

NATIONAL Estimator

The Society of Cost Estimating and Analysis

Fall 2009

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Estimator

The Society of Cost Estimating and Analysis

A non-profit organization dedicated to improving cost estimating and analysis in government and industry and enhancing the professional competence and achievement of its members.

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President's Letter

By Bill Haseltine, SCEA President

As many of you may be aware, this Society and the cost community at large have undergone a number of changes in the past few years. The year 2009, however, may be remembered as a landmark year with all the changes that have occurred.

Certification

This past summer, SCEA's efforts at updating our certification program culminated with the beta testing and successful rollout of our new CCEA/PCEA certification exam. The new exam will be offered in October, and it has been found to be more comprehensive and relevant to the profession. Also, in conjunction with the new exam, the Society completed and released the *Cost Estimating Body of Knowledge (CEBoK™)*. CEBoK™ is more than a comprehensive update to our previously

released *CostPROF*; it is a product with nearly a third more directly relevant information for the profession.

Changes in Government Cost Community

Additionally, in December 2008, the Department of Defense (DoD) announced significant changes to the Defense Acquisition Workforce Improvement Act (DAWIA). One of the significant aspects of the DAWIA change was to establish a new cost estimating career field. Throughout the past year the Defense Acquisition University (DAU) has released specific details and requirements related to achieving DAWIA certification for this career field. As early as 2007 and continuing through the recent release of the Society's certification exam, we have worked directly with DoD to make sure that we are in alignment with the evolving DAWIA changes.

Over the past year and culminating with enactment on May 22, 2009, committee members for the House of Representatives and the Senate discussed and debated acquisition reform legislation originally proposed by Senator Carl Levin. The bill, which eventually came to be known as the Weapon Systems Acquisition Reform Act of 2009, passed both the House of Representatives and the Senate unanimously and was signed into law by President Barack Obama. In addition to putting more emphasis on testing of new weapons before they enter production and giving commanders more say in weapons requirements, the act also created a Director of Cost Assessment and Program Evaluation. The director is the principal advisor to the Secretary of Defense and is to provide independent analysis and advice on matters relating to DoD acquisition program cost estimation and analysis. Prior to its enactment, SCEA's Past President **Dan Nussbaum** was given an opportunity to present testimony to a House panel.

The Future

As you may know, SCEA's overall membership has increased by nearly 50% in recent years, with certification up substantially as well. With the recent changes introduced by the Society and the increased emphasis on independent cost analysis by the US government, we expect both of these trends to continue. We are looking at increasing professional resources for our members and the cost community at large. I believe there are many opportunities for the society to have additional positive impacts on the cost community, and I encourage you to help us make a difference.

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The Society of Cost Estimating and Analysis

Letter from the Editor

By Vicki Kitchens, National Estimator Editor



Fall has arrived, and we are quickly approaching the 21st Annual Integrated Program Management Conference being held 2–4 November at the Hilton Alexandria Mark Center in Alexandria, VA. SCEA is one of the sponsors of this conference, and much of the program content is very relevant to our cost community. There will even be a Cost Integration Track, and attendees can earn CEUs by attending these sessions. Our National Office also plays a major role in putting on the conference, and you will find registration information on the SCEA web site — www.sceaonline.org.

In This Issue

I trust that you will find this issue of *The National Estimator* packed with useful information. Included are numerous articles from our chapters and members from across the US and the world! Be sure to check out our feature articles by **Steve Green** and **Kurt Heppard**, Professors at the United States Air Force Academy, and **Lt Col David Peeler**, who is currently deployed to the Combined Air Power Transition Force in Afghanistan.

Our recent Annual Conference and Training Workshop, this year held in St. Louis, MO, was once again a highly successful and informative event. In case you were not able to attend the conference or missed the opportunity to sit in on a particular track, please read the conference articles included in this issue, like **Erin Whittaker's** article on the Best Paper Awards. Her article provides a great summary of the Best Papers in each track. Each Best Paper can be viewed at the SCEA website, www.sceaonline.org, by following “Products”>“Awards”>“Best Paper.” Congratulations to all of our winners and a many thanks to all of our contributors.

Looking to 2010

We have already started the planning for the 2010 ISPA / SCEA Annual Conference & Training Workshop, to be held in San Diego, CA, from June 8 to 11. I would encourage you to start thinking about a paper that you would like to present. Please see the related “Call for Papers” article in this issue. Additional details on this event can be found at the SCEA website, www.sceaonline.org.

Giving the Cost Community a Communications Outlet

Remember, this publication is a team effort, and we depend on your contributions. Thank you to those who provided submissions for this issue. This society thrives on the input of its members, so if you have suggestions for feature articles or recommendations for future issues, please feel free to contact me (vickikitchens@paradigm.net). I trust that you will continue to support and enjoy this publication.



SCEA CERTIFICATION

Director's Corner

By Peter Andrejev, Director of Certification

We've delivered as promised! In the Fall 2008 issue of *The National Estimator*, I pledged "to provide you with a clearly defined certification program that includes reengineered examination requirements aligned with and supported by new, comprehensive training programs and materials, redefined experience and eligibility requirements, greater examination visibility and practice samples, and a chance to attain professional recognition at multiple levels over one's career in the cost field."

I am pleased to announce that the combined efforts of the reengineered Certification Program and the new CEBOK™ training materials fully meet the desired objectives for practitioners to *attain* a minimum level of proficiency through training and real-world experience and to demonstrate *retention* of said competency through a recognizable testing standard. I believe you'll find that our certification program better substantiates attainment of enduring knowledge and skills, and significantly reduces the probability of practitioners gaining certification credentials based on their mastery of short-term test-taking skills.

Most of you have seen or heard our *Train, Attain, Sustain* mantra (Figure 1). I draw your attention to the improvements we've implemented in the Attain segment.

- By increasing the work experience to 5 years for the CCEA designation, we're assuring practitioners will be informed by greater practical experience than before; yet, we're affording greater professional development recognition with the introduction of the PCEA designation.
- By segmenting the examination into Foundational Knowledge, Practical Application, Advanced Analysis, and a Case Study, we're more accurately testing the natural progression of attaining and retaining knowledge, skills and abilities.
- By sharing a common Testable Topics lists with the CEBOK team, both resultant products are synchronized better; yet, we avoid the pitfall of "teaching the exam" that inevitably erodes the integrity and value of the certification designation.
- By developing examination questions against the Testable Topics list, we also assure a fair and equitable distribution of questions and reduce testing bias for or against certain topical areas.
- By disclosing our objectives and methods with the Defense Acquisition University as it develops their Business-Cost Estimating (BUS CE) training and certification program, we're increasing the probability of eventual reciprocity of certification credentials.

ops their Business-Cost Estimating (BUS CE) training and certification program, we're increasing the probability of eventual reciprocity of certification credentials.

In light of recent Congressional direction to integrate cost estimators more thoroughly into the defense acquisition process, it's increasingly important that practitioners be able to inform their employers or clients of their knowledge, skills, and ability to generate quality cost estimates. The revised proficiency requirements of SCEA's Certification Program better reflect the new realities of the cost analysis profession.

Train

SCEA	CEBOK and Conferences	ISPA Handbook
GOVT	Handbooks, Guidance & OJT	Handbooks
Academic	Courses and Seminars	Text Books and Publications
Commercial	Handbooks, Guidance & Training	Training Courses

Attain



Sustain



Certification Congratulations

Spring proved to be a busy time for SCEA Certification. During April, May, and June, the certification examination was administered to 160 applicants. Prior to beta testing of the revised certification examination, 86 applicants sat for the “old” examination in 18 locations with the help of 18 proctors. The Certification Beta Test was administered to 74 examinees in 17 locations with the help of 21 proctors. Of the 160 applicants, 122 passed their examinations to achieve either CCEA or PCEA certification. Congratulations to those who have achieved certification.

