuous learning module and development of additional new systems engineering R&M continuous learning modules.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 25.0%

Complete

Status :

Comments by Patrick M Dallosta:

Currently supporting the ENG review of the CLE 301 Reliability & Maintainability Family of Continuous Learning Modules.

5.2 Serve as the LCL primary point of contact to technically represent common LCL-Systems Engineering competencies in DAU curriculum.

Category: Leadership/Resource Management (Career Faculty and LSF)

Metric/Target : Participate in the Systems Engineering FIPT to engage with the SE community to facilitate mutual competencies of RAM, Supportability Analysis and Configuration Management.

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 0.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) The Center for Logistics and Sustainment is currently coordinating a ENG FIPT presentation in FY17, which will address shared competencies, to include RAM, Supportability Analysis, Intellectual Property (IP) and Configuration Management.

(2) Achieved DAWIA Level II Certification in Engineering during the period. Scheduled to achieve Level III Certification with the completion of ENG 301, Leadership in the Engineering of Defense Systems on September 23, 2016.

5.3 Serve as Supportability Analysis subject matter expert; Demonstrate this expertise in a high visibility public forum.

Category: Leadership/Resource Management (Career Faculty and LSF)

Metric/Target : Develop, lead, organize and teach a Supportability Analysis presentation at the April 2016 DAU Alumni Association-sponsored DAU Acquisition Training Symposium

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) Developed and presented a 1.5 hour classroom and VTC presentation "Designing for Supportability" at the DAU Acquisition Training Symposium in April 2016.

5.4 Provide high quality presentations and support to the Life Cycle Logistics Functional IPT (FIPT)

Category: Leadership/Resource Management (Career Faculty and LSF)

Metric/Target : Provide detailed, comprehensive, and high quality presentations for each course in my portfolio (LOG 103, LOG 204 and LOG 211) to the Logistics FIPT in FY16

Start : 10/01/2015 **Due :** 09/30/2016 **Complete :** 100.0%

Complete

Status :

Comments by Patrick M Dallosta:

(1) Presented LOG 103 Curriculum Review in January 2016

(2) Presented LOG 204 and LOG 211 Curriculum Reviews in July 2016.

Mid Year Review

The employee briefly summarizes their contribution at the mid year point and addresses any mid year adjustments. The supervisor then assesses the employees contribution at the mid-year point and documents any changes needed for the balance of this assessment cycle. There is a 4000 character limit and bold or extraneous font is not to be used.

Section Comments:

Comments by Patrick M Dallosta:

I am honored to serve DAU in the capacity of Learning Director, Supportability, in the Foundational

Learning Directorate's Center for Logistics and Sustainment. My assignments during this period continue to build on and reinforce the Body of Knowledge I offer to the University in the areas of Reliability, Availability and Maintainability (RAM), Supportability Analysis and Configuration Management. My capacity to serve both the Engineering and Life Cycle Logistics has been enhanced this year as I have completed the requirements for Engineering Level I and Level II certification and will achieve Level III in September.

These assignments, when combined with the excellent working relationships I have with my supervisor, the other Learning Directors, the DAU faculty and organizations within the Department of Defense and Industry, have presented opportunities in both the professional and personal sense to share my knowledge with others and to gain new knowledge as well.

My contributions in curriculum this year include the major revisions to LOG 204 Configuration Management and LOG 211 Supportability Analysis, and service as the moderator and panelist for the LOG 465 Intellectual Property Panel. The LOG 204 revision effort is significant not only in the scope of the effort required to revise what could be considered to be a "legacy course" to a modern standard that includes micro-video delivery, but also insight into current configuration management standards, processes and procedures gained as a result of my personal experience as well as my participation in the SAE GS-33 Configuration Management Committee that developed the current industry standard for Configuration Management. The LOG 211 effort resulted in improvements to the simulations that enhance the student experience, and are accessible as Workflow Learning Assets. Additionally, the life cycle supportability of the courseware was enhanced through the development of a maintenance plan that identified maintenance procedures for the graphics, the student and instructor guides. My leadership and participation in the LOG 465 Intellectual Property (IP) panel has given the Product Support Managers attending the class direct face-to-face contact with individuals from OSD Office of the General Counsel Industry representatives, and DAU faculty in the Program Management, Engineering and Life Cycle Logistics career fields.

Mission Assistance activities have provided a forum for the application of my knowledge in both Reliability, Availability and Maintainability (RAM), Supportability Analysis and Product Support. My current support to the Ground Based Strategic Deterrent (GBSD) Program Office is a unique opportunity to influence RAM requirements as well as Logistics Product Data for one of our country's most important programs.

