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EVOLUTION OF THE ARMY PROJECT MANAGER DEVELOPMENT  
PROGRAM

DEFENSE SYSTEMS MANAGEMENT SCHOOL

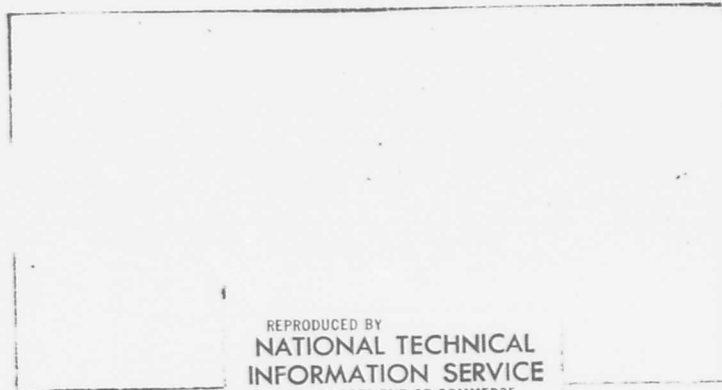
NOVEMBER 1975

# DEFENSE SYSTEMS MANAGEMENT SCHOOL



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## PROGRAM MANAGEMENT COURSE INDIVIDUAL STUDY PROGRAM



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DEFENSE SYSTEMS MANAGEMENT SCHOOL

STUDY TITLE: EVOLUTION OF THE ARMY PROJECT MANAGER DEVELOPMENT PROGRAM  
(PMDP)

STUDY PROJECT GOALS: To review the Army's implementation of a project manager career development program in order to determine if any significant problems still exist.

STUDY REPORT ABSTRACT

The purpose of this study is to determine where the Army is, at this time (Nov 1975), and where it is going as far as developing professional career programs in project management. It also looks into the promotion potential for PMDP participants in order to determine if opportunities for advancement are or will be equivalent with those of contemporaries in operational and especially command positions.

The study was accomplished primarily by unstructured interviews and data search at Hq, DA; AMC; and DSMS. It also utilized information from a prior student study conducted by LTC Jerry Huff, PMC 73-2 in November 1973, as well as draft revisions to DA Pamphlet 600-3 on the Officers Personnel Management System, and a survey of DSMS graduates made by DSMS.

KEY WORDS

PERSONNEL-MANAGEMENT-CAREER MANAGEMENT-MANAGEMENT TRAINING-  
OFFICER PERSONNEL-LOGISTICS

PROJECT MANAGEMENT  
ARMARC REPORT

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75-2

DATE

12 November 1975

EVOLUTION OF THE ARMY  
PROJECT MANAGER  
DEVELOPMENT PROGRAM  
PMC 75-2

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EVOLUTION OF THE ARMY  
PROJECT MANAGER DEVELOPMENT  
PROGRAM

Study Project Report  
Individual Study Program

Defense Systems Management School  
Program Management Course  
Class 75-2

by

Ronald W. Little  
LTC Armor USA

November 1975

Study Project Advisor  
Col Edwin R. Levine

This study project report represents the views, conclusions and recommendations of the author and does not necessarily reflect the official opinion of the Defense Systems Management School or the Department of Defense.

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## EXECUTIVE SUMMARY

Since the advent of DOD Dir 5000.1 in 1971 there has been considerable improvement in the personnel aspects of materiel acquisition management. A Project Manager Development Program (PMDP) has been informally implemented in the Army in compliance with DOD Dir 5000.23 dated 26 November 1974. The primary thrust of which is to develop within the Services a professional cadre of military program managers. Deputy Secretary of Defense Clements has stated that the success of defense systems programs is primarily dependent upon competent people in program management who are given sufficient responsibility and necessary authority to get the job done -- and who are rewarded when they do a good job and are replaced when they don't. (4:3)<sup>1</sup>

This report reviews the emphasis which has been placed on providing qualified personnel in Project Management Offices and measures which have been taken by the Army to implement DOD Dir 5000.23 in selection and career development for the management of defense systems acquisition.

While the Army has made significant strides in instituting a professional career progression program to develop Project Managers, there has been a dichotomy in that there has been no clear provision for advancement opportunity through the grade of Lieutenant Colonel to the grade of Colonel within the program. To be competitive for promotion to Colonel, an officer has had to leave the project management program in order to return to his primary specialty, usually his basic branch, and get a command.