Certified Cost Estimator / Analyst (CCEA)

Jeremy Aveyard
David Bach
Anthony Balistreri
William Barfield
Brian Bazil
Robert Beach
Richard Berry
Michael Boito
Scott Boyd
Kevin Brancato
Danielle Brisky
Ian Calder
Cheryl Calimlim
Robert Cannette
Daniel Garcia
Nicole Carpenter
James Caunce
Robert Clemence
Lance Cole
Spencer Comert
David Couch
Patrick Cross
George Culver
Dennis Dal Pra
Lynn Davis
Judy Davis
John Deem
Brett Dickey
Rachel Diedrick
Tim Duke
Thomas DuPré
Tim Edem
Mona El-Banna
Brian Fersch
Jaime Galvan
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Steve Glogoza
Curtis Graver
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David Harris
Mark Harris
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Jenny Herald
Justin Hornback

Raymond Hosse
David Humm
Jennifer Hunkapiller
Donnie Hustrulid
Alan Jones
Arthur Kaczynski
Dean Kimmel
Amit Kumar
Mike Kvartunas
Michael Lang
Michael Larkins
Shawn Larson
Alan Lynch
Brian Melton
Sherman Metcalf
Rebecca Moffitt
Scott O'Hare
Deanna Ohwevwo
Brian Opaska
Andrew Panela
Linda Pangborn
Sun Park
Asif Parkar
Eric Plumer
Julie Powers
Corinne Price
Luther Price
Dennis Rackard
Dallas Ratliff
Karen Rivaud
Robert Rondeau
Matthew Schultz
Bill Seeman
Noha Simsaa-Omara
Blaze Smallwood
Amy Smith
Glenn Smith
Shane Stahl
Laurette Sullivan
Aneesh Talwar
Charles Tapp
John Velez
Debra Walter
Kent Watson
Asha Wayland
Brian Welsh

Janet Wentworth
Phil Williams
Joshua Wilson
James Wood
Judith Yeaman

Professional Cost Estimator/Analyst:

Mark Aimes
Deborah Bower
Teresa Brown
Matthew Carollo
Robert Craig
Jesse Grisham
Herschel Howell
Tyrese Johnson
Tiffany King
Bryan Massie
Carl McManus
Jason Newman
Alfred Reasor
Alicia Redrick
Kenneth Root
Nathanael Smith
Linda Viverette
Tomeka Williams
Richard York
Vicky Yoshida

Below are those who passed both parts of the exam, were awarded the PCEA, and will earn their CCEA upon reaching five years of experience:

Eric Hong
Glenn Kendrick
Meghan Kennedy
Laura Lucas
Dave Lyons
Brooke Musselman
Michael Richards

Without the proctor volunteers listed below, SCEA would not be able to administer the CCEA / PCEA exam on such a wide scale to so many. Thank you for your commitment to the Society.

Nathalene Armstrong
Steve Baker
John Bates
Rick Battle
Walter Bednarski
David Bracamonte
Kimberly Brantley
Michael Brozyna
Janice Burke
Susan Catala
Mike Clay
Allison Converse
Sam Cooke
Ken Costigan
Bethia Cullis
Donna Gravely
Steve Green
Roger Hill
Christopher Jarvis
Justin Knowels
William Lueker
Paul Marston
John Reddy
Bruce Reynolds
Tim Salvage
Ann Schenk
William Shockley
Christian Smart
James Smirnoff
Ann Sylvester
Mark Toner
Blaine Webber
Jeanne White
Pat Zedaker



SCEA & ISPA Joint Office Operations

By Erin Whittaker, SCEA National Office

It has been quite a year for SCEA, with many changes and advances in our processes and products. We continue to grow as a society, adding members and chapters. It's exciting to see what the next year will bring for SCEA and the cost estimating community as a whole.

Conferences

This issue of the *Estimator* features photos and articles about the 2009 ISPA / SCEA Professional Development & Training Workshop in St. Louis, MO. The event was a huge success with over 430 attendees, 70 papers presented, and 36 training workshops given. There was something for everyone, including an intriguing keynote speaker and insightful panel discussion, professional development and training opportunities, and chances to network at the attendee reception, awards banquet, and baseball outing. With a convenient downtown location, the Renaissance Grand Hotel St. Louis was the perfect venue for our conference, offering convenient access to Laclede's Landing, the Gateway Arch, Anheuser-Busch stadium, and the great restaurants along Washington Avenue. A big thank you goes to **Mel Etheridge** and **Mary Sue Collins**, the Conference Chairs, whose planning helped make this event a success. **Mike Thompson**, **Andy Prince**, **Peter Braxton**, **Sherry Stukes**, and their track chairs all deserve recognition for their work coordinating the Program and Training. Additionally, thanks go to the volunteers from the St. Louis Gateway SCEA Chapter for their on-site support. Be sure to visit the SCEA website at www.sceaonline.org for follow-up Conference information, including hundreds of photos and two presentations that were not included on the proceedings CD.

The 2009 IPM (Integrated Program Management) Conference will be held November 2–4 at the Hilton Alexandria Mark Center. This event, which is the leading Earned Value Management Conference, is jointly hosted by SCEA, PMI College of Performance Management and NDIA. We look forward to interesting keynote speakers, a program packed with training and

networking opportunities, and once again, a Cost Estimating Integration track chaired by **Dave Graham**, for which attendees can earn CEU credits. For more information about this event, see the advertisement included in this issue of the *Estimator*.

In this issue you will also find information about the 2010 ISPA / SCEA Conference & Training Workshop in San Diego. This Conference will be held at the Sheraton San Diego Hotel & Marina, conveniently located on Harbor Island Drive just minutes from shopping, dining, the San Diego International airport, famed Southern California beaches and much more. Read on for information about the 2010 Conference and how to submit an abstract for the Call for Papers.

Certification

Following years of discussion and debate, the new SCEA 2-level Certification Program is well underway, allowing people to test for and receive either PCEA or CCEA certification. After successfully beta testing the new exam, we are confident that we have a Certification Program that effectively measures the competence and core knowledge of test takers.

We've had 190 people sit for the exam in 2009 so far, and we expect many more to sit for the October exam. At the time of this writing the number of people holding the CCEA credential is over 584. 27 people hold the interim PCEA credential.

Accumulating points for recertification can be difficult for those with packed professional schedules, so SCEA is pleased to announce we will now offer CEU credit for attending professional papers at SCEA Conferences, and for attending the Cost Integration Track sessions at the IPM Conference as well as accredited Cost Sessions at related conferences.

CEBoK™

The Cost Estimating Body of Knowledge (CEBoK) General Release was made available for purchase in April 2009. This resource is the culmination of years of work by SCEA volunteers and Northrop Grumman (the con-

tracted CEBok developers). Sales are strong and industry buzz about this new product continues to grow.

For those who purchased CostPROF, you can take advantage of the expanded content provided in CEBok by upgrading for a reduced fee. For more details, contact the National Office at scea@sceaonline.org. This upgrade offer is valid for the remainder of CY 2009.



At the 2009 ISPA/SCEA Conference, members of the CCEA Transition Project Team were recognized for their contributions.

