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# STUDENT ESSAY

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PREPARING AND MANAGING PROGRAM MANAGERS

BY

LIEUTENANT COLONEL LARRY J. BRAMLETTE, OD

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Management Program as a single track specialty, tighten the prerequisites necessary for program entry, increase the civil and military schooling associated with contracting and managing technical systems, eliminate the need for battalion command and attendance at the Command and General Staff College, increase the number and specialty areas of Materiel Acquisition Management (MAM) assignments, restrict the type of assignments which qualify as MAM positions, establish realistic promotion floors for ranks of major through colonel, and reserve all Program Manager positions for Certified Materiel Acquisition Managers.

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USAWC MILITARY STUDIES PROGRAM PAPER

PREPARING AND MANAGING PROGRAM MANAGERS

AN INDIVIDUAL ESSAY

by

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10 April 1986

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ABSTRACT

AUTHOR: Larry J. Bramlette, LTC, OD  
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The Army research and development community does not have the required expertise to interface effectively with contractors, Congress, and foreign nations in the development and standardization of new systems. This expertise can only be gained with proper training over a long period of time. To prepare Program Managers to perform the myriad of tasks necessary, the following actions should be undertaken: designate the Materiel Acquisition Management Program as a single track specialty, tighten the prerequisites necessary for program entry, increase the civil and military schooling associated with contracting and managing technical systems, eliminate the need for battalion command and attendance at the Command and General Staff College, increase the number and specialty areas of Materiel Acquisition Management (MAM) assignments, restrict the type of assignments which qualify as MAM positions, establish realistic promotion floors for ranks of major through colonel, and reserve all Program Manager positions for Certified Materiel Acquisition Managers.





or general officer rank. Because of the importance of weapons acquisition, we need to have a clear career path for program managers early in their careers with potential for attaining flag or general officer rank as well.

The career path must be clearly separate from the operational side of the service. Everyone recognizes that you cannot take an officer who has spent his entire 20 year career procuring weapon systems and put him in command of a carrier battle group. We now have to recognize that we should not take an officer with 20 years of predominantly operational experience and put him in charge of a multi-million dollar acquisition program. We need a system to identify potential program managers early in their career, so that effective training and career assignments will support this critical mission.<sup>2</sup>

Responding to Senator Quayle's comments, Army General Richard H. Thompson, Army Materiel Command Commander, stated to this committee:

In recognition of the Army's need for top level materiel acquisition and logistics managers, the Army initiated a new program in October 1983, to develop officers in defense materiel acquisition management. We call this program MAM.

MAM pulls together for the first time all of the functions and specialties involved in materiel acquisition into one career program. Early on, it develops commissioned officers with the broad, multidiscipline level of expertise specifically related to the total integrated acquisition process.

The best qualified officers are then certified as materiel acquisition managers by a MAM certification board coincidental with their promotion to lieutenant colonel.

This pool of officers is groomed for acquisition management assignments and positions of high responsibility, such as assistant project managers, product managers, or the Army staff.

With regard to the committee's proposals for improvement in the quality of the defense acquisition work force, I am generally in agreement with most of the points. I concur that 4 years of weapons systems acquisition experience should be a prerequisite to a PM appointment.

We agree with an annual SecDef report to Congress covering goals, plans, and progress for improving the professionalism of the acquisition work force.

We agree with the 4-year minimum duty tour for major program/project managers.

And we agree with establishing a requirement for a systems acquisition career program in the military services.

We think our MAM Program currently accomplishes this for our Army.<sup>3</sup>

The MAM Program discussed by General Thompson is outlined completely in DA PAM 600-3. However, it is my contention that the MAM Program as outlined does not go far enough to ensure a cadre of highly trained professional program managers. It is a step in the right direction, but it fails to recognize the number of disciplines in which a project manager must be knowledgeable to perform properly and, therefore, does not provide for his required training. Some of these disciplines are listed below.<sup>4</sup>

Research	Training Requirements Identification
Development	Cost and Operational Effectiveness Analysis
Testing	Man/System Integration
Evaluation	Integrated Logistics Support
Procurement	Systems Engineering
Production	Configuration Management
Quality Assurance	Distribution
Data Management	Security Assistance
Financial Management	Requirements Documentation
Concept Formulation	Personnel Management

To become knowledgeable in that many disciplines takes time which can only be made available by single track career management.