With the recent revisions to the PMDP, which will be published in the very near future, along with the establishment of Lieutenant Colonel

stepping stone positions for promotion to Colonel, it is my opinion that the Army will have a truly viable professional career program in project management/materiel acquisition.

1 This notation will be used throughout the report for sources of major references. The first number is the source listed in the bibliography. The second number, when appropriate, is the page in the reference or inclosure to the reference.

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EVOLUTION OF THE ARMY PROJECT  
MANAGER DEVELOPMENT PROGRAM

Chapter I

INTRODUCTION

Recent years, especially since publication of Department of Defense Directive (DODD) 5000.1, in 1971 there has been considerable improvement in the personnel aspects of materiel acquisition management. Deputy Secretary of Defense Clements in DODD 5000.1 provided a much needed emphasis to overall Project Management. He stated that successful management of major defense systems is primarily dependent upon experienced and competent individuals. Secretary Clements has carried this theme further by directing the establishment of System Acquisition Management Careers. This study is devoted to the actions taken by the Army to establish a viable Project Manager Development Program which will provide for bonafide careers in the field.

I intend to show the evolutionary progress which is being made by a review of past studies and actions as well as recent actions pertaining to the project management career field. The study primarily utilizes information obtained through unstructured interviews at Hq, DA, Hq AMC and DSMS. A review of promotion board recommendations, some promotion statistics and a survey of DSMS Project Management Course graduate opinions are utilized to look into the promotion potential aspect of the career program.

ABSTAINER

This study represents the views, conclusions and recommendations of the author and does not necessarily reflect the official opinion of the Defense Systems Management School nor the Department of Defense.

## Chapter II

### BACKGROUND

#### Project Management--A Career Field?

A study by LTC Jerry Huff, a DSMS student, in November 1973, titled: Army Project Management--A Career Field, may have significantly influenced Army actions regarding the project management career field. His study was based on a survey of senior Army officers and their opinions regarding project management careers. Questionnaires went to 58 officers composed of 7 General Officers in Army Materiel Command, 13 Project Managers, 12 Brigade Commanders, 10 General Officer Promotion Board members, 8 Colonel Promotion Board members and 8 Lieutenant Colonel Promotion Board members. The responses indicated that in their opinion, there were no Lieutenant Colonel positions in project management which were considered equivalent to command and that the Army was not in favor of a career field which would develop experienced project managers (11-iii). LTC Huff's recommendations were that: a career field in project management should be established and that credible command equivalent lieutenant colonel positions must be established within the project management area to obtain a normal career progression to the position of Project Manager. LTC Huff provided an excellent analysis of career progression alternatives which included two proposals that allowed an officer to stay current and qualified within his branch in order to be competitive with contemporaries for obtaining a battalion command and promotion to Colonel. These alternatives provided a minimum of experience within the field of materiel acquisition, however, would be most acceptable to the senior officers according to his survey. His third alternative provided for a complete career field in project management as shown below:

PROGRESSION PROPOSAL III

<u>RANK</u>	<u>DUTY</u>	<u>YEARS</u>	<u>CUMULATIVE YEARS</u>
LT	Branch Troop Duty	2	2
	Advanced Degree	2	4
	Functional Command (AMC)	3*	7
CPT	Career Course	1	8
	Company Command	2	10
	Procurement (AMC or DCAS)	3*	13
MAJ	Defense Systems Mgt. Sch. (Replaces C&GS)	½	13½
	Project Office (Section Chief)	2½*	16
	Department of the Army Staff (R & D)	3*	19
LTC	Industrial College of the Armed Forces	1	20
COL	Project Manager		

\* Project management related. In this proposal, the officer spends eleven and a half years in project management related fields prior to assuming the position of project manager (11:84).

Note that under this alternative, the officer is not expected to obtain battalion command experience. In this case, promotion and senior service college selection boards would be instructed based on the officer's experience in the project management field. LTC Huff's conclusions on career progression alternatives were as follows:

"Although I feel that the third alternative is the best one for good project management, it is not acceptable to the senior officers of today's Army. Before we can institute alternative three, we must first conduct a

very widespread education program to portray to the officers of the Army, especially at the high level, what the responsibilities of Army project management really are. Only when we are able to cut project management free from the command requirement will we really be able to provide project managers who have "grown up" in the business.