Membership

SCEA recently reached a membership milestone – 1900 members as of 1 September, with the number continuing to grow. Of course, as more members join others allow their membership to lapse. Help us keep the membership numbers on this amazing upward trend – renew today!

Thanks to the efforts of Mike Thompson and the respective chapter leadership, SCEA recently welcomed one new chapter and reactivated a chapter that has long been out of commission. The new Heart of Texas – San Antonio Chapter is led by Christine Daniels, President; Jennifer Hill; Vice President; Alicia Flores, Secretary; and Jaime Galvan, Treasurer. The reactivated Baltimore Chapter is led by Sonja Holzinger, President; Asha Wayland, Vice President; Christopher Atkinson, Secretary; and James Gillespie, Treasurer. Read on for Mike Thompson's article about welcoming these new chapters.

Journal of Cost Analysis and Parametrics

The Summer 2009 issue of the *Journal* was mailed to members in August. The issue includes four top-notch papers and one article by a lead cost estimating professional. In conjunction with this issue, SCEA and ISPA have appointed Dr. Christian Smart as the new Managing Editor of the *Journal*. We are always looking for possible *JCAP* content so Christian would like to invite those who presented at the 2009 ISPA / SCEA Conference to consider submitting a paper for review and possible publication. Papers may be submitted to either Tony White or Steve Book, *JCAP* co-editors. Their contact information is available on the SCEA web site.



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Training Corner

By Peter Braxton, Director of Training, Peter.Braxton@ngc.com

It is a busy time for cost estimating and analysis in general and cost estimating training in particular. The highlights of SCEA training at the national level continue to be the annual conference and the newly-released Cost Estimating Body of Knowledge (CEBoK™).

Joint Conference Training

The 2009 Annual Conference in St. Louis marked the third straight year of our highly successful joint training program with the International Society of Parametric Analysts (ISPA), and the first since the unveiling of CEBoK, which provides the foundation for the conference training, including the entire Fundamentals track. This year **Sherry Stukes** and **Madeline Ellis** ably stepped into the role of ISPA Training Co-Chair previously fulfilled by **Doug Druley**, making sure that the ten sessions based on ISPA's Parametric Estimating Handbook (PEH) material were staffed with world-class instructors and ran smoothly. As is true every year, we could not pull off the conference training without an extremely talented, generous, and dedicated corps of volunteers who take time away from their own conference-going experience to share their insights with the rest of the community. My deepest appreciation goes out to all of the following: **Chrissy Kanick** co-chaired the Fundamentals Track; **Amanda Gerstner** and **Larisa Klubnik** the Practitioner Track; and **Ameya Bapat** and **Brett Dickey** the Integration Track. Fundamentals Track instructors included **Dick Coleman**, **Peter Braxton**, **Bethia Cullis**, **Sam Toas**, **Lew Messing**, **Larisa Klubnik**, **Amanda Gerstner**, **Brett Dickey**, **Ameya Bapat**, and **Eric Druker**. We're particularly proud that Eric was recognized as the 2009 Estimator of the Year for Technical Achievement, and he shared some of that technical acumen in reprising his popular Monte Carlo session from last year's conference and adding a new prediction intervals course, co-taught with Chrissy Kanick. Veteran instructors **Neil Albert**, **Jason Dechoretz**, and **Steve Book** taught perennial favorites, and **Roy Smoker**, SCEA Lifetime Achievement Award-winner **Dan Galorath**, **Christian Smart**, **Hank Apgar**, **Greg Kiviat**, **Dan Ferens**, **Jerry McAfee**, **Kurt Brunner**, and ISPA Lifetime Achievement Award-winner **Dale Shermom** taught the aforementioned PEH-based sessions. **Gary Humphreys** and **Sue Robinson** were particularly dedicated, each teaching two sessions on earned value management (EVM) and schedule analy-

sis, respectively, on the heels of the previous week's EVM World conference. **Rick Collins**, **Lori Vaughan**, **Allison Converse**, **Joe Dean**, **Wendy Freeman**, and **Pat Barker** rounded out the Integration Track with topics as diverse as Government Cost Data Sources and Software Measurement. Look for more on the St. Louis conference recap elsewhere in this issue.

We always need new instructors, so if you would like to contribute to the conference training or know a colleague who would make a great instructor, please let me know, and we'll see you in San Diego in 2010!

Got CEBoK?!

"Everybody's doing it, it'll make you feel good...." In what we hope is a positive instance of peer pressure, it's about time you got your own copy of CEBoK. Previous CostPROF enterprise license holders like Booz Allen Hamilton and SCEA Corporate Sponsors Boeing and Lockheed Martin have upgraded, and many new license holders, like the Missile Defense Agency (MDA) and the Air Force's Space and Missile Command (SMC), are signing on. If you work as part of a decent-sized "cost shop," whether government or contractor, an organizational license is definitely the route to go. Please encourage your leadership to contact Executive Director Elmer Clegg at the SCEA National Office, who is responsible for negotiating all such licenses. If you are a "lone ranger" or an academic, work in a related field, or otherwise prefer to go the individual copy route, SCEA offers CEBoK at affordable rates for you as well. Keep in mind that CEBoK is not just for training or CCEA exam prep, it is also a desktop reference you can use on a day-to-day basis, chock full of formulae, practical advice, and other handy information. It includes a bibliography of over one thousand additional resources and a glossary of over three thousand terms. (For a complete run-down of "CEBoK by the Numbers," see the Spring 2009 issue of the *Estimator*.) The CEBoK development and review teams have been recognized in previous issues, and were presented with formal awards at this year's conference.

A Chair at the Board

On a personal note, I'd like to thank all of you who voted for me for one of the six at-large Board of Directors positions. I officially began my service on July 1st of this year for a two-year term. While SCEA's Training Chair continues to be an appointed position, I pledge to support training initiatives within the society as an

elected representative of the membership as well. As always, please do not hesitate to contact me directly if you have any questions or ideas.

“Super Crunchers” Unite

I’m no Oprah’s Book Club, but I’d like to pass on a recent read that I enjoyed over Labor Day weekend, *Super Crunchers: Why Thinking-by-Numbers Is the New Way to Be Smart*, by Ian Ayres. While the author presents many cases involving both enor-

mous data sets and randomized experiments, neither of which we customarily have the luxury of in cost, many of his ideas are directly applicable to the work we do, in particular “how intuition and experience are evolving to interact with data-based decision making.” Throughout our development of CostPROF and CEBoK, implementation of conference training, and other initiatives, we’ve striven to emphasize the need to apply experience, intuition, and expertise within the framework of



The CEBoK Development & Review Team was recognized at the 2009 ISPA / SCEA Conference.

rigorous statistical and probabilistic (risk) analysis. Says Ayres, “Statistical analysis in field after field is uncovering hidden relationships among widely disparate kinds of information. ... Decision makers in- and outside of business are using statistical analysis in ways you’d never imagine to drive all kinds of choices.” Cost has always been first and foremost about supporting the decision-maker, and we can best do this by continuing to improve and share analytical best practices.

Chaptering & Membership

By Mike Thompson, Chaptering and Membership Chair



In the last issue of the Estimator we welcomed the Hampton Roads Chapter and the Mid-Atlantic Chapter to SCEA and announced that there was interest from potential chapters in Baltimore and San Antonio. I am pleased to announce that both the Baltimore and Heart of Texas (San Antonio) chapters have been voted into the organization by a unanimous vote of the SCEA National Board of Directors at the June Board meeting.

