



# PMI®

## Flying High

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PMI® Aerospace and Defense Specific Interest Group

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### In This Issue

Members to Vote on Transition to a Community of Practice .. 1

Join Us for a Series of Webinars with Steven Meier ..... 2

Webinar #1: Assessing the Challenges in Defense Program Management ..... 3

A Member Perspective ..... 3

Article: *Of Critical Importance – And The Effort of A Team* .. 4

Tribute to Pioneering NASA Program Manager Aaron Cohen ..... 6

Combat Generation: Drone Operators Climb on the Winds of Change in the Air Force ... 7

How Has the Economy Affected You? Read an Overview of the Survey Results ..... 8

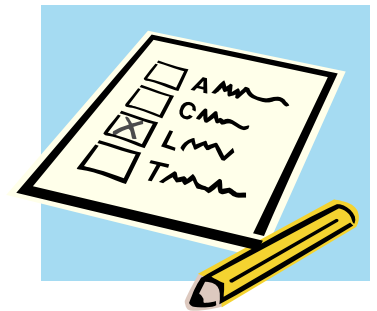
President Bill Clinton to Keynote PMI Global Congress – North America ..... 10

Calendar of Events ..... 11

Officers ..... 11

## A&D SIG MEMBERS TO VOTE ON TRANSITION TO A COMMUNITY OF PRACTICE

To assist its global membership in collaborating virtually, PMI is creating communities of practice. These communities will ultimately replace specific interest groups. The A&D SIG Board of Directors supports this initiative and is voting to transition the SIG to a community of practice in 2010.



A vote of the current A&D SIG membership is also required to transition the SIG to a community of practice. In early June, members will be mailed a ballot via **US postal mail service**. The ballot will be issued by VoteNet.

Once you are in receipt of the mail-in ballot, please complete and return the ballot. Be sure to mail early to allow for delivery by the ballot deadline date.

### Stay Tuned!

More details regarding the purpose of the vote and ballot verbiage will be emailed to members in late May and posted on the web site.

## JOIN US FOR A SERIES OF WEBINARS WITH STEVEN MEIER, PH.D, PMP

### **Best Practices for Managing Large-Scale Federal Acquisition Programs: An Overview of the Critical Factors that Need to be Addressed to Reduce the Risk of Cost Overruns and Schedule Delays**

#### **About the Series**

Over the past few years, much attention has focused on the fact that cost overrun as and schedule delays continue to plague many Department of Defense (DoD) and Intelligence Community (IC) acquisition programs. The question remains: What can be done to reverse this trend?

This three-part webinar series will provide specific techniques and highlight best practices to successfully lead mission critical, high risk, technically challenging large-scale acquisition programs. Throughout the webinar series, best practices and techniques will be presented drawn from the speaker's own experience as well as from contemporary literature on project management, systems engineering, technology management, and leadership. In addition, participants will have the opportunity to pose questions and participate in an interactive discussion with the presenter.

**The first webinar on 18 May (see page 3)** will provide the “big picture” by discussing the current state of large-scale DoD and IC acquisition programs and discuss the challenges in managing these programs. **The second webinar on 10 June** will focus on understanding the root causes of why cost overruns and schedule delays occur on large-scale, federal acquisition programs. In this webinar, diagrams will be utilized to illustrate the sequential flow from inferred causes to systematic effects and reveal the key interrelationships between all the causes and effects. **The third webinar on 24 June** will focus on best project management, systems engineering, and technology management practices to employ over a system acquisition lifecycle. Much of the discussion in this final webinar will demonstrate that early pre-acquisition activities executed in a rigorous fashion can significantly reduce the risk of cost overruns and schedule delays.

#### **About the presenter**

Steven Meier, Ph.D., PMP is the principal of SRM Consulting, LLC, a consulting firm that specializes in the acquisition lifecycle management of complex systems. Specifically, he provides expertise in the lifecycle management of complex systems from concept development, design, production, operations, to disposal and the critical milestones that separate each phase. He has 20+ years of federal and private industry experience focused solely on the defense and intelligence communities. Dr. Meier currently supports the National Reconnaissance Office and has held positions at the National-Geospatial Intelligence Agency, SAIC, U.S. Naval Research Lab, Raytheon, and the Aerospace Corporation.