I have contributed to the development of Workflow learning assets thru the aforementioned LOG 211 simulations, as well as through the LOG 204 highlighting of ACQuipedia as a resource for Configuration Management training. In addition, my ACQuipedia articles in Supportability Analysis, Design Interface, the Affordable Operational Effectiveness Model (ASOE) not only reinforce content in LOG 103, 204 and 211, but also provide information appropriate to the Program Management, Engineering and Test & Evaluation Career Fields. I was fortunate to have been chosen to present at the DAU Acquisition Symposium on the topic of "Designing for Supportability", delivering both a classroom and teleconference settings.

Respectfully Submitted

Patrick Dallosta

Employee End of Year Contribution Summary

For each performance factor, the employee summarizes their contribution for the year to include a review of their goals, details on what was accomplished and its impact on the university mission. Comments must be less than 4000 characters each and without bolded, highlighted or extraneous font. Please note that your Dean/Director and the CRB do not review your individual goals, just your summary below.

Teaching End of Year Summary

Section Comments:

Comments by Patrick M Dallosta:

FY 2016 was a year of teaching subject matter diversification and Instructor excellence. Additionally, my capacity to serve as an Instructor has been enhanced this year as I have completed the requirements for Engineering Level I and Level II certification and will achieve Level III certification on September 23 2016 with the completion of ENG 301.

My teaching assignments in FY16 build on and reinforce the Body of Knowledge I offer to the University in the technical areas of Reliability, Availability and Maintainability (RAM), Supportability Analysis, 204 Configuration Management. FY16 was significant in that Intellectual Property (IP) has been added to my teaching portfolio.

I have served as an Instructor in two CNE offerings of LOG 211, Supportability Analysis achieving an MTM of 6.93 which exceeds the Instructor Average of 6.83. A third offering in DAU South was highly successful, as evidenced by my achievement of a perfect MTM score of 7.0.

Feedback from the DAU South LOG 211 CMRR included: "Thank you so very much for loaning Pat Dallosta to DAU-S for our LOG 211 last week. He did an unbelievable job as always and received a perfect 7.0 MTM with numerous

laudatory comments! It is truly a pleasure to teach with someone with his passion and subject matter expertise. We look forward to him coming back to DAU-South for LOG 211 and potentially collaborating with him on Mission Assistance efforts regarding Supportability Analysis or other areas in the future. Thanks again, he is truly one of the best!!"

I have served to mentor both other Instructors via on-site one-on-one training, and to provide a body of knowledge available to both instructors and students by the preparation of both original contributions and the placement of over 60 relevant RAM/Supportability articles, guidebooks and other information to the DAU LOG 211 Public Folder.

Serving as an Instructor for the LOG 465 Intellectual Property (IP) Panel was challenging from the perspective of participating as both the Panel Moderator as well as the Life Cycle Logistics career field representative. As the moderator, I identified/recruited outside speakers from both government and industry to represent their legal and business model perspectives, as well as DAU faculty to represent Engineering, Program Management and Life Cycle Logistics communities. Invited speakers included an DoD Associate General Counsel, and executives from Boeing and Northrop Grumman Company. Feedback from 18 of the 21 students August 2016 rated the Panel as "Great", with two "Good" and one "no response." Feedback from the LOG 465 Sector 3 Lead Instructor noted, "Provided keen insight into recurring issues and potential pitfalls in negotiation of crucial data rights; addressed existing and emerging data rights policy as well as possible impacts on future DoD acquisitions."

I have served as an Instructor for LOG 103 and LOG 204. I exceeded my self-imposed goals of responding to 50% of student inquiries on the day of the inquiry, 95% by the second day, and 100% by the third day. Approximately 125 students were assisted in FY16.

I served the Course Manager as the secondary instructor in the FY16 LOG 204 Revision Student Pilot, and continue to serve in Section 307 of the deployed course. In both situations, I interacted with students to resolve questions regarding course content and the examinations. A significant part of these efforts was the collection and analysis of Time Tracker information for the purposes of determine the course hours.

In April 2016, I prepared and presented "Designing for Supportability" at the DAU Acquisition Training Symposium for both classroom and video teleconferencing (VTC) audiences. The presentation was significant in that it identified and discussed the interfaces of the Systems Engineering and Product Support Analysis processes. Attendees included representatives from the Office of the Deputy Assistant Secretary of Defense, Systems Engineering.

Mission Assistance End of Year Summary

Section Comments:

Comments by Patrick M Dallosta:

FY16 Mission Assistance (MA) activities included:

- Discussions with the House Armed Services Committee regarding Intellectual Property.
- RAM Workshops for the USAF GBSD Program.
- Establishment of a Requisition with the US Marine Corps System Command for RAM/Supportability training.
- Defense Acquisition Executive Overview Workshop for the F-35 Program Office.