On 8 July, Mike Thompson, Chaptering and Membership Chair, and Peter Andrejev, Director of Certification, presented the Mid-Atlantic Chapter with information about developing and sustaining a successful SCEA chapter and SCEA Certification. Mike is doing a similar presentation for the Heart

of Texas Chapter in late September and then will be joined by Peter in early October to do a presentation for the Baltimore Chapter. While we have made the chapter orientation presentation only a few times, it seems to create a forum for discussing “what’s going on with SCEA” and is a catalyst for engaging the Regional Vice Presidents with ideas for chapter activities.

If any chapters would like to have Peter Andrejev and me speak, please let us know and, provided it can be worked into our schedules, we will be happy to do so.

On the “Interest in Becoming a Chapter” front we continue to be on the lookout for groups that would like to start a new chapter or reactivate an inactive chapter. Currently there is interest from groups in the United Kingdom, Brussels, and Japan.



STRENGTH TEACHING FUTURE OFFICERS TO BE INNOVATIVE COST ANALYSTS: NUMBERS

By Steve G. Green, DBA, CCEA and Kurt A. Heppard, PhD

The Department of Management at the United States Air Force Academy has acknowledged the widely-accepted premise that quality cost estimates are critical to sound decision making, and well-trained cost analysts are the key to better cost estimates. Furthermore, we feel that if we enhance each cadet's ability to develop and deliver novel solutions to real problems, we will be directly addressing the guidance of top Air Force leaders who have stressed the critical importance of innovation and the effective management of science and technology-focused projects, processes, and programs. By recognizing that improving cost analysis will enhance decision making, and by using real-world examples in the classroom whenever possible, we are helping to teach future officers to be innovative cost analysts who are aware of how innovation is absolutely vital to maintaining the competitive advantage of the U.S. military.

In support of the Secretary of the Air Force Financial Management and Comptroller's (SAF/FM) goal of enhancing the Air Force's war fighting capabilities by maximizing available resources, and in lockstep with the Academy's mission, goals, and objectives, the faculty at the Department of Management undertakes research, provides consulting expertise, and supports financial management efforts. The primary objectives of these activities are four-fold: to assist SAF/FM in activities that require the education, experience and expertise available at the Academy; to expand the Air Force Financial Management agenda within the Department of Defense (DoD) and academia; to further develop the analytical and consulting capabilities at the Academy through supporting a wide range of financial management activities; and of course, to ultimately improve the training and education of our cadets.



Dr. Steve G. Green (left) is a professor at the United States Air Force Academy. He is a certified cost estimator / analyst (CCEA) and holds APDP Level III Program Management Certification. Dr. Kurt A. Heppard (right) is also a professor at the United States Air Force Academy. He is the deputy department head for personnel. He holds APDP Level III Program Management Certification. Opinions, conclusions and recommendations expressed or implied within are solely those of the authors and do not necessarily represent the views of USAFA, USAF, the DoD or any other government agency.

This last activity, which represents our primary mission, is how we feel we are uniquely positioned to make a measurable impact on improving cost analysis by educating future decision makers while they are still cadets. In fact, one of our stated educational outcomes is to integrate what we call “intellectual and warrior skills” that we refer to as “quantitative and information literacy.” We build our curriculum around educational objectives, and this specific outcome enables us to ensure that our graduates understand the nature of applied mathematics and its role in intellectual inquiry and technological progress.

By improving our cadets’ cost analysis skills, we are enhancing the decision-making capabilities of our future officers. The number of actual positions (or “slots”) for Cost Analysts, AFSC (Air Force Specialty Code) (65WX), for our graduates are determined and often constrained each year by the needs of the Air Force. However, in addition to 65WXs, many of our graduates become financial managers (65FX), acquisition managers (63AX), scientific analysts (61S1A), and contracting officers (64PX) who all routinely make the types of decisions that would apply the concepts, approaches, and tools that we associate with cost analysis. We strive to ensure that these officers are well trained and exposed to contemporary cost analysis. In several of our courses we present many aspects of the cost analysis discipline by inculcating and integrating topics into the curriculum for our management majors, systems engineering management majors, and many of our operations research majors, and economics majors.

Balancing Military Demands with Academics Requirements

To some, it might sound relatively simple to weave selected cost analysis material into our existing courses, but the reality is that we need to be responsive to all of our Air Force stakeholders as well as the best practices of our various academic disciplines. In essence, we are an Air Force unit with all the trappings of a traditional institution of higher education. As such, in addition to passing all Air Force related inspections and reviews, we are required to secure the same accreditation as other world-class universities. Recognizing the importance of external validity of our standard of excellence, we have earned the highest institutional accreditation

(NCA and ABET) as well as the highest departmental accreditation (AACSB). It would be difficult to entertain major curriculum changes that would facilitate the specific needs of any single career field or Command.

Similarly, the addition of academic content would most likely be at the expense of content we currently present in each functional discipline. Finally, as the higher education community has embarked on a cultural shift from an “instruction-centered paradigm” to a newer “learning-centered paradigm”, we have followed suit. In essence we build our curriculum around measurable outcomes and create learning experiences for cadets that will help them best accomplish those learning outcomes. With an array of assessment techniques and clearly communicated and received feedback, we embrace an “assurance of learning” philosophy to determine if we have successfully accomplished our objectives.

Defining Cost Analysis

If our desire is to improve cost analysis education, we are forced to be very circumspect about which cost analysis tools or techniques we wanted to emphasize at the Air Force Academy and how to best integrate them into our curriculum. Simply put, since there is no “one-size-fits-all” definition of cost analysis, determining how best to teach it is a challenge.

Even the cost analysis community would be hard-pressed to find common ground on what aspect of cost analysis would be best for us to teach. By its very nature, it is difficult to define a specific cost analysis body of knowledge, and even if it could be done, we would only be able to expose our cadets to a sampling. For example, depending on a particular cost analyst’s educational background, the armed service he belongs to, the type of system he is associated with, and even his professional affiliations, he will have different definitions, tools, and methodologies associated with what he considers his profession.

To determine which aspects of cost analysis would be best for us to emphasize, our first stop was to survey the regulations that define the environment where our future officers will operate. Specifically, the Air Force Officer Classification Directory (AFOCD) requires that cost analysts (65WX) have knowledge of cost and economic analysis, statistical and presentation tech-

A solid foundation in engineering and the basic sciences will arm cost analysts with enough engineering knowledge to add credibility and a common understanding of the technical aspects of the program when they interact with functional experts, contractors and various levels throughout the Air Staff.





We are helping to teach future officers to be innovative cost analysts that are aware of how innovation is absolutely vital to maintaining the competitive advantage of the U.S. military.

niques, resource allocation processes, and basic computer applications. This skill set matched well with the operational experiences and our anecdotal notions of our faculty that cost analysts should have an awareness of engineering, computer science, mathematics, and statistics. These foundational skills help them identify cost drivers and the type of data needed to develop estimates. We also feel that a solid foundation in engineering and the basic sciences will arm cost analysts with enough engineering knowledge to add credibility and a common understanding of the technical aspects of the program when they interact with functional experts, contractors, and various levels throughout the Air Staff. Our thoughts are in line with the philosophies of our colleagues at the Air Force Institute of Technology (AFIT) who were working with the graduate degree program in acquisition cost analysis (GCA). We also are aware, like others in the cost analysis community, that cost analysts must have the platform skills necessary to defend their estimates with solid facts and reliable data.