Dr. Meier has served on numerous internal advisory teams that resulted in major organizational enhancements to program strategy and to core acquisition processes and implementation. In addition, he has also provided thought leadership with over 30+ peer-reviewed publications and presentations in the areas of acquisition strategy, project management, and technology. He has spoken at the Project Management Institute, the International Council on Systems Engineering, and the Defense Acquisition University. Dr. Meier is an adjunct faculty member in the project management curriculum at Georgetown University and teaches courses on system acquisition lifecycle management and recovering troubled projects for organizations.

Dr. Meier has a B.S. and M.S. in Physics and received his Ph.D. degree in Electrical Engineering from the Johns Hopkins University. He is a certified Project Management Professional (PMP) and a certified Contractor Officer Technical Representative (COTR) Level 3. Dr. Meier obtained graduate certificates in Executive Leadership and Business Administration from Georgetown University. He can be reached at srmeier@hotmail.com.

## A MEMBER PERSPECTIVE

by James Gallagher, PMP PMI® Fellow,  
Vice Chair Membership

2010 represents a significant year for transition of the PMI Specific Interest Groups (SIGs) to Communities of Practice (CoPs). The A&D SIG Board of Directors has committed to transitioning of the SIG to a CoP during 2010 and members of the board are busy developing our business plan for the transition.

My job, as Vice Chair Membership, is to track our membership trends and to assure that we identify and meet the needs of our members for products and services that are useful to them professionally.

Currently, 12 former SIGs have transitioned to CoPs. According to statistics from PMI's Global Operations Center (GOC), interest in these new CoPs is growing.

Much due to the uncertainty of what will happen to the community after transition, our membership numbers are dropping off—not at an alarming level, but consistent with other SIGs. We currently have nearly 1800 members, and are the 6<sup>th</sup> largest among the remaining SIGs.

Please let me, or any of our other board members, know what your needs are in terms of products and services. We are your elected leaders, and are sensitive to your professional needs.

## WEBINAR SERIES #1

### ASSESSING THE CHALLENGES IN DEFENSE PROGRAM MANAGEMENT

#### Causal Inferences on the Cost Overruns and Schedule Delays of Large-Scale U.S. Federal Defense and Intelligence Acquisition Programs

#### Abstract

A study was undertaken to understand why cost overruns and schedule delays have occurred and continue to occur on large-scale U.S. Department of Defense and intelligence community programs. Analysis of data from this study infers the causes of cost overruns and schedule slips on large-scale U.S. federal defense and intelligence acquisition programs to ineffective human resources policies and practices, consolidation of the aerospace industry, and too many stakeholders. In this article, each inferred cause and the resulting systematic effects are discussed in detail. Moreover, block diagrams have been developed for each cause and illustrate the sequential flow from inferred cause to systematic effects and reveal key interrelationships among each cause.

**Presenter: Steven Meier, Ph.D., PMP,  
principal of SRM Consulting, LLC**

## MARK YOUR CALENDARS!

**WEBINAR 1: 18 MAY 2010**

**TIME: 6-7 GMT  
2-3 PM EDT, 1-2 PM CDT, 11 AM – 12 PM PDT**

**MORE DETAILS WILL BE EMAILED  
TO MEMBERS PRIOR TO THE WEBINAR**

## OF CRITICAL IMPORTANCE – AND THE EFFORT OF A TEAM

By Travis Brown, PMP - Ahtna Government Services Corporation

As stated by United States President Barack Obama in Prague, Czech Republic in April 2009, “Today, the Cold War has disappeared but thousands of those weapons have not. In a strange turn of history, the threat of global nuclear war has gone down, but the risk of a nuclear attack has gone up. More nations have acquired these weapons. Testing has continued. Black market trade in nuclear secrets and nuclear materials abound. The technology to build a bomb has spread.” It was through a team effort, effective stakeholder communication, risk management, and the application of lessons learned, that the Second Line of Defense Program - Odesa, Ukraine International Airport Project fulfilled a critical link to deter and interdict nuclear material and assists in fulfilling the President’s objective.

Ahtna Government Services Corporation (Ahtna) is a Second Line of Defense (SLD) Prime Contractor selected to install radiation detection equipment, known as Radiation Portal Monitors (RPMs), at the Odesa International Airport in Odesa, Ukraine. Ahtna is an Alaskan Native Corporation and is designated a Small Disadvantaged Business by the United States Small Business Administration. The project is managed by the United States Department of Energy’s National Nuclear Security Administration (DOE/NNSA) and included additional project funding provided by the Department of Foreign Affairs and International Trade Canada. During the planning phase of the project a team of experts from Ahtna, DOE/NNSA and the United States National Laboratories deployed to Ukraine and conducted a site survey.