(1) Participated as part of a DAU Team in a meeting sponsored by OSD Legislative Affairs with US House of Representatives Armed Services Committee Staff Members. Discussion included:

- The importance of IP to acquisitions and sustainment, and
- The determination of the best time to purchase or gain access to data

Observations included the acquisition community's realization of the need for data for sustainment, however, the "buy v. access" decision includes a high risk due to the initial and recurring costs, the accuracy and currency of data, usability, technological maturity, and the growing dependence on software.

(2) Currently supporting the USAF GBSD Program Office's development of the Availability Key Performance Parameter (KPP) and its Key System Attributes (KSA) of Reliability and Operating & Support (O&S) Cost, as well as other Reliability, Availability and Maintainability (RAM) metrics for the next generation intercontinental ballistic missile (ICBM).

Completed three (3) Workshops in the area of RAM, and the development and documentation of a methodology for calculating RAM metrics. Additional tasks include the definition of the GBSD system/subsystems architecture, operational modes, and redundancy requirements for the purposes of reliability modeling, the review of reliability modeling software and assessment of the accuracy and applicability of reliability data drawn from the current Minuteman III Air Force data reporting systems.

Participated as the RAM SME in the development of the GBSD Supplement to USAF Technical Order (TO) 00-20-2, Maintenance Data Documentation to identify appropriate Maintenance related statistics, which include the Sustainment Key Performance Parameter (KPP) of Materiel Availability and Operational Availability, as well as the Key System Attributes (KSA) of Mission Reliability and Operating & Support (O&S) Costs. Definitions and

mathematical formula were provided for 150 appropriate metrics. Comments from workshop participants described my support of the metrics definition as being "...the voice of reason in a complex analysis."

Received several recognitions of the significance of the GBSD task and achieved outcomes, to include:

The FLD Director's "On-Spot-Award" Recognition of GBSD activities from the Director, Foundational Learning Directorate, who noted, "Mr. Dallosta is DAU's foremost subject matter expert in the area of RAM, and continues to facilitate cross-regional collaboration with DAU West Region in support of this high visibility program. His accomplishments reflect great credit upon himself and the Department of Defense."

Comments from the DAU West Region Mission Assistance Coordinating Lead, to include:

"Mr. Dallosta had a profoundly positive effect as the Reliability SME for the Ground Based Strategic Deterrent (GBSD) program as they undertook development of the program's Reliability, Availability, and Maintainability (RAM) processes. He was a lynch-pin in the effort and adroitly adjusted his contribution approach from SME to facilitator as required to achieve positive outcomes for the RAM Workshops.

(3) Participated in a DAU Mission Assistance project team to identify MCSC training requirement in the areas of Supportability Analysis, Failure Mode, Effects and Criticality Analysis (FMECA), Physical Configuration Audit (PCA) and Intellectual Property (IP). Development of classroom training materials will commence in FY17 per a MCSC Requisition.

(4) Conducted a DAEOW for the F-35 Integration Office, Ms. Leigh Method on RAM/Designing for Supportability and Supportability Analysis.

Curriculum Development End Of Year Summary

Section Comments:

Comments by Patrick M Dallosta:

Served to develop and maintain DAU LCL curriculum.

(1) The FY16 LOG 204 Revision was a "Text-Book" example of aligning the DAU curriculum process with Department of Defense CM guidance based on the adoption of SAE-EIA-649-1, "Configuration Management Requirements for Defense Contracts" in March 2015. Leveraged knowledge gained by my serving as a Voting Member of the SAE G-33 SAE-EIA-649-1 to gain insight into changes in Configuration Management guidance and practices for incorporation in the LOG 204 revision, and to identify a cadre of Configuration Management SMEs to support the course development and Student Pilot.

a. Developed a Performance Work Statement (PWS) to establish SAE-EIA-649-1 as underlying concept/guidance for the revised course, and to ensure the TLO/ELO were aligned with EIA-649-1. Identified and provided over 20 Government Furnished Information documents. Ensured the incorporation of Better Buying Power through the use of "Spotlights" for "Will Cost" and "Should Cost", Modular Open System Architecture (MOSA), and Intellectual Property as enablers of effective competition.

b. Developed an spreadsheet to develop a Government Independent Cost Estimate (GICE) based on the LOG 204 PWS and defined the level of effort in hours/material and labor for each labor category/requirement. The GICE correlated within 10% of the contractor's cost. Returned \$70,000 from the LOG 204 budgeted funding which was not required.

c. Worked with the CM, DAU Staff and the contractor to plan and conduct the LOG 204 Student Pilot, and to adjudicate/validate approximately 250 Change Requests. Daily "Hotwash" sessions were held to receive student feedback regarding course content, exam question and answers, online delivery, methods, and learning effectiveness. Student Pilot comments from the G-33 Configuration Management Committee Chairman included a "Bravo Zulu" recognition.

d. LOG 204 has been nominated for a DAU Corporate Team Award in the category of Goal 1 Foundational Learning - Deliver high-quality certification and job-specific training to give the workforce long-term knowledge and habits of mind.

e. Briefed the SAE G-33 on the LOG 204 development process and the course's implementation of the EIA-649-1 standard. Feedback from the SAE G-33 Chair addressed "...the value (of LOG 204) to both government as well as industry" and other comments regarding my personal involvement in the LOG 204 revision and the SAE meeting as "...an excellent ambassador for DAU." When advised of the SAE comments, President Woolsey communicated his thanks and gratitude for the "great work being done here at DAU."