This is the real dilemma of the project management career area. However as my survey indicated, the current senior officers of the Army would prefer a project manager with a line/command background to a project manager with previous experience in a project management/acquisition related position. This is unfortunate because an experienced project manager can do much to assure low cost, on schedule delivery, and a desired level of equipment performance." (11:85).

LTC Huff's study, in my opinion, provided an accurate analysis of the situation existing in 1973. At that time there was no semblance of a project management career field in the Army which would allow for an individual's advancement within the program. The specialties of Research and Development, Procurement, Logistics and Maintenance Management were the closest related career programs. While the Department of Defense recognized the importance of project management and in DOD Directive 5000.1 directed that: "The assignment and tenure of program managers shall be a matter of concern to DOD Component Heads and shall reflect career incentives designed to attract, retain and reward competent personnel;" the senior officers in the Army were not in favor of a career program in project management.

#### ARMY MATERIEL ACQUISITION REVIEW COMMITTEE (AMARC)

In 1973 a committee composed of primarily top level industry leaders was formed to study and make recommendations for improving Army practices,

procedures, and organization for managing materiel acquisition. The Army Materiel Acquisition Review Committee recommended that the Army improve the management of officers in materiel acquisition to enhance their professional development opportunities and effectiveness of performance. The following specific actions which pertain to this study were recommended in the AMARC Report dated 1 April 1974:

Implement a project manager development program and include as a specialty under OPMS.

Leave PM's and key military on the job until the completion of a life cycle phase of development.

Select officers for PM assignments at the grade of colonel by a DA selection board.

Reflect in a PM's performance appraisal his accountability for cost management.

Insure that the organization and military grade structure of RDTE organizations reflect the magnitude and complexities of the assigned programs. (1 and 2).

The AMARC recommendations were taken very seriously by the Army and while not all were adopted, they did provide an additional impetus to the project manager development program.

DEPARTMENT OF DEFENSE DIRECTIVE 5000.23 "SYSTEM ACQUISITION MANAGEMENT CAREERS"

Mr. Clements published a follow on directive to DODD 5000.1 in November 1974 establishing policy for the selection, training and career development of DOD personnel who are required for the management of major defense systems acquisition. DOD Directive 5000.23 directed: That career fields

be developed and maintained to provide line and staff careers within the field of system acquisition management; That career opportunities shall be established to attract, develop, retain and reward outstanding military officers and civilians required as Program Managers, or as their principal deputies/assistants. The grade structure in program offices should recognize the great importance of system acquisition. (10-IV).

In the area of personnel management, Mr. Clements directed that performance measurements shall be developed and emphasized in order to insure that only the most competent individuals are retained and rewarded in the System Acquisition Management career field. (10-IV A.). In addition opportunities for advancement should be equivalent with those of contemporaries in operational, line and command positions. (Emphasis added by author). (10-VI-D). The requirements of DODD 5000.23 were effective on publication, 26 November 1974 and required that implementing documents be forwarded to the Director of Defense Research and Engineering (DDR&E) within 90 days.

### Chapter III

#### ARMY IMPLEMENTATION ACTIONS

In compliance with DOD Directive 5000.23, the Army provided draft implementing documents to Department of Defense on 25 March 1975. This documentation was provided in the form of drafts of a Project Manager Selection System and a Project Manager Development Program. (3).

#### PROJECT MANAGER SELECTION SYSTEM

Board selection of Project Managers was implemented in September 1974. In the Letter of Instruction to the Board, Secretary of the Army, Callaway, stated that "Project Management is to the materiel acquisition area precisely what command is to the combat operations area. They have much in common in the sense that both require the imaginative drawing together into a integrated operation the limited resources allocated toward a given objective. Both require leadership and management ability to accomplish the most demanding objectives."

Two items of significance in the instructions were that prior troop command is not a prerequisite for selection as a project manager and that graduation from Senior Service College is required. (3: Incl 2). In my opinion this is a dichotomy in that prior command experience is practically a necessity for selection to attend a Senior Service College. This must have been recognized by DA, however, since the new draft documents on the Project Manager Selection System (3: Incl 1, and Incl 3) indicate that the Senior Service College criterion may be waived for officers who have served as Project Manager or as a field grade officer in a responsible position in the office of a project manager. However, it is stated that graduation from the Industrial College of the Armed Forces is desired and in time will

become a firm requirement. (3: Incl 1) It is also provided that the normal tour for a PM is four years and that changes of PM's will normally occur near major program milestones.