Real World Meets Academics

Through our close collaboration with Deputy Assistant Secretary for Cost and Economics, (SAF/FMC), we know that Financial Management (FM) senior leaders are highly interested in facilitating the educational growth of FM Airmen careers field-wide. With the increased operational-tempo associated with the Global War on Terror (GWOT) and Overseas Contingency Operations (OCO), these leaders recognize that the career field continues to transform Air Force financial business operations, and they continue to support training and education programs to ensure a competitive edge in the future. It is also common knowledge that the Air Force FM career field was recently in the midst of a strategic change in direction as the entire Department of Defense was experiencing unprecedented financial management reform. For example, the job of transaction processing at each base was consolidated to the Air Force Financial Services Center (AFFSC) at Ellsworth AFB, SD, and on-demand and specialized financial analysis for comptrollers is now provided by the Financial Management Center of Expertise (AFCAA/FM CoE), at Buckley AFB Annex, Denver, CO. By actively participating on several Financial Management Transformation Task Force Sub-Groups (FMT 04-5 and

FMT 05-1), we were also able to identify an array of skill-education gaps. From this list of gaps in education and from solicited input from various stakeholders, we identified the cost analysis education areas we feel we could best help to improve.

Of course, we also consulted the resources of the Society of Cost Estimating and Analysis (SCEA) that by its very mission sets the standard for promoting cost estimating and analysis within government and industry. Since SCEA provides training in the cost analysis body of knowledge as well as the propagation of ethics and standards of conduct throughout the cost analysis profession, tapping into its resources was essential. Ultimately, we chose to introduce the techniques and processes associated with business case analyses (BCA), in the context of starting new projects or enhancing existing processes. Our primary motivator was that most of our graduates are almost assured to have direct or indirect experience with BCAs at some point in their operation careers.

BCA as a Starting Point

The first step to learn more about BCA's current definitions and practices was AFCAA/FM CoE (Center of Expertise). The CoE was extremely helpful in supplying not only the foundational information we needed to build our exercises but presentation material and spreadsheet assistance as well. BCAs, also referred to as cost benefit analyses and feasibility analyses, are comparative analyses that present alternatives. BCAs consider not only all life-cycle costs but also quantifiable and non-quantifiable benefits, which often requires using time-value of money and net present value techniques. By considering all possible alternatives, a BCA then identifies risk factors associated with each alternative and determines relative best-value solutions by linking each alternative to strategic objectives.

We decided to have our students perform BCAs as part of major exercises on topics that a "Commander" might see at an operational base, whether they be new ideas or improvements to existing processes. Furthermore, we recognized incredible goal congruence associated with requiring the cadets' BCAs to be on topics that were in-line with the spirit and guidance of Air Force Smart Operations 21st Century (AFSO 21). Since the vision for AFSO 21 is to establish techniques and

changes to daily operating routine and to fully integrate continuous improvement across the Air Force, alternatives associated with this program would be perfect topics to perform BCAs. This idea proved particularly true since AFSSO 21 signified a shift in thinking to decisions being centered on processes (groups of tasks) rather than tasks alone, which allows insights into the value, or lack of value, in each task performed. The BCAs are an excellent tool to quantify and justify AFSSO 21-type alternatives.

The courses we selected as vehicles to integrate BCAs were Managerial Accounting (MGT 342), Technology Innovation Management (Mgt 419), and Systems Research and Development Management (Mgt 420). As juniors, all of the management majors and systems engineering management majors are required to take Mgt 342. Also, many operations research majors and economics majors take Mgt 342 as an open elective. It is similar to an introductory managerial accounting course that any of the cadets' peers might take at other big-name business schools. We specifically selected the textbook they use because of its information orientation and its focus on alternative choice decisions. As future Air Force officers, we feel cadets will spend the rest of their careers either making decisions or providing information and alternatives to decision-makers, and by introducing Air Force style AFSSO 21-type BCAs as a major integrated exercise, we are serving our stakeholders well.

BCA and Beyond

With the basic BCA tool that students develop in their pockets, several of our senior cadets have chosen to take Mgt 419, our Technology Innovation Management course. Mgt 419 is designed to improve the cadet's ability to develop and deliver novel solutions to real problems. We emphasize the role of technology in solving these problems and teach how the universal concepts of innovation apply to all three sectors of society: for-profit, nonprofit, and government. The course also shows cadets how to integrate the knowledge they have acquired in their diverse education and experiences in conjunction with new knowledge that they gain through research to discover new ideas that can be transformed into solutions. When they apply this knowledge with imagination and initiative, they learn that they can create extraordinary economic and social value.

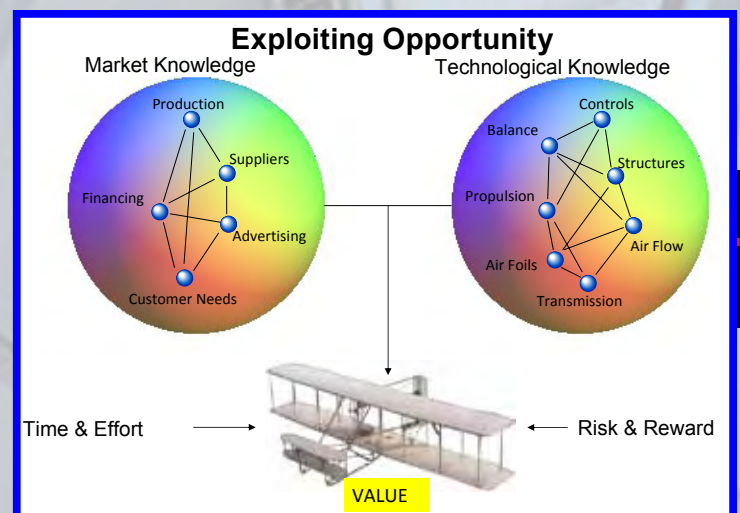
In many cases, the BCA is a perfect vehicle for helping to determine that value. In the follow-on, senior-level course, Mgt 420 (Systems Research and Development Management), cadets complete an original,

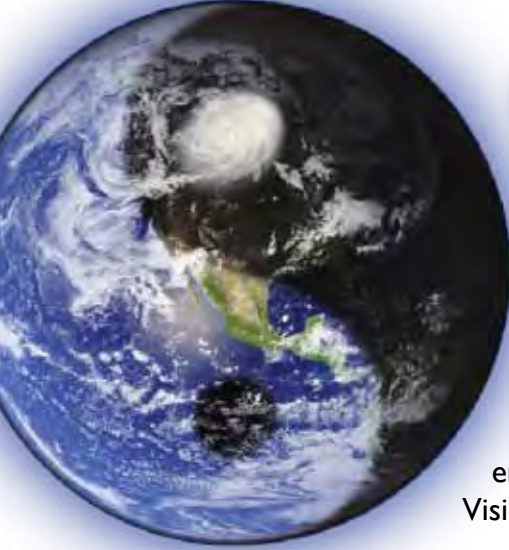
applied systems research and / or development project that demonstrates their capacity to solve complex problems in an organizational setting. Each cadet chooses a project from among three options:

1. Management Field Studies — Teams or individuals complete advanced case studies or organizational consulting projects for various "clients". They work closely with these clients and faculty to define and analyze difficult managerial and competitive problems and make recommendations for future action by the client or subject organization.
2. Venturing Projects — Teams or individuals develop or select innovative projects and create new venture plans or feasibility studies.
3. Research Projects — Teams or individuals propose and investigate significant managerial or technological issues in a research context.