The MAM Program consists of the following three phases: The user/support development phase, the MAM development phase and the certified manager phase.<sup>5</sup> The first and third phases in my opinion are properly constructed. It's the middle phase which loses sight of the objective to train and manage outstanding program managers.

After 6 years of active Federal service, by which time an officer should have developed branch specialization along with a firm

user/support base of knowledge and experience, an officer can apply or be nominated for the MAM Program. A MILPERCEN selection board will then select those officers best qualified to enter this program. It is at this point that the officer must become dedicated to the MAM Program and the Army must become dedicated to managing the officer's career to ensure that he is properly trained to become a Program Manager.

Presently, an officer entering the MAM Program must have as an initial or additional specialty one of the 14 designated acquisition specialties. (SC27, SC45, SC49, SC51, SC52, SC53, SC71, SC72, SC73, SC74, SC75, SC91, SC92, or SC97) Therefore, an officer in the MAM Program will normally have dual specialties. DA PAM 600-3 states that ideally officers will receive assignments that will develop them in both specialties.<sup>6</sup> It goes on to say that an officer may single track but that he must carefully consider the career impact of such a decision;<sup>7</sup> thereby implying such a decision is not a good one. Not many young officers will put their future careers on the line by choosing to single track given this type of discouragement. However, even if he does decide to single track, it does not mean that he, in fact, is going to get acquisition experience. For example, someone single tracking in SC91 could spend time on staff in a support battalion at the senior captain level, at DISCOM as a junior major, and then back in a support battalion as the materiel officer or executive officer as a senior major. Very little of this experience will provide him the needed skills to be a Program Manager.

What is needed is what the GAO has recommended to the Secretary of the Army and that is to . . . "establish a career field in acquisition equal to a military career field leading to major command that (1)

establishes a functional specialty in acquisition management and (2) defines desired acquisition experience within this career field."8 In this manner an officer would go from two specialties and an ASI 6T, to an acquisition specialty code with an additional modifier indicating the area in which he performed his user/support base training. It would thereby reduce the specialty qualification requirement from three to one with that one being in the area of previous experience.

As stated by Senator Don Quayle, the military has had difficulty in defining what constituted acquisition management experience. In order to make the acquisition management specialty work, the schooling required along with the pertinent job assignments must be defined explicitly.

What formal civil schooling should a Program Manager have to be successful? Mr. Hurtt, Senior Vice President, Martin Marietta Corporation, in answer to this question asked by Senator Goldwater during the previously mentioned subcommittee meeting stated:

My personal view has been one that a technical education is more important than a formalized business education, per se. I am speaking of that now, as we deal with, really, the high technology kinds of programs.

So many mines are in that field that one must cross to go with a development of a major, new, technological undertaking that I really believe the sense of technology is a more important single thing.

On the other hand, I have to hasten to add that a good engineer with the broadening of a business education, that is, a bachelor's degree in engineering and a master's in business, I don't see how you can beat that either for the military or the civilian aspects of program management.<sup>9</sup>

In the GAO Draft Report the "agency management expressed the view that the optimal education background was an undergraduate degree in engineering or a physical science and a graduate degree (usually

obtained after entering military service) in management."<sup>10</sup>

I agree with these comments completely, and therefore believe that the first requirement for an officer wishing to enter the MAM Program be to have a degree in engineering or physical science. DA PAM 600-3 allows officers with a baccalaureate in management/business or any other baccalaureate degree to enter the MAM Program as long as the officer has had some materiel acquisition experience.<sup>11</sup> As Senator Don Quayle says, this is not defining the standards tightly enough. If one is going to justify having a single track acquisition specialty on experience and expertise, then one must start by requiring the proper expertise. The only exception that should be made to this policy is to allow graduates of the military academies to enter the MAM Program, but only if they concentrated in engineering.

A graduate degree in business is also essential. Therefore, one of the first assignments for a newly selected MAM officer should be to a notable business college to obtain an MBA. Presently to gain certification as an acquisition manager, DA PAM 600-3 only requires a baccalaureate or higher degree in a MAM related discipline which is undefined. I can see the need in the early stages of a program to perhaps waiver requirements in order to obtain sufficient participants. However, I cannot see setting requirements so low that unqualified personnel can qualify for certification. This definitely cheapens the certification process.