#### OFFICER PERSONNEL MANAGEMENT SYSTEM (OPMS)

To understand the evolution of the Project Manager Development Program (PMDP) it is first necessary to understand the OPMS and how the PMDP is evolving within it.

Under the dual specialty development concept of OPMS, officers receive their professional development in two specialties; a primary specialty and an alternate specialty. Officers will receive their initial development in a basic entry specialty related to their branch and have their alternate specialty designated prior to promotion to major. A chapter on Development of Project Managers was included in a revision to DA Pamphlet 600-3 in March 1974. This provided for interspecialty development for potential Project Managers. An example of the type assignments an officer might receive under this program is shown in Table 1.

Emphasis is placed on development in the primary and alternate specialty with development toward Project Management in actuality being tertiary.

Primary Specialty Combat Communications-Electronics	Professional Development Phase	Alternate Specialty Communications-Electronics Engineering
XO, C-E Systems Integra- tion Office, ECOM Chief, Inspector General Office, AMC	Colonel	Project Manager, Communi- tions Director, Communications Electronics Plans and Analysis, ECOM Staff Officer, Communica- tions Systems Division, JCS
Communications-Electronics Programs Officer, ACSC-E Deputy Secretary General Staff, AMC Staff Officer, Communica- tions Dir, OCRD	Lieutenant Colonel	Chief, Office of the Project Manager Field Office Chief, Technical Manage- ment Division, Office Project Manager
Plans Officer, ACSC-E New Equipment Training Ofcr, ECOM Brigade Signal Staff Officer	Major	Chief, Frequency Alloca- tion Branch, ACSC-E Electrical Engineer, Systems Engineer Officer, Office Project Manager Staff Communications- Electronic Officer, USACC
Instructor, Signal School Commanding Officer, Signa! Company Battalion S-4 Staff Officer, Field Army Signal Officer Communications Staff Officer, Army Depot	Captain	Electrical Engineer, Communications-Automatic Data Processing Laboratory Staff Officer, White Sands Missile Range Test Officer, Yuma Proving Grounds Staff Officer, Communications-Electronics Engineering and Installation Agency
Platoon Officer, Signal Battalion Communications-Electronics Maintenance Officer	Lieutenant	

TABLE 1

### PROJECT MANAGER DEVELOPMENT PROGRAM (PMDP)

The primary difference that can be seen in the new draft revision to Chapter 30, DA Pamphlet 600-3 is in the acknowledgment that officers can pursue a career in project management/system acquisition management. While the PMDP is still considered to be interspecialty development by having a primary and alternate specialty, it is noted that to obtain the necessary job experiences or objectives of the program, officers will spend most of the remainder of their careers in program related duties. After reaching the grade of Lieutenant Colonel, the pattern is clearly materiel acquisition/Project Management oriented. (15).

DA implemented the PMDP in December 1974. The PMDP selection board has approved 410 officers for participation in the program as of 11 September 1975. The number of personnel projected to eventually become program members is approximately 2000. (7)

### OFFICER EFFICIENCY REPORT NARRATIVE

In further compliance with DOD Directive 5000.23 and with the AMARC recommendations the Army is implementing a revision to AR 623-105 on Officer Efficiency Reports directing rating officers to provide special narrative evaluations of officers in system acquisition management. The change will require specific comments to be made in the narrative of OERS to evaluate the project manager potential and qualifications of field grade officers whenever one or more of the following conditions are met: The officer possesses a primary or alternate specialty in Research and Development, Procurement, Operations Research Systems Analysis, or one of the materiel management specialties; is serving in a materiel acquisition related assignment; is a graduate of the Defense Systems Management School; has expressed a desire and interest to participate in Project Management; is a

participant in the Project Manager Development Program. "In general, the project manager must be able to combine the functions of research and development, financial estimating and control, procurement, manufacturing, testing and logistics and lead an integrated team of government (military and Civilian) and industry personnel to accomplish a certain objective within designated time, cost and performance constraints." (3: Incl 7).

