TEMC "KICK OFF"

New Course Fulfills DAWIA Requirements

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Recently, frequent guest lecturer Charles E. "Pete" Adolph "kicked off" the Test and Evaluation Management Course (TEMC) at the Defense Systems Management College (DSMC). The TEMC, a one-week course, fulfills the Defense Acquisition Workforce Improvement Act (DAWIA) requirements for Level II/III certification of test and evaluation (T&E) professionals.

Although the TEMC is the only Department of Defense (DOD) course for the T&E community, DSMC is involved heavily in the development of new courses for the Defense Acquisition University (DAU). In fiscal 1995, DAU will sponsor three new T&E courses for Levels I, II and III certification in the acquisition workforce. The DSMC will develop the Level I course, in conjunction with the Air Force Institute of Technology (AFIT), and will support the Naval Postgraduate School (NPS) in the development of the Level III course. The NPS, with the Army Logistics Management College (ALMC), is developing the Level II course.

The Level I course is planned to be a one-week introduction to the fundamentals of DOD test and evaluation management. The Level II course will be a two-week intensive look at the technical/management tools required to plan, conduct and report successfully on a T&E program in today's environment. The Level III course is planned to cover top-level T&E management issues in a two-week workshop of lectures and case studies. These new DAU courses will be a key to having a trained and experienced T&E workforce as directed by Congress in DAWIA.

Photo by Richard Mattox

Charles E. "Pete" Adolph (left) and Edward Hirsch, DSMC Provost and Deputy Commandant.

USD(A&T)/TE Support

Before his retirement at the end of January 1994, Mr. Adolph, as Director, Test and Evaluation, Office of the Secretary of Defense, and Chairman of the Test and Evaluation Functional Advisory Board, was instrumental in advancing and improving T&E education in the DOD. He confirmed the importance of the TEMC when it was initiated in 1989, and was deeply involved in development of the current T&E course.

Mr. Adolph was a Distinguished Guest Lecturer for the Program Management Course and the TEMC. He encouraged his deputy directors and staff to support DSMC, which they have done enthusiastically. This led to more than 40 presentations on extremely topical and timely information over the past five years.

Mr. Adolph provided reinforcement beyond the classroom by inviting the College to facilitate organizational meetings and working groups. He invited the Chairman of the T&E

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impetus for change it needs to be. I will work with my Quality Council to formulate a new one that could serve as a competitive advantage.

"Theory of Constraints" Concept

My journey through Eli Goldratt's *The Goal* (as well as his latest book, *The Haystack Syndrome*) was by necessity, not choice. Apparently Mr Goldratt's Theory of Constraints (TOC) which comes from these books is the newest "cause celebre" and I felt I needed to familiarize myself with it.

Measurements for Manufacturing

The Goal is TOC's Magna Carta, the defining vehicle for the new way of manufacturing. Craftily interwoven into a rather enjoyable novel, Goldratt introduces a new set of measurements for manufacturing. After affirming the ultimate "goal" is to "make money," Goldratt cites "throughput" (the rate at which the money is generated through sales), "inventory" (all the money invested in purchasing that which is to be sold), and "operational expense" (all the money spent to turn inventory into throughput) as his replacements for more conventional ("cost world") terms such as profit and return on investment.

Focusing on throughput, he lasers in on the "constraints" that limit throughput performance. In the throughput world, constraints are the essential classification replacing the role that products played in the cost world.

In *The Goal*, this new consciousness enables the plant manager to save his plant and jobs (not to mention his marriage, an interesting little subplot throughout the book). Goldratt's self-proclaimed aim is to "rescue all of American manufacturing and transform it from an art to a science." As a neophyte to the world of manufacturing, much of this went over my head since I could not put it in context. But, I began my education in TOC. I've learned new terms, practically a whole new lexicon (buffers, buffer-origins, Jonahs, throughput dollar-days, etc.) and am at least sensitive to the subject. A 40-hour course the week after graduating the Defense Systems Management College Program Management Course further enhanced my understanding. Armed with at least a little knowledge, I await wisdom, the application of that knowledge.

Conclusion

This literary smorgasbord was a nourishing feast. I was ennobled by Covey's book, my leadership glands percolated at the wisdom of his insights. Whiteley's book was a pleasant surprise in its practical hints for developing that customer bias; several projects will grow from that experience. And while my understanding of Theory of Constraints is limited, I am well up the learning curve. Reading these books was time well-spent.

Vision...a leader lifts his sights to tomorrow...and is able to relate and inspire his followers with that vision.

PMC 94-1 KEYNOTE SPEAKER

Photo by Richard Mattox

Mrs. Colleen A. Preston, Deputy Under Secretary of Defense (Acquisition Reform), is greeted by DSMC Commandant Brig Gen (Sel.) Claude M. Bolton, Jr., USAF, on arrival at the DSMC campus to deliver the PMC 94-1 keynote speech, January 24, 1993. Mrs. Preston stressed the need for reform legislation and regulations based on the Section 800 Panel recommendations.

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Department at DSMC to attend the annual DTE, DOTE, PEO and PM Executive Off-site Meeting and participate as a member of the DAWIA-mandated Test and Evaluation Function Advisory Board.

Using his appearance as an opportunity to express heartfelt appreciation for his exceptional support of the College; his promotion of, and efforts to improve, T&E education; and his friendship; DSMC surprised Mr. Adolph with an Honorary Professor Award. His departure from DOD will be felt throughout the T&E community, but through the Honorary Professor Award we hope to continue our professional association and our friendship.