Turning now to the military schooling requirements, paragraph 101-4b, DA PAM 600-3 states that each new MAM Program selectee will, consistent with the needs of the Army and officer availability, attend the 9-week MAM course at the Army Logistics Management Center (ALMC).

Also, par. 101-4d states that at the major level MAM Program members will normally attend the 20-week Program Management Course at the Defense Systems Management College (DSMC). However, to understand the fields of procurement and production, the MAM officer should also be required to take the basic and advanced Defense Acquisition Contracts Course which are both given at ALMC.<sup>12</sup> There are also many 1- and 2-week courses given at ALMC, DSMC, and other DOD facilities, along with workshops and refresher courses available to improve an officer's particular capabilities prior to a specific assignment.

DA PAM 600-3 also requires a MAM officer to have completed the Officer Basic Course as well as the Officer Advanced Course during the first 6 years of duty, and in addition, to have completed Command and General Staff College at Fort Leavenworth prior to certification. The first two courses should have been completed if the officer concerned is the quality officer required in the MAM Program. Also, these courses have little impact on the future training or schooling of the individual as they take place prior to the entry into the MAM Program. However, this is not the case with attendance at the Command and General Staff College. The year spent at Leavenworth is during the primary learning period for a MAM officer. Even though many good elective courses are offered during this period by local colleges, the majority of the time is spent studying areas which do not impact directly on the MAM training process. The year normally spent at the Command and General Staff College could be used to attend the Defense Systems Management College; or better still, that year could be spent in the Training With Industry Program.

In General Thompson's prepared statement to the subcommittee he made the following comments concerning the Training With Industry Program:

Another step taken to enhance acquisition skills among our RDA, MAM, and procurement and production officers is our Training With Industry (TWI) Program. This program provides training in industrial procedures and practices not available through military service schools or civilian educational institutions, and provides officers with vital knowledge, experience and perspective in management and operational techniques of a specified industry, with special emphasis on procurement management.

A recent analysis of TWI needs resulted in the identification of 153 procurement and production positions and 55 research and development positions within AMC and the Defense Logistics Agency. Based on these identified requirements, AMC has increased its annual TWI officer participation to 80 P&P officers and 10 R&D officers, beginning in 1983 and continuing through the 1988 training years. In order to accommodate the program's expansion, the number of participating companies was increased by 60 percent, adding to an already impressive list of dynamic companies which not only have an outstanding capacity to train, but have programs which positively influence Army materiel acquisition and readiness.<sup>13</sup>

The option of substituting TWI in lieu of Command and General Staff College definitely has merits when one looks at the many fields in which MAM officers need to be educated and the limited amount of time available to get this accomplished.

Last, DA PAM 600-3 indicates that the appropriate military education level at the colonel phase is the preferred attendance at the Industrial College of the Armed Forces. Once again the DA PAM falls a little short of the purpose, which is to train MAM officers. The DA PAM should state that MAM officers will, given the proper certification and performance, attend the Industrial College. The other MEL-1 producing colleges are just not geared to teach courses beneficial to the upcoming

Program Manager other than for elective courses. Also, there is very little if any interplay between the fields of interest of a MAM officer and that of a Combat Arms Officer. The MAM officer would be much better served at the Industrial College with his compatriots from the Air Force and Navy who have the same materiel acquisition management backgrounds.

Once the formal military and civilian schooling requirements are defined, it is necessary to establish an assignment profile which both utilizes and enhances this schooling. In the GAO Draft Report,

the triservice panel consensus was that since management of a major program was equivalent to major command of an operational unit, it required a similar level of preparation and a more clearly defined career path. Key developmental experiences identified by the panel included

- operational experience, i.e., experience with a combat or support command,
- multiple PMO assignments; and
- experience, through PMO and other acquisition assignments, in systems engineering, testing, laboratory, and logistics and at headquarters (service level or above).

The recommended career pattern defined a need for a PM with an understanding of the various functional fields involved in the acquisition process."<sup>14</sup>

Also, that

PMO experience was the most highly valued for preparing the PM. The PM is charged with managing and coordinating wide-ranging and critical processes--from evaluating alternative technical approaches, weighing performance and cost concerns, and assessing system performance to defining a contracting strategy and monitoring contractor performance. Prior PMO experience enhances the PM's ability to ensure that such tasks are effectively carried out.