## Chapter IV

### PROMOTION POTENTIAL

This chapter will review some recent promotion board instructions as they pertain to providing opportunities for advancement for officers in the PMDP. It will show the formal position of the Army in that regard, then will look at recent promotion statistics for Army graduates of DSMS compared to other service graduates. Finally, a survey of Army DSMS graduates opinions regarding the effectiveness of the career program and promotion potential compared to the other services is reviewed. We can then compare the formal written policy with the actual statistics and to how officers in the program see their chances for promotion.

#### 1974-1975 PROMOTION BOARD INSTRUCTIONS

While previous promotion boards have been instructed to give Project/Product Managers credit for equivalency to command duty, instructions to the Army Promotion Selection Board which convened in July 1974 to select officers for temporary promotion to the grade of Colonel, was more explicit in regard to specialists and particularly to Project/Product Managers. The following instructions provided a commitment to the implementation of the Officer Personnel Management System (OPMS): "OPMS represents a shift from a traditional value system within the officer corps to a system which is in line with the contemporary needs of the Army and the individual. The full transition to OPMS will take several years of which the Army is now in the early stages. (Emphasis added by the author). There is a danger that this change could be unintentionally delayed through a lack of uniform application of the basic OPMS principles by personnel management policies and recommendations of selection boards. The danger lies in the possibility

that promotion and selection boards will continue to select officers in their own image. (Emphasis added by author). This board will produce tangible results which can either support or degrade the credibility of OPMS. To meet the Army's need for top quality specialists the board should search diligently for those who are eminently qualified through service in a specialty field at increasing levels of responsibility. (12:15 & 16). The importance of Project/Product Manager positions to the Army, in the field of materiel acquisition, cannot be overemphasized. Project and Product Managers require both technological competence and personnel management skills. In addition, command equivalency should be applied to those positions occupied by more junior officers in the Project Manager Development Program. Currently, these developmental positions include deputies of project managers and subproject managers." (Emphasis added by author) (12:18).

The Letter of Instructions to the 1975 Brigadier General Selection Board went a little further in that it required the board to select 25 officers from a list of 13 specialty fields including 1 with Project Manager experience as a Colonel. The numbers represented a ceiling in each specialty and were not mandatory quotas, however, if a fully qualified officer could not be found, the board would indicate this in its report.

"There is no necessity for the outstanding specialist to have command at every appropriate grade level in order to be qualified for promotion. Assignment as a project manager is equated with command duty. The Army will continue to need general officers with the ability to manage high dollar-cost projects of a technical nature. The board should take into account the leadership and technical managerial abilities already demonstrated in the field of project managership by the officers being

considered for promotion." (13:5).

PROMOTION SUMMARY FOR DSMS GRADUATES

The Defense Systems Management School (DSMS) has compiled a summary of promotion statistics for DSMS students and graduates. (See Table 2). The statistics indicate that for promotion to LTC the Army DSMS students and graduates fared quite well with a 93% selection rate for officers in the primary zone of consideration compared to the Army-wide rate of 70%. This also compared favorably with the other services; providing a better showing than the Navy and comparable with the Air Force. Army DSMS students and graduates did better than the Army-wide rate for promotion to Colonel with a 67% selection rate. It was here that the Air Force showed a significant divergence by a 100% selection rate to Colonel compared to the Air Force-wide selection rate of 36%. (14). This is indicative of the criteria for selection of quality officers to attend DSMS and the importance placed on project management in the Air Force.

PROMOTION SUMMARY FOR DSMS STUDENTS/GRADUATES

		<u>ARMY</u>		<u>NAVY</u>		<u>AIR FORCE</u>			
<u>FISCAL YEARS</u>	<u>TO RANK</u>	<u>ARMY WIDE %</u>	<u>DSMS ELIGIBLES (PRIMARY)</u>	<u>DSMS SELECTEES (PRIMARY)</u>	<u>BELOW ZONE SELECTEES</u>	<u>NAVY WIDE %</u>	<u>DSMS ELIGIBLES (PRIMARY)</u>	<u>DSMS SELECTEES (PRIMARY)</u>	<u>BELOW ZONE SELECTEES</u>
72-76	LTC	70%	27	25 ( 93%)	5				
72-75	COL	40%	15	10 ( 67%)	0				
<u>NAVY</u>									
72-76	CDR	61%	28	16 ( 57%)	2				
72-76	CAPT	50%	29	18 ( 62%)	0				
<u>AIR FORCE</u>									
72-76	LT COL	64%	-52	47 ( 90%)	14				
72-75	COL	36%	11	11 (100%)	3				
<u>TOTAL DSMS SELECTIONS (FY 72-76)</u>									
<u>TOTAL ELIGIBLE (PRIMARY)</u>									
0-5	107		88 ( 82%)		21				
0-6	55		39 ( 71%)		3				

Notes:

1. DSMS statistics include all officers appearing on selection lists published after their first day at DSMS. These statistics represent, therefore, the quality of officers selected to attend DSMS.
2. Service wide and DSMS primary selectee statistics are for first time eligibles. Statistics for those selected after first consideration are not included.