The objective of the site survey focused on a vulnerability assessment, and a detailed analysis of the flow of vehicle, cargo, and passenger traffic at the airport. Upon the completion of the survey, requirements were redefined and decisions made to pinpoint the most effective location for the RPM’s with minimal impact to the follow of passengers and commerce.

Execution of the project occurred in two phases. Phase One focused on the installation of equipment to monitor vehicles entering and exiting the aircraft operations area, VIP lounge and the international arrivals terminal. Additionally, Phase One included the server to manage data collection and serve as an important piece of the Central Alarm Station (CAS). The second and final phase of the project installed monitors in the international departure hall. In total, the project scope consisted of equipment to monitor one lane of vehicle traffic, and two passenger processing areas. Following installation of the monitors and associated communications equipment, the system was fully testing with radiation sources, performed to requirements and was accepted by the DOE/NNSA.

### Effective Stakeholder Communication

During execution of the project, cross-functional as well as cross-border Integrated Project Teams generated several unique project challenges. Project management functions, as well as engineering and design review support were performed within the United States for most of the project.

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## OF CRITICAL IMPORTANCE CONTINUED

Utilizing a Ukrainian design-build firm, Integrated Network Solutions (INS), the project team realized cost savings and efficiencies by using one firm for the design-build attributes of the project. Radiation detection equipment and associated communications hardware and software were supplied by Russian Federation based Aspect Scientific Production Center.

In addition to subcontractor coordination, the success of the project hinged upon effective communications with numerous external stakeholders such as the management of the airport, the City of Odesa, as well as the most critical stakeholder and end-user of the equipment, the State Border Guard Service of Ukraine. Recurring update meetings and the visual presence of management during key milestones assured key stakeholders, such as the Border Guard Service, airport management and city officials, of progress. A unique concern of one stakeholder was health related concerns regarding supposed radiation sources contained within the equipment. Detection training and reassurance of the project team allowed this stakeholder to understand that RPM's are passive sensors and do not contain radioactive elements.

### Risk Management

Of vital importance to the success of the project was effective risk management. Based upon lessons learned from Ahtna's prior installations, the long lead time of equipment can create significant schedule risk. Early planning, the use of a master ordering agreement, and close communication between the project management staff and procurement teams, resulted in minimal schedule impact due to long lead items.

Personnel challenges, including the rotation of government officials impacted approvals and permits, resulted in a delay of the start of work. As a risk handling strategy, the team bridged the gap of obtaining approvals and permits and construction start by utilizing knowledgeable resources located in Ukraine. This strategy reduced the risk of political instability to the project.

### Application of Lessons Learned

During the near five year duration of the SLD Program in Ukraine, Ahtna has installed over fifty pairs of radiation portal monitors. Worldwide, Ahtna has installed more than two hundred fully integrated systems. During the installation of these systems, numerous lessons learned have been captured related to communications, design, construction, and testing. For example, the team identified the need for the implementation of a detailed country-wide inventory system during the closing of the project. This inventory system will permit the more efficient use of equipment being held in the warehouse for storage, effectively track surplus, as well as minimize the need for last-minute procurements.

Within Ukraine, Ahtna has also performed RPM installations at the Kyiv-Boryspol International Airport in the capital city of Kyiv. This airport is the largest commercial and cargo facility in Ukraine and is quickly growing to become a key hub of air travel in Eastern Europe. During the execution of both Odesa and Kyiv-Boryspol, Ahtna and its subcontractors have been able to formulate a solid knowledge base related to airport installations. For example, the project team has learned the importance of scheduling the most disruptive construction tasks during off-peak hours during airport operations as well as the consideration of performing work after hours.

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## OF CRITICAL IMPORTANCE CONTINUED

Additionally, the team learned of the numerous stakeholders that control an airport as well as the interworking of airport managerial politics. Upon completion of both projects, Ahtna is positioned as an industry leader in the installation of radiation detection equipment at airport facilities.

Composed of a diverse team, suppliers worldwide and the expertise to overcome challenges, all requirements of the project were fully met. The team also recognizes their part in a final comment made by President Obama in Prague, "One nuclear weapon exploded in one city – be it New York or Moscow, Islamabad or Mumbai, Tokyo or Tel Aviv, Paris or Prague – could kill hundreds of thousands of people. And no matter where it happens, there is no end to what the consequences might be – for our global safety, our security, our society, our economy, to our ultimate survival."