Within the PMO, experience in managing a nonmajor system or subsystem was identified as highly desirable. Such assignments provide the PM with hands-on experience in the varied tasks involved in program management.<sup>15</sup>



When one compares these comments to the present typical career path for MAM officers, figure 1,<sup>16</sup> there are some very major discrepancies. This is due primarily to the need for an officer to remain qualified in at least one other specialty and in some cases, two specialties. Only by using a very broad definition of a MAM related specialty can some officers squeeze in a MAM assignment. For example, as stated earlier, an infantry officer, SC11, with a MAM related specialty of maintenance management, SC91, could find that his MAM assignments could all be at the support battalion or division support command level. Although these are great jobs for qualifying this officer in his alternate specialty, it does not particularly prepare this officer to become a Program Manager of a major infantry program. In addition, when the officer has to qualify also in a combat arms specialty, it just does not leave sufficient time to cover the varied fields of interest needed to perform well as a Project Manager.

Contrast this situation with the situation in industry as explained by Mr. Hurtt during the subcommittee hearings.

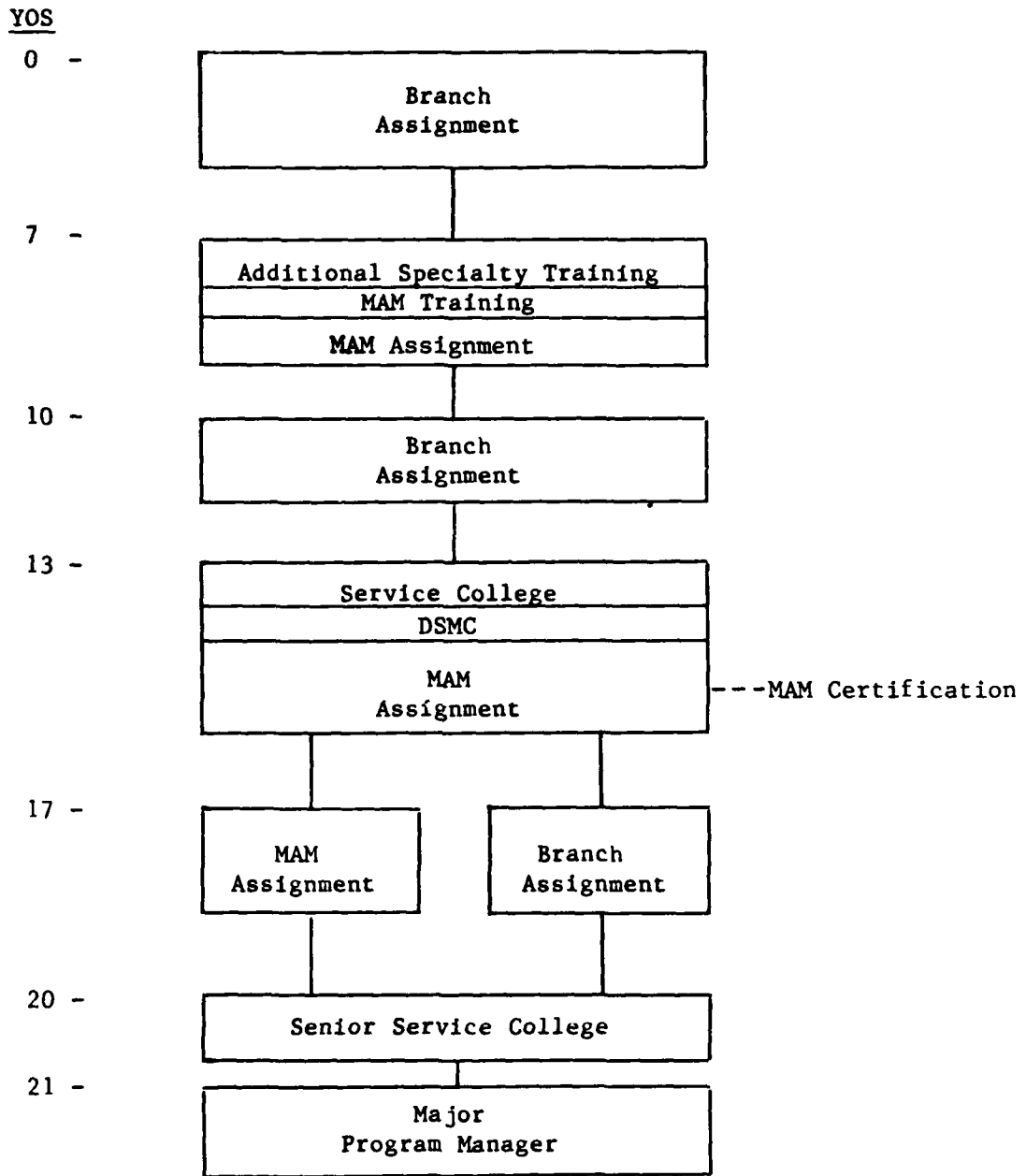
Once identified, these high potential candidates are given considerable career development counseling. We do articulate and evaluate their strengths and weaknesses, and we have Training Programs that we tailor specifically to these individuals to meet their needs or to deal with their weaknesses, and that are designed to help them grow into competent managers.