TABLE 2

1975 SURVEY OF PROGRAM MANAGEMENT (PMC) GRADUATES

DSMS initiated a survey of PMC graduates on 8 September 1975 which included two questions pertaining to this study. Questionnaires were sent to the 128 Army graduates. As of 6 November 1975, DSMS had received 83 returned questionnaires. Questions and responses were as follows:

Question 20: My service has an effective career program in the field of acquisition management with opportunities designed to, "Attract, develop, retain and reward outstanding military officers and civilian employees required as Program Managers or as their principal deputies/assistants," (DODD 5000.23, Subject: System Acquisition Management Careers, dated 26 November 1974).

Responses: 80 of 83 Army Officers responded to the 5 point Likert scale from 1 for strongly agree to 5 for strongly disagree.

<u>Strongly Agree</u>								<u>Strongly Disagree</u>
1	:	2	:	3	:	4	:	5
5.0		27.5		33.7		18.7		15.0

Percent of Responses

The average of the Army responses was 3.11 which indicated a slight disagreement that we have an effective career program. For comparison, the average responses from the Navy was 3.08 and the Air Force was 1.97 indicating that the Navy graduates are in the middle and very comparable to the Army, and that the Air Force graduates are in agreement that they have an effective career program.

Question 21: The chances for promotion for individuals who follow an acquisition management career pattern are equal to the chances for those who follow an operational and command career pattern.

Responses: 82 of 83 responded, utilizing the same Likert scale.

<u>Strongly Agree</u>							<u>Strongly Disagree</u>
1	:	2	:	3	:	4	5
4.9		15.9		36.6		24.4	18.3

Percent of Responses

The average of the Army responses was 3.35 which indicated more of a disagreement than agreement with the statement. The Navy's average response was 3.21 and the Air Force's was 2.18. The Air Force graduates again showed that they are in agreement that they have equal promotion opportunities in the career field. It is to be noted that the Army responses showed a positive change from the same question in 1974 which had an average response of 3.88 compared to this years 3.35 (14)

It is my conclusion that while selection boards have been given increasingly more explicit instructions to provide adequate promotion potential for officers in the PMDP there is considerable room for improvement. The statement in the 1974 Colonel's board instructions: "Command equivalency should be applied to those positions occupied by more junior officers in the PMDP. These positions include deputies of project managers and subproject managers," looks good and is a step in the right direction. However, there are only 1 or 2 military deputies in the entire Army and it is doubtful that anyone can define "subproject managers," particularly as being applicable to Lieutenant Colonels. Additionally, while the results of the Brigadier General selection board showed a very favorable selection of Project Managers, a majority if not all of these selectees had also progressed through the traditional mold of their branch contemporaries.

The 67% selection rate for Army DSMS students and graduates compared to the

Army-wide rate of 40% is not impressive in view of the selection process for attendance at the school and for the PMDP. It also shows an unfavorable comparison with the Air Force which has had an effective program management career field for many years.

The survey of PMC graduates clearly shows that regardless of the written instructions to promotion boards, Army graduates/PMDP members do not feel that the Army has an effective career program or that their chances for promotion are what they should be. This also points out that while there have been significant improvements in the PMDP, word on recent implementation actions is not getting out to the officers in the field. Hopefully the revisions to DA Pamphlet 600-3 will be published soon which may help improve the image of the PMDP in the eyes of the entire Army as well as to program members.