(2) LOG 211 Supportability Analysis Revisions were conducted during FY16.

a. Served as the DAU Technical Representative in a 10 month contractual effort to update LOG 211 version 1.3 course content/graphics, and to enhance the effectiveness of LOG 211 exercises and simulations. Conducted a 100% verification of contract deliverables, comprised of LOG 211 Instructor slide deck, Instructor Guide and Student Guide, totaling approximately 2,350 pages.

b. Working with the Course Manager (CM) on the DAU In-house "SPRINT" effort to update LOG 211 content to include case studies as well as a capstone exercise. The SPRINT effort will conclude in 2QFY17 with deployment of the updated courseware.

(3) Tasked by the ENG LD to develop ENG 301 "Reliability & Maintainability (R&M) Planning courseware, CLEs 302-305 for R&M content and interfaces with Life Cycle Logistics competencies.

(4) Other Curriculum Development activities include:

a. Curriculum Reviews for the LCL FIPT for LOG 103, 204 and 211.

b. Updating curriculum documentation to include the POI and Learning Director's Certification for LOG 103, 204 and 211.

c. Preparing and supporting ACE Certification process, with resulted in certification for LOG 103, 204 and 211.

d. Conduct of Health Assessments for Continuous Learning Modules.

e. Annual review of authored ACQuipedia Articles

Knowledge Sharing End of Year Summary

Section Comments:

Comments by Patrick M Dallosta:

Knowledge Sharing activities include:

(a) The development of five Workforce learning assets as 'stand-alone" LOG 211 simulations in the areas of Logistics Product Data, Reliability Analysis, Level of Repair Analysis, Reliability Centered Maintenance and Trade-off Analysis.

(b) The development and annual maintenance of eight ACQuipedia articles in the areas of Supportability Analysis, Design Interface, the Affordable Operational Effectiveness Model. These articles not only reinforce content in LOG 103, 204 and 211, but also provide information appropriate to the Program Management, Engineering and Test & Evaluation Career Fields.

(c) Designed six LOG 204 micro-videos, to include a ACQuipedia tutorial to serve as stand-alone learning assets, as highlighted by Mr. Woolsey in a DAU All Hands Meeting.

(d) Developed and presented a presentation on the topic "Designing for Supportability", delivering both a classroom and teleconference settings at the DAU Acquisition Training Conference. Provided the briefing to DAU/South for their use in developing Supportability Analysis Targeted Training.

Leadership/Resources Management End of Year Summary

Section Comments:

Comments by Patrick M Dallosta:

My leadership/resources management skills have resulted in the achievement of the following outcomes:

(1) A personal goal of achieving an MTM Instructor rating of 7.0 in the LOG 211 Supportability Analysis class in June 2016.

I attribute this success to my willingness to serve both the Students and Instructors by providing additional relevant information addressing student needs based on MTM feedback.

(2) Achievement of Level I, II and Level III Certification in Engineering in 2016.

My career includes both Engineering and Life Cycle Logistics and my portfolio includes RAM, Supportability Analysis, Configuration Management, and Intellectual Property. FLD management has noted my standing as DAU's RAM SME. The ENG Level III certification helps bridge the Engineering and Logistics communities together to achieve the University's mission.

(3) Leveraging Industry Organizations to Enhance the Quality and Timeliness of the LOG 204 FY16 Revision.

My SAE membership provided a pathway to serve on the G-33 Configuration Management Committee as a Voting Member in its development of SAE EIA-649-1 "Configuration Management Requirements for Defense Contracts." My involvement facilitated the LOG 204 revision effort to be timely in its scheduling, current in its content and accepted as the primary CM course for Government and Industry. DAU's relationship with SAE had resulting in both

Portfolio Reviews

On site, business units

Program Indicators

	2001 Sales Plan (\$M)	Cost	Schedule	Technical	Quality	Supplier Performance	Customer Satisfaction
Prog A	238						
Prog B	22						
Prog C	81						
Prog D	34						
Prog E	22						
Prog F	83						
Prog G	80						
Prog H	85						
Prog I	128						
Prog J	20						
Prog K	97						

Legend: Very Good Satisfactory Marginal Unsatisfactory
 Contract → ← Disbursed (Close)
 Plan

Is it working?