These projects all require extensive interaction with faculty and stakeholders to develop research findings that can be presented and / or published. In several of these activities, BCAs in the traditional Air Force format or as integral portions of feasibility studies have provided critical quantitative justification for projects. Two examples of the many cadet-developed BCAs that were recently developed include one used to justify an Academy request for a \$20M transonic wind tunnel acquisition and another on a major bio-diesel conversion option being considered by the Academy.

The Department of Management at the Air Force Academy stands firmly behind the efforts of SAF/FM to "Finance the Fight." We feel that our efforts to expose future officers to cost analysis tools and techniques, while developing their personal innovative spirit and initiative, helps to ensure our graduates provide the Air Force with "strength in numbers."





Leadership AND Management: Two Necessary Talents

By Lt Col David Peeler

Recent scholarship and over a decade of management down-sizing have emphasized the value of leadership over management. This prioritization has produced profound detrimental effects on many organizations. Most of the consequences are not fully realized by senior leadership, but they are felt by many “flattened” organizations’ employees as chaos, disorder, confusion, and / or turmoil within the workplace. Vision is in abundant supply, but methods of implementation are scant.

Leadership vs. Management

Leadership has recently been granted the premier role at the expense of management. Leadership is necessary but so is management. Some argue that leadership is management, but my contention is that the two talents are distinct and separate. One individual may possess both talents, but the two aren’t interchangeable in daily practice.

Leadership is vision articulation, organization vectoring, business environment recognition, etc. Management is orchestrating the production objectives while understanding the workforce; to wit, management is structuring the personnel and positioning the equipment to achieve the leader’s goals. The manager sustains the details required to realize the leader’s vision. Management also involves daily recognition of human resource requirements ... who will cry upon hearing the latest decree from leadership ... who needs training (at what point in time) to positively advance the leader’s vision ... who will need to be repositioned on the team to propel it forward, etc. Management is emotional, philosophical, and physical support — all things typically overlooked by leadership on the way to grander visions.

Much recent “scholarship” and writing has focused on leadership — often by “experts” that have never led or managed anything but a classroom. In the deluge of leadership writing, management is ignored at best and often disparaged as a hurdle to organizational success. However, close scrutiny often reveals quite the opposite. Bogged-down organizations with crippled management typically stem from weak or misguided leadership. Conversely, organizations that seem to excel due to leadership talent also have corresponding management talent.

Imperative is the synchronization of effort between leaders and managers. This unity of effort toward a common goal is the first prerequisite for success. Sometimes both leadership and management talent reside in a single individual, but the span of control is narrow, and one individual can only do so much. Therefore the idea that leaders can simultaneously replace management throughout an organization is misguided. Within an organization both leadership and management talents are required to ensure resources are properly employed to achieve success.

The absence of management talent manifests itself in high turn-over rates and general discomfort within the workforce. Is it possible that today’s organizations lack focus because the marshalling function of management has been eliminated? As

organizations have “flattened,” loyalty has diminished and folks have become disheartened. Employees are distanced from leadership, and have fewer or no managers to direct the discordant efforts within the organization.

Few observers correctly attribute this malaise to the loss of good management — bad management can be worse than none. However, good management vectored in-line with leadership is present in all highly successful organizations. That is to say, while leaders create vision and build organizations, managers operationalize. These two talents operate on the mission and people of an or

Balance is the Key

In the absence of both leaders AND managers, organizations cannot flourish. Is it better to have managers that are also leaders? You betcha. People need management, just as they need leadership. In fact, an organization endowed with an abundance of personnel with both leadership and management talent is far better positioned to succeed. If a leader can focus on transmitting the vision to managers, who also possess leadership talent, the latter can in turn profess the vision to subordinates and simultaneously employ the proper mix of resources to propel the leader’s vision.

Unfortunately the leader / manager is a rare breed. In fact leadership is rare in and of itself; thus, the multiplicative combination of the two talents in one person is a scarce resource. The point herein is not to denigrate leadership but to point out that leadership does not automatically equal management and that both are required to build and operate a thriving organization that meets its goals and attracts productive people. Leadership and management are not completely, mutually exclusive, but they most certainly are not synonymous or interchangeable talents. One cannot be ignored at the expense of the other. Leadership or management can make an organization function, but it requires both leadership and management to make it flourish.



Lt Col Peeler is currently deployed to the Combined Air Power Transition Force in Afghanistan. In his non-deployed position, he is the Chief of Budget Operations at HQ Air Force Materiel Command. His previous areas of assignment include cost, budget, finance, accounting, and two short stints as a program manager. He is a nationally Certified Cost Estimator / Analyst and an Air Force Certified Acquisition Professional.

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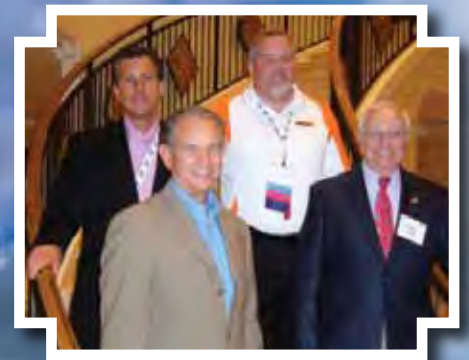
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2009 ISPA / SCEA Professional Development and Training Workshop

2-5 June 2009 • Renaissance Grand Hotel St. Louis

By **Erin Whittaker**

The 2009 ISPA / SCEA Professional Development and Training Workshop, held in St. Louis, MO, was a successful and memorable event, with 434 attendees, speakers, and guests coming from 27 states, as well as The United Kingdom and The Netherlands. Seventy professional papers were presented, and 36 training workshops were given, with attendees moving freely from session to session while visiting with exhibitors, including ACEIT, Boeing, Booz Allen Hamilton, MCR, Northrop Grumman, PRICE Systems, SEER by Galorath, and Wyle.

Congratulations to everyone who worked so hard to make this event a hit, including Conference Chairs **Mel Etheridge** and **Mary Sue Collins**, Program Co-Chairs **Mike Thompson** and **Andy Prince**, and Training Co-Chairs **Peter Braxton** and **Sherry Stukes** — with their hard work and the help of volunteers and the Joint Office staff, we created a seamlessly integrated program and were able to “roll with the punches” — like having a tornado hit the hotel! While the tornado damaged one of our host hotel’s buildings, no one was hurt. SCEA and ISPA would like to thank everyone who had to change hotels and/or rooms as a result.

The Program

Training began on Tuesday, June 2nd with workshops based off of the Cost Estimating Body of Knowledge (CEBoK™) and the 4th Edition of the Parametric Estimating Handbook, organized into three distinct tracks geared toward professionals of different experience levels. The training helped attendees prepare for the CCEA and CPP exams that were held on Saturday, June 6th. This Conference also featured a new series of CCEA exam problem-solving study sessions, led by **Linda Williams** and **Eric Mosier**.

Wednesday morning opened with a keynote presentation by Mr. **Robert E. Gower, Jr.**, Vice President, F/A-18 & EA-18 Programs, Global Strike Systems, Boeing Integrated Defense Systems in St. Louis. Following the General Session, the professional presentations began, with papers organized into the following tracks: Risk, Applications/Tools, Methods, Models, Management, EVM/Schedules, and Software & IT, and one Northrop Grumman panel discussion.

Thursday morning started off with a panel of Cost Chiefs that included Ms. **Wendy Kunc**, Navy Center for Cost Analysis (NCAA); Mr. **James Fiume**, Office of the Director of National Intelligence Cost Analysis Improvement Group (ODNI CAIG); Mr. **Tige Palmer**, Defense Intelligence Agency (DIA); and Ms. **Heather Chelson**, National Geospatial Agency (NGA). The panel graciously answered questions and demonstrated a willingness to offer insights and perspectives that was refreshing and enlightening.