## Chapter V

### FUTURE ACTIONS

AMC has been in the process of identifying some Assistant Project Manager positions which can be utilized in identifying stepping stone positions for career progression to Project Manager. This is primarily to assist Project Manager selection boards by identifying officers who have served in appropriately responsible positions within project management to satisfy that experience requirement. Several of these positions have already been identified and built into organizational structures at the Colonel and Lieutenant Colonel (LTC) grade level. (7)

In recognition of the problem of being able to provide promotion opportunities for LTC's in the PMDP which are equivalent with contemporaries in command positions the Army has been studying various solutions. As a result of a meeting at Hq AMC on 4 November 1975, the Vice Chief of Staff of the Army approved a concept which would provide approximately 100 LTC positions which will be filled by a DA selection board similar to the one used to select battalion commanders. This resulted as a sidelight to the decision on transitioning of project management responsibility from the Materiel Acquisition side of AMC to the Materiel Readiness area. This decision involved the establishment of Assistant PMs for Logistics Support in most PM offices. The concept would entail transferring responsibility to the Assistant PM for Logistics sometime after successful completion of Development Test/Operational Test III (DT/OT III) and prior to Initial Operational Capability (IOC). The project would then come under the purview of the Deputy Commanding General, AMC for Materiel Readiness.

AMC is expected to have approximately 10 Product Manager Positions to be filled by LTC's in the near future. These positions along with the

Assistant PMs for Logistics and other functional Assistant PM positions, which will be justified on an individual basis, are expected to provide the positions which will be filled by a DA board selection process. It is expected that all of these positions will eventually be filled by the best qualified LTC's in the Army. (9)

Once these procedures have been placed into effect this should result in having some truly viable stepping stone positions for the professional development of well qualified Project Managers. To formalize these procedures much has to be accomplished. The formal criteria for establishing the Assistant PM positions must be disseminated to PM Offices which will in turn recommend and provide justification for positions. An evaluation of these positions must be made at AMC and probably DA prior to approval. DA will then have to establish the criteria for selection of officers to fill the positions and convene a selection board prior to the procedures actually being placed into effect.

## Chapter VI

### SUMMARY AND CONCLUSIONS

It is clear that project management is getting priority emphasis at the highest levels in DOD and the Army. This emphasis has come from DOD for many years but has really been getting the spotlight in the Army since publication of DOD Directive 5000.23 in November 1974, particularly in regard to the establishment of a career program in project management. Additional impetus was provided by the Army Materiel Acquisition Review Committee (AMARC) in 1974. Prior to this time Project Managers were selected based on criteria which placed very little emphasis on prior experience in project management. Senior Army personnel preferred a Project Manager with a line/command background rather than one experienced in project management/materiel acquisition. There were few incentives for seeking a career in project management below the grade of Colonel. The best promotion opportunities have always been in the line/operational command positions.

The Project Manager selection system combined with the Project Manager Development Program have placed the emphasis on providing the best qualified personnel to do the job based on overall qualifications and particularly on materiel acquisition experience and training. The PMDP as being revised will provide for professional development of officers from the grade of Captain through Colonel which should eventually give the Army a cadre of officers who have grown up in the field and who will have the experience necessary to make the vital, high impact decisions required of a Project Manager.

Recent promotion board instructions have made a commitment to the

implementation of the Officer Personnel Management System and emphasized the importance of project management. Results to date are inconclusive. Even though a number of Project Managers were selected for promotion to Brigadier General by the last board, they generally fit the mold of line/operational command experience as well. The promotion rate to Colonel for DSMS students and graduates of 67% would indicate that either the selection criteria for attendance at DSMS is not what it should be or that LTC's in project management are not being given adequate credit for the responsibilities within project management. With the increased emphasis on project management in the Army this rate should improve. Once the Army has had a chance to grow up in the career field maybe it will move toward the promotion selection rate of 100% achieved by Air Force program management careerists.

It is evident that PMDP career members, if represented by DSMS Project Management Course graduates, do not have a great deal of confidence that the Army has an effective career program nor one which provides opportunity for advancement comparable to contemporaries in operational and command positions. This may be evidence of a lack of publicity for the latest changes to the PMDP, especially the changes being made to DA Pamphlet 600-3 which show a true career program in materiel acquisition compared to the pamphlet currently in the field. The establishment of LTC stepping stone positions can also be expected to improve the confidence level of program members.

A high level Army General in an address at DSMS in November 1975 made the following comments, "Tours in the project management business are not going to be a deadend street. The signs are clear now that project management is considered to be comparable or equal to command. People are

beginning to realize that PMs are handling really big money and making big and really important decisions. In command you don't have major decisions to make compared to a PM that have tremendous impact. There is just no comparison between a Colonel commanding a Brigade and a Project Manager. People and promotion boards are beginning to realize this. For a Project Manager the future looks good."