Aviation Week's Top Performing Companies 2001 - 2004

<u>COMPANY</u>	<u>RANK *</u> <u>2001/2004</u>	
• General Dynamics	1/1	⇒
• Northrop Grumman	7/5	↑
• Boeing	10/16	↓
• Raytheon	16/7	↑
• Lockheed Martin	18/8	↑
		7.4
		↑
		10.4

* Out of 19 in "Large Company" category

Top Performing Companies

Aviation Week & Space Technology, July 1, 2002

- **Effective Program Management Identified as a Discriminator ***
 - “Those who win a high percentage of award fees by completing projects on time and on budget take a much more comprehensive business perspective of program management.”
 - “The more successful ones invest more in up-front processes”
 - “Effective program management will remain a major differentiator between companies likely to bring a project in on time and on cost most of the time--earning the rewards that go with that level of success--from less competitive companies who consistently struggle with program execution”

* Aviation Week On-Line
<http://www.aviationnow.com/>


Conclusions

The Packard model is still viable

- **Recent practices appear to be consistent with the original Packard model.**
- **Current practices are focused on the annual operating plan**
- **Companies examined have generally improved outcomes since the 2002 examination**
- **Effective program management is a key performance discriminator in the current industry model**

DepSecDef's View

Gordon R. England, Naval War College, 12 Jun 2001.

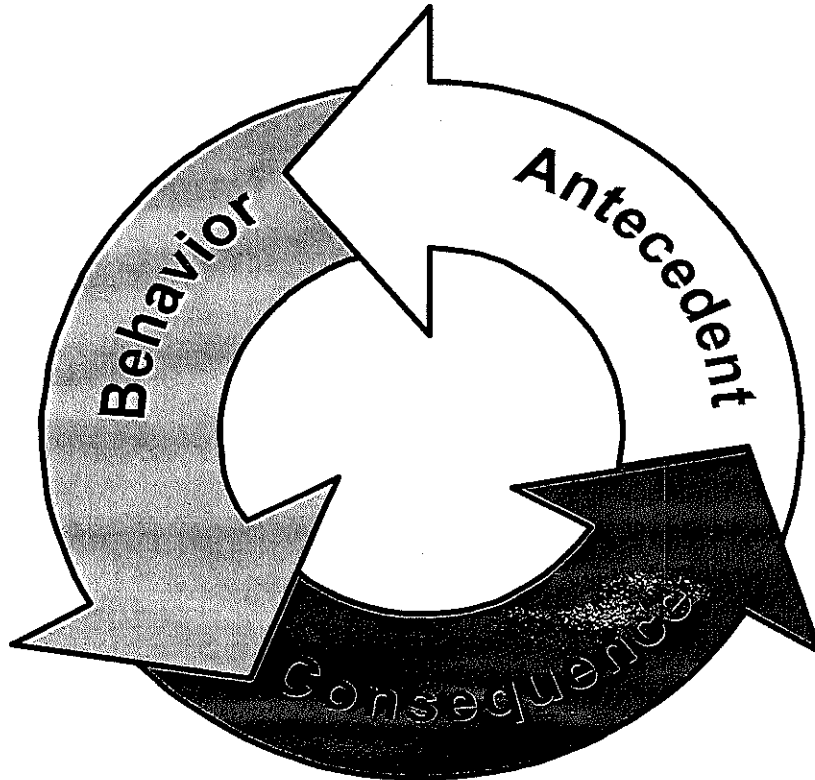
- 
- **“DoD...is perhaps one of the last bastions of the Cold War's legacy of centralized planning and execution.**
 - Unfortunately, it is largely out of step with modern American management.”
 - **“Our management team should be process-oriented,**
 - Working on ways to improve ‘how we do business’
 - Rather than concentrating only on specific programs and products.”
 - **“To do that, we need to know**
 - Where we are and
 - Where we're going.”
 - **“Measures and metrics provide that ability and, as such, will be a vital element of our process-oriented management strategy.”**

Gordon R. England, Secretary of the Navy. From a speech given at the Current Strategy Forum, held at the Naval War College, 12 Jun

2001

What's missing?

Why so “little fundamental change?”



Consequences
The missing element*

* Aubrey C. Daniels

Essence of the answer to the SecDef's question

- Why no change “despite the 128 different studies?”
 - Lack of accountability

We hold people accountable in the operational world

- **Top Officer Of Navy Air Wing Loses Command**
 - One of at least 80 commanding officers in the Navy to lose his job since 1999 Fourteen commanders relieved of command in 2004
 - 26 commanders lost their posts in 2003,
 - Top Navy officials have said the service won't tolerate poor performance
 - Adm. John Nathman, deputy chief of naval operations, said that commanding officers will be held to a higher standard

Norfolk Virginian-Pilot
March 2, 2005

Why do we seem to forget accountability when it comes to the business side of DoD?

Partnership Agreements as well as copyright permissions.