Our program for improving the capabilities of our managers normally consists of a combination of on-the-job training, carefully selected Academic Programs, and job rotation. I would add that on-the-job training is the most fundamental things that we push on.

Job rotation is often through several central functions to give the candidates sufficient feel and understanding of organizations which will be key to them, such as finance, contracts, manufacturing, and quality control, in addition to engineering.

Figure 1.

Typical Career Path for MAM Officers



YOS=Years of Service

On-the-job training within the program area itself gives them closely supervised exposure to the various elements of program management.

Typically, when a candidate is deemed ready, he is started with an assignment to manage a small program, and subsequent assignments move him on to larger and more complex jobs in keeping with his demonstrated ability.

Simultaneously with their first daily assignment, candidates are often given specific training, which can range from basic management and supervisory courses to much more sophisticated programs, sometimes in an academic setting.<sup>17</sup>

Most of that time, he will have been working on technical tasks, but almost always he will have been associated with a specific contract, with the contract's terms, conditions, performance requirements and its funding restraints.

So I am going to say that he has had almost 20 years of very related program management experience and activity. He knows all the buzz words and acronyms.<sup>18</sup>

It becomes very obvious that the program outlined in DA PAM 600-3 is insufficient to train a MAM officer to the proficiency of his civilian industry counterpart.

To close this gap, I would propose that MILPERCEN take a hard look at the duty descriptions for officers in the major and lieutenant colonel phases of the present Procurement and Production Specialty, SC97, and the Materiel Acquisition Management Program, ASI 6T and combine them under a Materiel Acquisition Management Specialty, SC98. The officer selected for the MAM specialty would then be single tracked with alternate assignments in procurement and production, and any of the present MAM designated duties. In addition, given the multidisciplinary nature of the PM's job, a MAM officer should have experience at major headquarters involved in the acquisition process. The GAO found that

headquarters experience was valued because much of a PM's time is spent in explaining and advocating the program to higher organizational levels; it also

gave the PM an appreciation for the political dimension of the acquisition process.<sup>19</sup>