**Travis J. Brown, PMP** is a Project Manager with Ahtna Government Services Corporation based in Arlington, Virginia. Mr. Brown has managed public and private sector international projects related to nuclear and biological non-proliferation as well as new



product development in aerospace. Mr. Brown has also worked and traveled in numerous countries throughout Europe and Central Asia. He is certified Defense Acquisition Workforce Improvement Act (DAWIA) Level II in Program Management and Level I in Information Technology. Mr. Brown has served as a Project Manager, Contracting Officer's Representative (COR) and Contract Specialist within the United States Department of Defense and is a member of the Defense Acquisition Corps. He can be reached at [tbrown@ahtnagov.com](mailto:tbrown@ahtnagov.com).

## PIONEERING NASA PROGRAM MANAGER

### **Aaron Cohen** **1931-2010**



Aaron Cohen, a former director of NASA's Johnson Space Center in Houston and a former NASA program manager, died 25 February 2010, after a lengthy illness. He was 79.

Cohen had a 33-year career with NASA. He was a steady hand at the helm of Johnson as NASA recovered from the shuttle Challenger tragedy and returned the space shuttle to flight. Cohen left the agency in 1993 to accept an appointment as a professor at his alma mater, Texas A&M University. At the time, he was serving as acting deputy administrator at NASA Headquarters in Washington.

Cohen joined NASA in 1962 and served in key leadership roles critical to the success of the flights and lunar landings of the Apollo Program. From 1969 to 1972, Cohen was the manager for the Apollo Command and Service Modules. He oversaw the design, development, production and test flights of the space shuttles as manager of NASA's Space Shuttle Orbiter Project Office from 1972 to 1982. After serving as Director of Engineering at Johnson for several years, he was named director of the center in 1986, serving in that post until 1993.

[Read the entire tribute.](#)

## COMBAT GENERATION: DRONE OPERATORS CLIMB ON THE WINDS OF CHANGE IN THE AIR FORCE



**Source: The Washington Post**

The question, scrawled on a Pentagon whiteboard last fall, captured the strange and difficult moment facing the Air Force.

"Why does the country need an independent Air Force?" the senior civilian assistant to Gen. Norton A. Schwartz, the service's chief of staff, had written. For the first time in the 62-year history of the Air Force, the answer isn't entirely clear.

The Air Force's identity crisis is one of many ways that a decade of intense and unrelenting combat is reshaping the U.S. military and redefining the American way of war. The battle against insurgents in Afghanistan and Iraq has created an insatiable demand for the once-lowly drone, elevating the importance of the officers who fly them.

These new earthbound aviators are redefining what it means to be a modern air warrior and forcing an emotional debate within the Air Force over the very meaning of valor in combat.

[Read the complete article.](#)

### WE'RE LOOKING FOR VOLUNTEERS



This is a great time to volunteer to assist the PMI A&D SIG! To express your interest, contact [directorvolunteers@pmi-adsig.org](mailto:directorvolunteers@pmi-adsig.org).

**LinkedIn**

### Join the A&D SIG LinkedIn Group!

We expect this unique group to facilitate member-to-member networking, job searches, discussions, and other capabilities of LinkedIn. Login to add your comments or start a new discussion.

**[Click here to join our user group.](#)**

## OVERVIEW OF THE ECONOMIC SURVEY

by Tom Vanderheiden, PMP, Deputy Communications

The A&D SIG Sponsored Economic Survey was active for two+ months. It's objective was to define effects of the major economic down turn on members and to see what the A&D SIG could facilitate that could help SIG members recover faster from negative impacts. Over the time the survey was started, 114 SIG members responded. Though only 6.33% of members responded to the survey, I believe there is value in the results. I want to apologize for thinking members would be willing to provide their names and email addresses. If such personal information were not requested, the response may have been much greater. This is a lesson learned for future surveys.

**The questions will be stated and followed with the tabulated responses, as follows:**

1. Have you or associates been affected by the current economy?
  - a. 88 Yes
  - b. 23 No
  - c. 13 No Response
2. In what ways have you and associates been affected?
  - a. No Responses – Bad question.
3. What is your organization's stated recovery expectations?
  - a. Responses were from very wide to no response. Those that did respond mostly indicated recovery was from 1 to 5 years. Some indicated their recovery was not likely or an expectation that recovery would not reach the business level of before crash.
4. Would you be interested in enhancing your PM and A&D technical skills to more easily recover from such economic downturns?
  - a. 105 Yes
  - b. 6 No
  - c. 2 No Response
5. Would you be possibly interested in changing to PM or Technical Consulting opportunities?
  - a. 86 Yes
  - b. 26 No
  - c. 2 No Response
6. Are you considering new employment opportunities as result of economy?
  - a. 78 Yes
  - b. 33 No
  - c. 3 No Response
7. Would A&D Specific or PM generic certifications be of value?
  - a. 59 Yes
  - b. 37 No
  - c. 18 No Response
8. If yes, what is area of interest in certifications?
  - a. Responses are of wide variation. A&D SIG BOD will review for ways the SIG might be able to respond to varied responses.
9. Would wider availability of DAU or NASA APPEL PM training be of value?
  - a. 54 Yes
  - b. 37 No
  - c. 23 No Response