(4) Innovations in Course Delivery Methods

Conducted a LOG 204 Analysis of Alternatives (AoA) to determine the delivery method that maximized student learning. The Best Alternative was determined to be Distance Learning with the inclusion of micro-video vignettes. LOG 204 contains 6 micro-videos that address current topics in Better Buying Power, Intellectual Property, and Modular System Open Architecture, and an ACQuipedia tutorial. Additionally, "Spotlight" segments bring addition insight into the details of Configuration Management requirements and practices. The revised LOG 204 incorporates student suggestions received from the past three years regarding improvements for readability and presentation. Other ongoing innovations include the initial assessment of LOG 211's formatting as a fully synchronous facilitated delivery course in FY17.

(5) LOG 204 Cost Control / LOG 211 Cost Avoidance

(a) LOG 204 Cost Control

- Prepared a LOG 204 PWS that accurately identified the scope of work, and provided the contractor with extensive Government Furnished Information, thereby reducing development hours.
- Developed an Excel(TM) spreadsheet to develop a Government Independent Cost Estimate (GICE) based on the LOG 204 Performance Work Statement (PWS) to the level of effort in hours/material and labor for each labor category. The GICE correlated within 10% of the contractor's proposed cost. Provided the GICE Tool to other FLD Learning Directors for as a tool for estimating costs of their projects.
- Returned approximately \$70,000 from the LOG 204 budgeted funding which was not required. This circumstance reflects factors, to include:
 - Effectively addressing course development issues and resolution of 250 Student Pilot Change Requests in a timely manner such that the effort was concluded on time and within budget.

(b) LOG 211 Cost Avoidance

Worked with the LOG 211 Course Manager and the CMRRs to identify content changes to the courseware and to incorporate those changes as part of an in-house effort, thereby eliminating the need for funding contractor support.

(6) Mission Assistance (MA) to the GBSD Program Office

Serving as the RAM SME in conjunction with the DAU West Region's MA to the GBSD program. Tasks include the conduct of three RAM Workshops to develop a process and procedure for the definition and estimation of the Sustainment Metric Key Performance Parameters and Key System Attributes.

This is not a new conclusion

The “abiding cultural problem”

- **A-12 Administrative Inquiry**
 - **“The fundamental problem . . .**
 - to create appropriate incentives
 - to enable senior leaders to rely upon responsible, accountable line managers”
 - **“Unless means can be found to solve this abiding cultural problem, the failures evidenced in this report can be anticipated to occur again in the same or similar form.”**

Chester Paul Beach, Jr.,
28 November, 1990

Accountability is the key to “fundamental change”

- Other than the “Beach” report, no “reform” recommendations have ever placed accountability on the table as an issue.
- If this issue is not confronted directly

**There will be NO “fundamental change in
the acquisition process”**

**And we will continue to add to the SecDef’s
“128 different studies”**

Accountability is the key to “fundamental change”

- **Other than the “Beach” report, no “reform” recommendations have ever placed accountability on the table as an issue.**
- **If this issue is not confronted directly**

**There will be NO “fundamental change in
the acquisition process”**

**And we will continue to add to the SecDef’s
“128 different studies”**

Elements of the solution



**DoD needs a
Strategic Management System
for Acquisition Oversight**

Current DoD Acquisition oversight model

- **Based on a lack of trust**
- **Substitutes “oversight” for accountability**

Strategic Management System

- **A new process for communicating and evaluating progress in meeting the goals of the USD(AT&L)**

BMMP Realignment Principles

- **DoD Business Enterprise Clarity**
- **Tiered Accountability**
- **Horizontal Business Transformation Focus**
- **Business Alignment to Warfighter Needs**
- **Capabilities, not Systems, as Deliverables**
- **Clean Audit as Affirmation of Clean Processes**
- **Program Management Discipline**

Paul Brinkley, Special Assistant to USD (AT&L) for Business Transformation
Business Managers Conference, May 11, 2005

Can't manage strategy with system designed for tactics

- **Strategic Management System**
 - Translates the DoD's mission and Secretary's vision into measurable performance indicators
 - Puts value on results
 - Is tailored to each accountable individual/organization
 - Focuses on near-term measurement of progress towards overall goal

USD(AT&L)