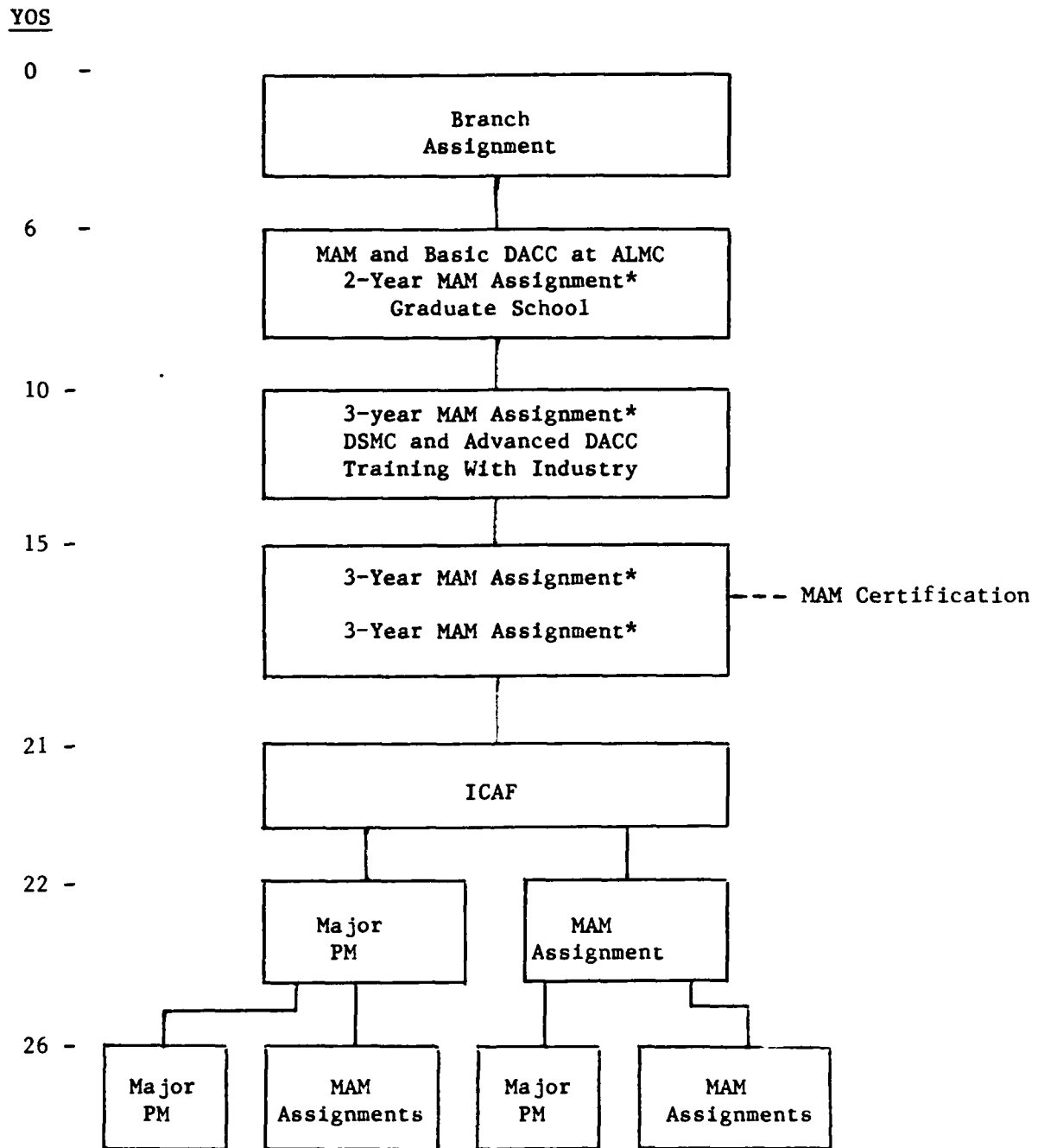
To provide for a good sample of duties, I would structure a typical career path for a MAM officer as depicted in Figure 2.

Those who would disagree with this approach will cite as their major argument that an officer in this program will not know the needs of the service, or be able to make tradeoffs of systems capabilities versus requirements because of the lack of field duty. In that requirement documents are written by the user, i.e., TRADOC or the individual branch schools, it is not up to the PM to determine if the requirements are correct but to ensure that the requirements are technically feasible. In addition, if the MAM officer has had time to participate in testing and evaluation programs, or to serve in a systems manager's slot on either the TRADOC or DCSRDA staff, the officer will probably be better attuned to present and developmental combat systems than his fellow officer with mostly field duty.

The second major argument against a single track MAM specialty will be that those officers in the program will not be promoted at the same rate as their fellow officers. This should be a moot argument for two reasons. First, the administrative actions of the promotion board can be, as they are now, written with a mandatory floor. If this floor is high enough to ensure an equitable promotion rate, the present perception that promotion opportunities are not good for those in acquisition positions will be undermined. Second, if the MAM officer selection process is very tight, assignment criteria is well defined, civil and military schooling appropriate for the officer's time in

Figure 2.