Conference Review

Networking

In addition to the program options offered during the day, there were a number of after-hours networking opportunities that allowed attendees to unwind after long days in the classroom. A Welcome Reception was held on Tuesday evening, where attendees could mingle with exhibitors on the exhibit floor while enjoying good food and good conversation.

Wednesday evening featured a special evening outing to the Anheuser-Busch Stadium Complex to watch the St. Louis Cardinals play the Cincinnati Reds. Despite worries of bad weather, 120 attendees went to the game and the weather remained pleasant for the entirety of the game. The Cardinals lost to the Reds with a score of 3 to 9, but it was an exciting game for all who attended! ISPA and SCEA look forward to providing similar group outings in the future.

Thursday evening featured a reception and Awards Banquet where winners of the SCEA National Awards (committee chair **Linda Turner**), ISPA Professional Awards (committee chair: **Joseph Hamaker**), and Best Paper Awards (committee chairs: **Paul Marston** and **Joe Hamaker**) were honored. We also honored the team members responsible for recent changes to the Certification Program and the development of the Cost Estimating Body of Knowledge. Read on for more information about SCEA Awards winners and Best Paper winners.

Survey Says...

This year, like last year, we conducted an online survey to get a better idea of what attendees liked or disliked about the 2009 Conference and to get suggestions for future years. We had a great response with 154 respondents and 95% of them expressing satisfaction at this year's event, and 92% rating the overall event good or excellent. As an incentive to complete the survey, we randomly selected one respondent as the recipient of a \$100 VISA gift card. The winner of the gift card was **Kirby Horn** from the Office of the Assistant Secretary of the Army (Financial Management). Thank you to everyone who completed the survey; your responses are invaluable in helping us improve your experience.

Once again, we'd like to thank everyone who made this year's event a success. With the tireless efforts of all committee chairs, committee volunteers, and the Joint Office Staff (**Elmer Clegg**, **Erin Whittaker**, **Sharon Burger**, and **Joe Wagner**), the Conference ran smoothly and efficiently. A special thanks goes to the wonderful staff of the Marriott Renaissance, our host hotel in St. Louis. And lastly, thank you to all of the attendees, who make the hard work worthwhile. This was certainly an event we won't soon forget.

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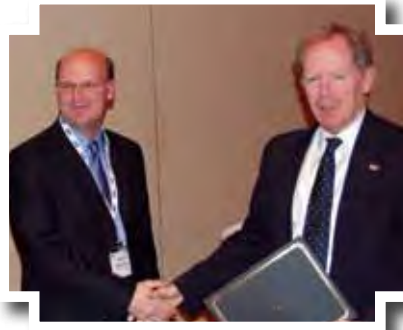
Best Paper Awards

Once again this year we had an impressive number of high quality papers presented at the 2009 ISPA / SCEA Conference — over 70 abstracts were accepted and all of them were presented. These papers were categorized into the following tracks: Applications/Tools; EVM/Schedules; Management; Methods; Models; Software & IT; and Risk. It is the duty of the Best Paper Committee to read each paper/presentation and choose a winner within each track, and of the track winners, a winner for Best Conference Paper. This year's Best Paper Committee, headed by **Paul Marston** and **Joe Hamaker**, was composed of **Alicia Redrick, Barbara Stone-Towns, Bob Fairbairn, Christian Smart, David Graham, Dick Janda, Eric Hawkes, Michel van Pelt, Resit Unal, Roy Smoker, Leigh Rosenberg, Ray Covert, Greg Hogan, Paula Spinner, David Peeler, Debra Lehman, and Rick Collins.**

Best Paper in the Applications/Tools Track – Angela Vu for “USAF/SMC Cost Growth Study Using Contract ECOs”. This research study investigates the sequence of engineering change orders (ECOs) accompanying SMC space system contracts to determine how changes to requirements impact cost growth. Through the collecting/organizing of ECO changes for SMC programs, this study provides an analysis of cost growth data and cost growth estimation factors that can be applied to future cost estimates. Angela Vu is a Senior Cost Analyst at MCR Federal in El Segundo, CA, where she supports the Cost Research Branch at Space and Missile Systems Center, LAAFB.



Best Paper in the EVM/Schedules Track – Eric Druker, Dan Demangos, and Richard Coleman for “Performing Statistical Analysis on Earned Value Data”. Eric Druker and Dan Demangos work at Booz Allen Hamilton as a Senior Consultant and Senior Associate, respectively. Richard Coleman is Director of Independent Cost Estimation for Northrop Grumman Information Systems. Their paper addresses the concern that some Earned Value Methods are backwards-looking and do not allow for inferential or descriptive statistics, and presents a method by which statistical analysis techniques can be applied to Earned Value data to better predict the final cost of in-progress programs.



Best Paper in the Management Track – Tom Coonce, Bob Bitten, Joe Hamaker, and Henry Hertzfeld for “NASA Productivity Study”. Henry Hertzfeld is a Research Professor at the George Washington University Space Policy Institute. Bob Bitten works at The Aerospace Corporation. Tom Coonce is NASA's Director of the Cost Analysis Division within the office of Program Analysis and Evaluation. Joseph Hamaker works as a Senior Cost Analyst at SAIC. Their study examined historical trends of data from past NASA projects and compared NASA productivity to other organizations, with consideration for the relative complexity of the missions. Recommendations for improvement from industry, government and academia were solicited and documented in this study.



Best Paper in the Methods Track – David Hull for his paper “Methods and Challenges in Early Cost Estimation”. David Hull works as senior Operations Research Analyst for the Office of the Deputy Assistant Secretary of the Army for Cost and Economics (ODA-SA-CE). This paper, with consideration for the current need to make acquisition program decisions earlier in the system's lifecycle and the demand for cost information to support these decisions, presents some atypical methodologies for extracting information from early capability-based documents to develop an estimate. The paper also discusses some challenges that still must be overcome as capability-based cost estimating continues to evolve.

Best Paper Awards



Best Paper in the Models Track – Timothy P. Anderson for “A Distribution-Free Measure of the Significance of Regression Fit Parameters Established Using GERM”. General Error Regression Methods (GERM), which are used to establish CERs using non-linear functional forms, have grown in popularity, but they lack the means to evaluate the “significance” of the regression fit parameters in a way that is analogous to the roles t-statistic plays in ordinary least squares regression. This paper develops and discusses a “significance” metric for GERM fit parameters that is independent of the nature of the underlying error distribution. Tim Anderson is a technical manager for MCR, LLC’s Corporate Technical Directorate.



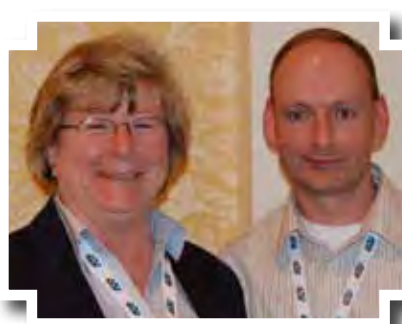
Best Paper in the Software & IT Track – Robert Georgi for “Illustrative Example of Flight Software Estimation”. Robert Georgi has worked as an Associate at Booz Allen Hamilton for over 10 years, where he has performed cost and risk analysis on several NASA programs and projects. Building on this professional foundation, Robert’s paper discusses the challenges associated with developing a parametric model-based flight software estimate. Three main areas are examined: 1) What input parameter settings appropriately characterize the rigor and reliability of the software product? 2) How should the analyst address the promises of automated code generation? 3) What are the issues affecting simulation and modeling specifically?