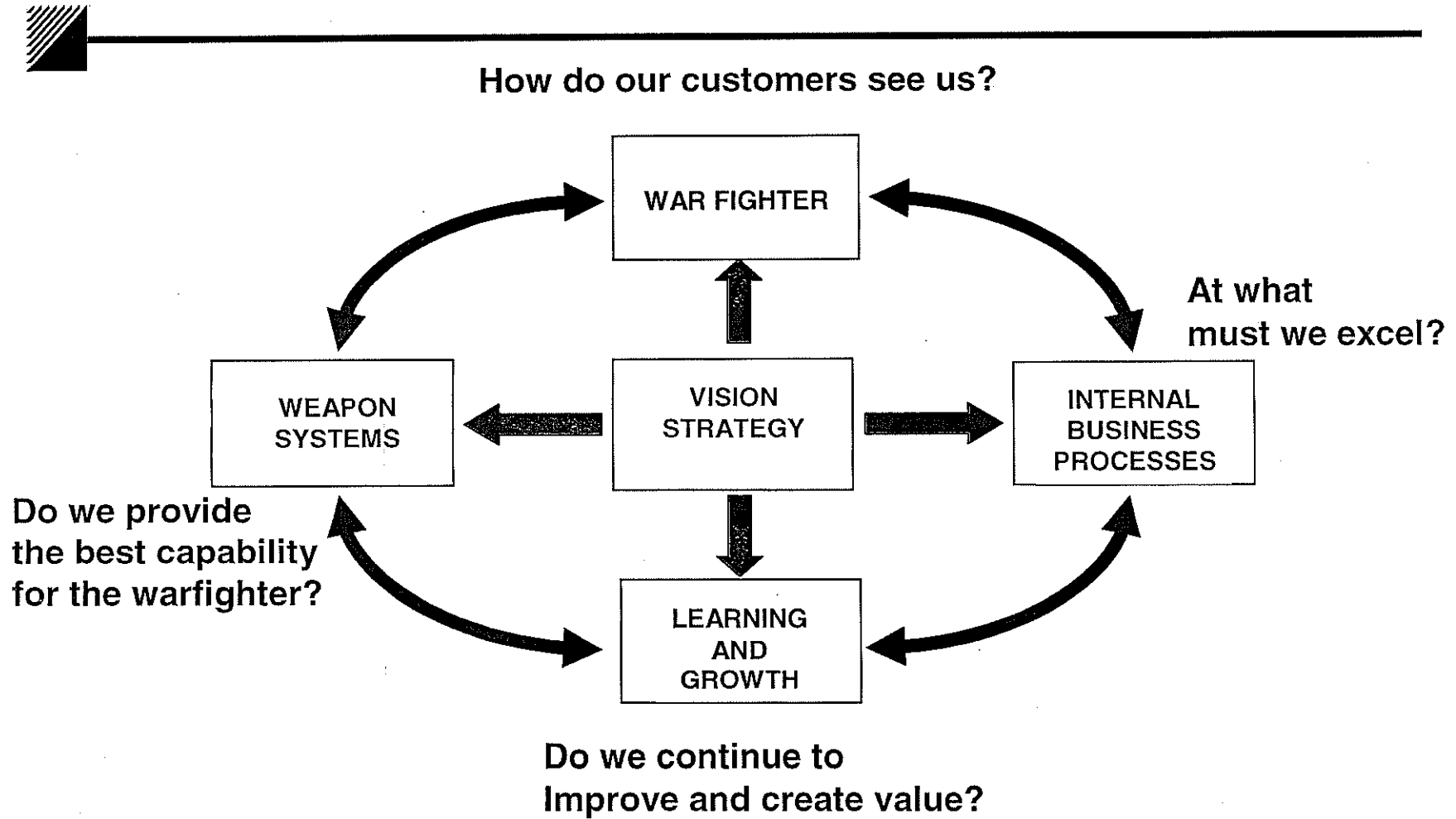
Defense AT&L: January-February 2004 *

- **The balanced scorecard system:**
 - the what and why of metrics within the context of the DoD

* Ken Krieg address to DAU faculty and students on transforming the processes and decision tools in the Department of Defense (DoD).

“We measure everything, but by measuring everything and aligning nothing at senior levels, we really measure nothing.”

Balanced Scorecard



BSC is not a “silver bullet”

- **BSC is only one aspect of the accountability issue**
 - Ensuring organizational clarity
 - Establishing expectations
- **It simply provides an objective basis for accountability**
 - And one that can easily deteriorate into another non-value added data collection effort with no associated management

Accountability & the Acquisition workforce

Uniformed & civilian

- **Make uniformed & civilian career progression dependent on meeting the needs of the Acquisition leadership chain all the way to AT&L**
 - Workforce career management needs to be realigned to nurture & reinforce an environment of excellence and accountability
 - Career management
 - Including succession planning
 - Enforcement of standards
 - NSPS is an opportunity
 - Well trained
 - Experienced
 - Mobile
 - Accountable

Conclusion

- Whatever the details
- If the accountability is not addressed

There will be NO “fundamental change in the acquisition process”

- The 129th study!

Old habit patterns persist

- **“(A)n organization chart is not a company, nor a new strategy an automatic answer to corporate grief. We all know this; but like as not, when trouble lurks, we call for a new strategy and probably reorganize. And when we reorganize, we usually stop at rearranging the boxes on the chart. The odds are high that nothing much will change. We will have chaos, even useful chaos for a while, but eventually the old culture will prevail. Old habit patterns persist.”**

Peters' and Waterman *“In Search of Excellence”*

Its time to do something different

- **“At a gut level, all of us know that much more goes into the process of keeping a large organization vital and responsive than the policy statements, new strategies, plans, budgets, and organization charts can possibly depict. But all too often we behave as though we don't know it. If we want change, we fiddle with the strategy. Or we change the structure.”**

“Perhaps the time has come to change our ways.”