Proposed Career Path for MAM Officers



\*Note: MAM assignments should cover all areas of Procurement, R&D, Test and Evaluation, and Production.

service and grade, and the officer's assignments are managed accordingly, the MAM officer should do very well on his Officer Efficiency Report and, therefore, should be as competitive as his compatriots. Promotion boards will have to be instructed as to what he should have accomplished in his career to date if the system is going to work. This is especially true when looking at promotions to colonel. In 1985, 94.4 percent of the officers who had battalion command time were promoted to colonel as compared with an average promotion rate of 53.4 percent.<sup>20</sup> Since a MAM officer will not be properly trained for battalion command, because of the lack of troop assignments and by not attending the Command and General Staff College, he will not be selected nor should he be selected as this period of his career must be related to duties in a program manager office. Administrative procedures must ensure that the MAM officer gets the same consideration as those who have completed command. If the Army wants some of the best officers to be project managers, then they are going to have to be treated as such by the promotion boards.

The retention of the MAM officer is not only dependent upon his promotion rate, but his satisfaction with his assignment profile as well. If the Army is following the programs that I have put forth as far as civil and military schooling, as well as alternating assignments in procurement, production, and research and development, then it should have a very well trained and motivated acquisition manager. Since pay is not a discriminator within a rank, some other means must be utilized to retain the MAM officer in the service. There will be a lot of pressure by civilian industry to pull these assets out into their operations. Therefore, to keep MAM officers in the service, the Army

will have to ensure that MAM assignments provide the officer with greater levels of responsibility and authority than provided by equivalent positions in industry. In addition, there must be a sufficient number of MAM positions at the colonel and general ranks to provide for a feeling of goal attainability. This of course means that present and future PM positions must be filled by MAM officers. If non-MAM certified officers are allowed to fill these positions, the MAM Program is dead for the outstanding young officer will perceive that his pathway to Program Manager is not through acquisition management and, therefore, will not enter the MAM Program.

Assignments during the colonels phase must be challenging and rewarding if the Army expects to keep these colonels in the service. Also, the PM who has accomplished outstanding results as a PM at the rank of colonel should be looked at for program management as a general. Unlike command at the colonel level where the next step is division command, there is, or at least should be, a possibility for the advancement to a larger program and the rank of general. These larger programs should be given to those who have proven themselves as Program Managers, and not to someone who is a Program Manager for the first time.

Stability within the assignment profile is also required if the maximum retention of MAM's officers is desired. Three-year assignments should be the norm, with 2-year assignments the minimum tour length. Most large-scale procurement, test, and research and development phases last about 3 years. Leaving a MAM officer in an assignment until a tangible product can be delivered provides for a better trained officer and continuity in a program. The learning curve in materiel acquisition

assignments is often very long because of the technical aspects involved, or because the interrelationships between the Government and industry is complicated and multifaceted. This is especially true when dealing with foreign industries and governments concerning standardization and interoperability. Two-year or less assignments create more havoc than not having anyone assigned at all in some of these complex situations.

Since a MAM officer should not have to remain qualified in one or two additional specialties, there should be no reason to move this officer very often. This applies especially to Program Managers who no longer have to get their ticket punched as a brigade commander or corps/DA staff officer in order to make general. Therefore, the Program Manager is not being hurt by staying in a slot at least 4 years, which is the current policy, but which is not being enforced to the extent possible. Continuity at the PM level is by far the most critical aspect in a development program and should be the overwhelming reason for ensuring that a Program Manager stay assigned until the program is either complete, a major DSARC, ASARC or milestone has been completed satisfactorily, or the PM is found to lack the skills necessary to deliver the product. The promotion of the incumbent should not be a reason to change a PM.

In the preceding pages, I have taken a look at the present system for selecting, training, and assigning officers associated with the Materiel Acquisition Management Program. I have suggested several major changes which are in keeping with recent Congressional and Executive Department initiatives to develop a better cadre of Project Managers



capable of delivering a better product at hopefully less cost over a shorter period of time.

The Department of Defense Authorization Act of 1986, which is currently pending, proposes minimum experience and training requirements for those assigned as program managers of major programs. Specifically, the act states that program managers (1) must have attended the DSCM Program Management Course (or a comparable course) and (2) must have at least 8 years of experience in the acquisition, support, and maintenance of weapons, including 2 years at a procurement command. The act also proposes that the services establish additional requirements for the education, training, and experience of program managers.