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**ECONOMIC SURVEY *CONTINUED***

- 15 List areas of interest on possible availability from above agencies.
- d. 28 Varied Responses. A&D SIG BOD will review to see if SIG can help.
- 16 Would University level A&D education be of value?
- e. 41 Yes  
f. 53 No  
g. 20 No Response
17. If yes, what is area of interest in such education opportunities?
- h. 26 Varied Responses that A&D SIG BOD will review to see if SIG can help
18. Would expansion of Professional Networks be of value?
- i. 87 Yes  
j. 9 No  
k. 18 No Response
19. Would expansion of social network be of value?
- l. 74 Yes  
m. 20 No  
n. 20 No Response

It seems important to continue the surveys of members. The A&D SIG board will consider the results of this survey to determine way forward.

**We're Looking for Contributors to the A&D SIG Newsletter!**

We're looking for individuals to contribute articles or news items to the A&D SIG newsletter,

***Flying High:***

- Write an article telling us about your experiences with A&D-related projects (PMPs can earn PDUs for articles they have written).
- Contribute an interesting article or news item that you have found.
- Share your knowledge and experiences with others by providing useful tips.
- Direct us to informative PM and A&D-related web sites.

If you would like to provide content for the second quarter 2010 issue, please send an email to [communications@pmi-adsig.org](mailto:communications@pmi-adsig.org).

## IN THE NEWS

### 2009 Edwards AFB Open House

Edwards AFB is the main Air Force flight test center for the U.S. with a rich aviation history behind it. Chuck Yeager broke the sound barrier in the X-1 at Edwards AFB. Edwards is also known for being the alternate landing site for the Space Shuttle. [View open house photos.](#)

### Massive Energy Changes on the Way

When you watch something closely day to day it's difficult to discern difference. But as anyone who occasionally visits a young niece or nephew knows, those kids are changing rapidly. For some reason, after years of tracking the slow and steady evolution of various energy technologies, I've gotten the feeling over the last few weeks that our relatively static energy sector is in for a major growth spurt. [Read on.](#)

### NASA Academy Offers International Project Management Training

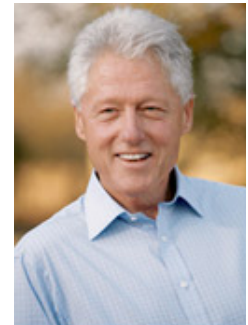
Anyone working in the aerospace industry today knows that space flights projects are increasingly international. In addition to high-visibility programs such as the International Space Station, most projects have some international component to them, ranging in scope from formal partnerships with foreign space agencies to fly-over rights or parts procurement. International Project Management (IPM) is a five-day course for anybody who has to engage with international partners — not just top-level managers or executives. [Learn more.](#)

### USS Independence reflects Navy's push for smaller crews

The soon-to-be USS Independence, the littoral combat ship now being fitted out at the Austal USA shipyard on the Mobile River, will be a prime example of the Navy's push to reduce the number of people aboard its ships. [Read on.](#)

## PRESIDENT BILL CLINTON TO ADDRESS GLOBALIZATION, PROGRESS AT PMI GLOBAL CONGRESS 2010 NORTH AMERICA

President Bill Clinton will deliver the keynote address at PMI Global Congress 2010 - North America in Washington D.C., 10 October, 2010.



President Bill Clinton led the United States during a time of unprecedented prosperity and change. In his speech, *"Embracing Our Common Humanity,"* the President will draw upon his experiences to provide insight into the challenge of globalization, emphasizing our growing interdependence and pointing the way toward a future based on shared goals and values.

This year's Congress will take place at the Gaylord National Resort and Convention Center in Washington D.C. from 9-12 October.

[Click here for more details and to register for this event.](#)

**Calendar of Events**



**PMI® Global Congress  
North America  
9-12 October 2010**

**PMI Calendar of Events**

**A&D SIG 2010  
BOARD OF DIRECTORS**

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