#### CONCLUSIONS

My conclusions agree with the foregoing comments of the General. We have come a long way toward developing a professional career program in project management/materiel acquisition. While it will still take time to complete implementation of the program, the impetus is here, and I cannot visualize anything that will turn it around. The real key to solving current problems is in establishing the LTC stepping stone positions proposed by AMC and already approved in concept by the Vice Chief of Staff of the Army. Full formal implementation should be expedited.

## BIBLIOGRAPHY

1. Report of Army Materiel Acquisition Review Committee, 1 April 1974. Information pertaining to military personnel provided by Major Stinson, AMC Hq Military Personnel Office.
2. Stinson, Robert, Major, US Army. Interview conducted at AMC Hq on 17 September 1975 as well as several phone conversations through October 1975. Major Stinson is responsible for all AMC PMO officer requisitions and DSMS requirements through the grade of LTC.
3. DAPE-MPD-C Memo to DDR&E, 25 March 1975, subject: System Acquisition Management Careers. This memo, signed by MG Putnam, Director of Military Personnel Management, DA, provided the Army's draft implementing documents to DOD Directive 5000.23. TAB A Inclosures:

### INCLOSURE

### TITLE/DESCRIPTION

- |    |   |
|----|---|
| 1  | <u>Project Manager Selection System</u><br>Draft paper describing the policies, procedures, and responsibilities for selecting and assigning project managers at the grade of Colonel.  |
| 2  | <u>Letter of Instruction to the FY 75 Project Manager Selection Board</u>   |
| 3  | <u>Centralized Selection Procedures for Designated Positions</u><br>Draft revision to Chapter 7, DA Pamphlet 600-3, to incorporate the project manager selection system.  |
| 4. | <u>Project Manager Development Program (PMDP) Policies</u><br>Draft revision to Chapter 30, DA Pamphlet 600-3, describing the professional development of officers pursuing a career in system acquisition management.        |
| 5  | <u>Project Manager Development Program (PMDP) Operating Procedures</u><br>Draft of US Army Military Personnel Center Operating Instructions implementing the PMDP. Although in draft, the procedures are presently in effect. |

- 6            Project Manager Development Program (PMDP) Selection Procedures  
Draft of US Army Military Personnel Center Operating Instructions for selecting officers to participate in the PMDP. Although in draft, the procedures are presently in effect.
- 7            Evaluation of Officers in System Acquisition Management  
Draft of change to Army Regulation 623-105, Officer Evaluation Reporting System directing rating officers to provide special narrative evaluations of officers in system acquisition management.
4. Deputy Secretary of Defense Clements talk to DSMS Class 75-1 on 28 January 1975. Extract from PM Newsletter, Spring 1975.
5. AMCR 11-16 Vol 3, April 1974, Subject: Army Programs Project Management.
6. DODD 5010.14, 4 May 1965, Subject: System/Project Management (Rescinded by DODD 5000.1).
7. Koon, Richard, Major, US Army. Project Manager Development Office, DA, MILPERCEN. Interviews were conducted in person and by phone through 10 November 1975.
8. DODD 5000.1 dated 13 July 1971, Subject: Acquisition of Major Defense Systems.
9. Colonel Eek, Chief AMC Project Management Office. Interview conducted on 5 November 1975.
10. DODD 5000.23 dated 26 November 1974, Subject: System Acquisition Management Careers.
11. Army Project Management--A Career Field? Study Report PMC 73-2, LTC Jerry H. Huff, US Army, November 1973.
12. DA Circular 624-65 dated 25 October 1974, Recommended Lists for Temporary Promotion to Colonel.
13. US Army Command Information Spotlight No. 121, dated 23 June 1975, Subject: How They Were Selected.

14. James R. Tichenor, III, LTC, US Army, Staff and Faculty, DSMS. LTC Tichenor provided background documents on the Project Manager Development Program, Promotion Summary for DSMS Students/Graduates and the 1975 Survey of Program Management Course Graduates.

15. Draft Chapter 7 and Chapter 30, DA Pamphlet 600-3 as of 3 October 1975 obtained from Major Bob Schiek, DA, DCSPER.