The act is valuable in introducing minimum qualifications for program managers. However, the requirements established are considerably less stringent than those defined as desirable by panels and other sources, particularly since the 8-year requirement can be satisfied by a wide range of experiences not directly related to acquisition or by experience narrowly confined to one aspect of acquisition.<sup>21</sup> In August 1985, the Deputy Secretary of Defense directed that experience prerequisites and training requirements for procurement and program management officials be established. The process is expected to be completed by February 1986.<sup>22</sup>

At the writing of this paper, the above report is not available. However, unless it is much more specific in its criteria than demonstrated above with its requirement for 8 years of experience, it will fall short of the desired goal of producing better PM's. The criteria required, in my opinion, are as I have tried to outline and are summarized below:

- a. Allow only highly qualified officers with a bachelor's degree in engineering to enter the Materiel Acquisition Management Specialty.
- b. Ensure that the MAM officer gets a master's degree in business.
- c. Ensure that the MAM officer goes to not only the Basic MAM Course at ALMC but attends as well the Basic and Advanced Defense

Acquisition Contracts Course and the 20-week course at DSMC.

d. Expand the Training With Industry program so that every MAM officer will get a chance to take advantage of this contact with industry.

e. Develop the MAM specialty as single track, incorporating specific aspects of the present SC97 and ASI 6T.

f. Eliminate MEL-4 as a requirement for MAM officer certification.

g. Include at least 2 years of procurement experience along with at least 8 years of acquisition experience, not including civil or military schooling, as part of the certification process.

h. Reserve all Program Manager positions for officers certified as Materiel Acquisition Managers.

i. Develop realistic promotion floors for MAM officers for grades major through colonel.

j. Ensure that MAM assignments are stabilized around a 3-year average, or at least are tied to the completion of a specific phase of the program or a tangible product.

The Army has been able to develop officers who are outstanding tacticians, communicators, engineers, logisticians, etc., by intensely managing the schooling and duty positions of those officers. It needs to do likewise with those it wishes to become expert Materiel Acquisition Managers. The Army cannot continue to expect to make expert Program Managers without concentrating on the management of their careers.

As Senator Goldwater said before the Subcommittee, "You don't have to be a genius to recognize that the great majority of our manufacturers run rather roughshod over the unmanaged disciple of the Armed Forces. I want to see that change, and you do, too."<sup>23</sup>

## ENDNOTES

1. Senate Hearing, 99-145, before the US Senate, Subcommittee on Defense Acquisition Policy of the Committee on Armed Services, Washington, DC, March 11, 1985; Present: Senators Quayle (Chairman), Goldwater, Bingaman, and Glenn. Improving the Professionalism of the Defense Acquisition Work Force, US Government Printing Officer, Washington, DC, 1985.
2. Ibid., p. 4.
3. Ibid., pp. 17-18.
4. Figure 1, Enclosure 1 to Letter, Department of the Army, Headquarters, US Army Materiel Development and Readiness Command, 5001 Eisenhower Avenue, Alexandria, VA 22333, dated 13 June 1983, Subject: Materiel Acquisition Management (MAM) Program Implementation.
5. DA PAM 600-3, par. 101-1d., Issue Number 6, 30 October 1985, Officer Ranks Personnel, Headquarters, Department of the Army, Washington, DC, p. 80.
6. Ibid., par. 101-4c., p. 81.
7. Ibid., par. 101-4c., p. 81.
8. General Accounting Office (GAO) Draft Report, Capabilities of Key Personnel in the Early Stages of Defense System Acquisition, GAO Code 942240, OSD Case 6873, 4 November 1985, p. 130.
9. See, Improving the Professionalism of the Defense Acquisition Work Force, pp. 12-13.
10. See, Capabilities of Key Personnel in the Early Stages of Defense System Acquisition, p. 82.
11. See, Issue Number 6, 30 October 1985, Officer Ranks Personnel, DA PAM 600-3, par. 101-3f920., p. 80.
12. Ibid., par. 97-4, p. 75.
13. See, Improving the Professionalism of the Defense Acquisition Work Force, p. 20.
14. See, Capabilities of Key Personnel in the Early States of Defense System Acquisition, p. 85.
15. Ibid., p. 86.
16. Ibid., p. 107.

17. See, Improving the Professionalism of the Defense Acquisition Work Force, p. 6.

18. Ibid., p. 11.

19. See, Capabilities of Key Personnel in the Early Stages of Defense System Acquisition, p. 86.

20. Ibid., p. 113.

21. Ibid., pp. 127-128.

22. Ibid., p. 127.

23. See, Improving the Professionalism of the Defense Acquisition Work Force, p. 3.

END

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