Peters' and Waterman *“In Search of Excellence”*

Gary E. Christle
703-824-2693
christlg@cna.org

RECENT EXPERIENCE

Mr. Christle retired from Federal Service in October 2000 as the Deputy for Acquisition Management, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) and is currently with the Center for Naval Analyses. In his prior position, he was responsible for Department of Defense (DoD) Acquisition policy as embodied in the DoD 5000 series documents. This responsibility included the role of Defense Acquisition Board (DAB) Executive secretary, establishment of Acquisition Program Baselines (APB), and supervision of the monthly Defense Acquisition Executive Summary (DAES) process for monitoring the cost, schedule and technical status of major acquisition programs. He was also responsible for policies regarding contractors' internal cost and schedule control systems (Earned Value Management Systems (EVMS)) and was a member of the DoD Cost Analysis Improvement Group.

As a senior staff analyst with the Center for Naval Analyses Mr. Christle has published reports on Headquarters reorganization, project office organization, program manager training, acquisition metrics, balanced scorecards, earned value implementation, and risk management for executives (see attached).

As an independent consultant, Mr. Christle has also done program management process assessments of business units of several major Defense contractors.

EDUCATION

2002	Boeing Program Manager's Workshop
2002	Lockheed Martin LM21 Lean Leadership Program
1997	Aspen Institute Executive Seminar, Aspen Institute, Aspen, CO
1995	Program for Senior Managers in Government, Harvard University, Cambridge, MA
1976	MBA, Finance, George Washington University, Washington, DC
1968	BS Mechanical Engineering, Northeastern University, Boston, MA

AWARDS AND PROFESSIONAL CERTIFICATIONS AND MEMBERSHIP

Mr. Christle is a Distinguished Military Graduate of Northeastern University and is a recipient of the Northeastern University Outstanding Alumni Award in the Field of Public Service; the Defense Distinguished Civilian Service Medal (twice); the Presidential rank designation of Meritorious Executive; the David Packard Excellence in Acquisition Award; the General Hans H. Driessnack Distinguished Service Award, and the Vice President's "Hammer" Award. Mr. Christle holds a DoD level III certification in Program Management, and is a member of the National Defense Industrial Association and the Project Management Institute, which has endowed an annual scholarship in his name. He is a frequent guest lecturer and Honorary Professor of the Defense Acquisition University.

Gary E. Christle
703-824-2693
christlg@cna.org

Mr. Christle's projects with the Center for Naval Analyses include:

- Lead author of the May 2001 Congressionally mandated study for the Secretary of the Army ("Army Acquisition Management: Congressional Mandate for Change") which proposed significant changes in how the Army establishes requirements, allocates resources and manages the execution of weapon system acquisitions.
- Author of the July 2001 report to the Undersecretary of Defense (Acquisition, Technology and Logistics) "Improvements to Acquisition Organizations & Processes: A Comparative Implementation Assessment of Packard Commission, Goldwater-Nichols and Defense Management Report Recommendations."
- Author of the November 2001 study for the Office of the Assistant Secretary of the Navy (Research, Development & Acquisition) "Improving Metrics for Acquisition Management." The study involved interviews with aerospace & defense "Big Five" CEOs and CFOs and their business unit counterparts. Study addresses, among other things, the impact of changing Wall Street and corporate boardroom expectations on the business relationship between the DoD and its prime contractors.
- Author of the October 2002 study for the Office of the Assistant Secretary of the Navy (Research, Development & Acquisition) "Improving Acquisition Metrics, Phase II." The study provided a plan for implementing a balanced scorecard based strategic management system within the Navy acquisition community.
- Author of the June 2003 study for the Office of the Assistant Secretary of the Navy (Research, Development & Acquisition) "Navy Program Manager Training." The study compared Navy and DoD requirements to current practices at major Defense contractors.
- Author of the June 2003 study for the Office of the Assistant Secretary of the Navy (Research, Development & Acquisition) "Navy Implementation of Earned Value Management (EVM)." Interviewed an extensive number of Navy, DoD, and industry experts and practitioners for their observations, impressions, and recommendations concerning areas where improvements might be made in the Navy's approach.
- Lead author of the June 2003 briefing to the Future National Space Access Partnership Council (Air Force Space Command, National Aeronautics and Space Administration, National Reconnaissance Office, US Strategic Command, and Defense Research and Engineering Partnership Council). Presented organizational options and management recommendations for the formation of the Future National Space Access program office.