Best Conference Paper and Best Paper in the Risk Track: Christian Smart for “The Portfolio Effect and the Free Lunch”. In this paper, which further develops ideas presented in two previous papers, Dr. Smart demonstrates that the portfolio effect (the reduction of risk achieved by funding multiple projects that aren’t perfectly correlated with one another) is more myth than reality. This study builds on the previous study conducted by Dr. Smart, includes additional cost growth data, and suggests that cost overrun insurance can be used to effectively implement a true portfolio effect. Dr. Smart currently works as a senior parametric cost analyst and program manager with Science Applications International Corporation, where he is responsible for risk analysis and cost integration for NASA’s Ares launch vehicles. He

is currently the Managing Editor for the *Journal of Cost Analysis and Parametrics*, a past president of the Greater Alabama Chapter of SCEA, and gives numerous presentations at ISPA / SCEA Conferences. He was awarded Best Conference Paper at the 2008 ISPA / SCEA Conference in Noordwijk, The Netherlands.

Each year it seems that the selection of papers gets better and better, and this year was no exception. All of the papers presented were informative and thought-provoking, and it was a difficult task to choose winners from among this distinguished group. SCEA would like to congratulate the award winners, as well as everyone who presented a paper at this year’s Conference, for these are the people who truly made the 2009 ISPA / SCEA Conference a success. If you would like to read the award winning papers in their entirety, you can visit www.sceaonline.org/awards/bestpaper.cfm.



National Awards

By Linda Turner, Awards Chairperson

As Chairperson of the 2009 National Awards Committee, I have seen firsthand how many committed SCEA members (and members of the cost community as a whole) are worthy of recognition, making my job both easy and difficult. Being able to reward individuals for their hard work is an easy and pleasurable task, but the job of choosing who to reward among the many deserving nominees is a difficult one. I'd like to thank everyone who submitted nominations, as well as everyone who was nominated. I'd also like to thank the members of the Awards Committee — **Blaine Webber**, **Mary Harmon**, and **Vicki Kitchens**, who helped me make this decision. It is with volunteer spirits like yours that our Society continues to thrive. Please start thinking now of who you plan to nominate next year — it's never too early. By actively participating in the awards process and submitting strong, deserving candidates to the SCEA Awards committee, you are rewarding cost estimating excellence and providing the well-deserved recognition that our community does not always receive.



Cost Estimator of the Year Award for Technical Achievement — Eric R. Druker. This year's technical achievement award was given to Eric Druker. In his work as a senior consultant at Booz Allen Hamilton, Eric's focus is advancing the state-of-the-art in cost estimating and risk analysis and disseminating new tools and methodologies. He also conducts training for cost estimating and risk analysis. Prior to working at Booz Allen, he was a technical / research lead at Northrop Grumman TASC. Eric has demonstrated a commitment to excellent products and a passion for research and education and has supported the DoD, the intelligence community, and civil agency clients in his job functions. In his commitment to and support of SCEA, he has acted as a lead author for the Risk Analysis module of CEBoK™, and he has provided consultation support for other modules. He also provides training and presents

professional papers at many ISPA / SCEA Conferences. It is with great pleasure that we thank Eric for his efforts and award him the technical achievement award.

Cost Estimator of the Year Award for Contributions in the Field of

Education — Hollis M. Black. Hollis Black is the parametric estimating lead for the Missile & Space Division of Boeing where he oversees up to eight analysts and handles up to \$8 billion a year of potential business for Boeing. In addition to leading this group of analysts, he conducts "Data-Driven Estimating Best Practices" training at Boeing, which has grown into an enterprise-wide endeavor, with roughly 100 attendees per session and 400 attendees in the program total. He recently won Boeing's Estimating Best Practice Champion Award in recognition of his efforts to advance the estimating profession at Boeing. In addition to contributing professional papers at ISPA / SCEA Conferences, he has also written articles for *The National Estimator*. His commitment to education and desire to oversee the work of young estimators makes Hollis a very deserving choice for the award for Contributions in the Field of Education.



Cost Estimator of the Year Award for Service to the Society — Christina Orff Brims. Christina Brims, currently working in the Space Division of AFCAA, serves as vice president of the SCEA's Pikes Peak Chapter and is a source of endless energy for improvement. Her dedication to the advancement of her chapter (and SCEA as a whole) is evident in initiatives such as developing the Pikes Peak Chapter website, starting study groups to help members attain certification, increasing membership, and encouraging student membership in the chapter as a means to foster the professional development of the next generation of cost estimators. By working with the chapter program chair and with outside organizations, Christina has succeeded in increasing the benefit of monthly meetings and is currently working on a survey to

determine how these meetings can better serve the needs of the members. Chapter members describe Christina as selfless and dedicated and someone who is constantly working for the future success of the chapter. We are pleased to recognize someone this dedicated as the winner of the award for Service to the Society.

National Awards



Cost Estimator of the Year Award for Contributions in the Field of Management — Jeffrey Moore. Jeff Moore is a senior associate at Booz Allen Hamilton, leading the Marine Corps Economic and Business Analysis team. He leads a staff of over 40 analysts and oversees the development of high-quality and comprehensive cost estimates. He has a passion to raise the bar of cost analysis proficiency, and this passion is recognized and mirrored by his team. He and his team have supported numerous large-scale Marine Corps acquisition programs; highly complex ACAT I programs; and several high-visibility programs, like the Amphibious Assault Vehicle, Combat Operations Center, and Radar Decoy Systems. His team won the 2008 DoN Cost & Management Sciences Team Award and the 2008 Marine Corps Systems Command

Commander's Honorary Team Award for Excellence in Operations Research / Systems Analysis. He has served SCEA in a number of capacities and currently serves as President of the DC Metro Chapter. Jeff consistently proves his management skills both in his career and in his SCEA volunteer efforts, and SCEA congratulates him on this achievement.



2009 SCEA Lifetime Achievement Award — Daniel D. Galorath. Dan Galorath is president and CEO of Galorath, Inc., and has over three decades of experience in the industry. He received his BA and MBA degrees from California State University. Throughout his career he has led the development of numerous software, hardware, and manufacturing estimating tools including SEI, SEER-SEM, SEER-H, and SEER-DFM. He is renowned for his problem-solving capabilities in the areas of management, costing, systems, and software projects and is also an accomplished author and educator. He was a contributing author for Prentice Hall's *IT Measurement, Advice from the Experts* and ISPA's *Parametric Estimating Handbook*, and he has published his own book *Software Sizing, Estimation, and Risk Management*. He has developed and presented courses in software cost, schedule, and

risk analysis; software management; and software engineering and has presented numerous papers at ISPA / SCEA Conferences on topics like software cost modeling, testing theory, and software and systems requirements definition. He won Best Paper in the Software / Hardware / Tools Track at the 2008 SCEA / ISPA Joint Conference in Southern California and was awarded the ISPA Freiman Award (for lifetime achievement) in 2001. SCEA thanks Dan for his dedication to advancing the profession and for all he has done for SCEA over the years. He is truly deserving of our most distinguished honor, the Lifetime Achievement Award.

Once again, I would like to thank everyone who submitted nominations and congratulate not only the winners, but also all of our nominees. It is an accomplishment in and of itself to be nominated for one of these prestigious awards, and it is always rewarding to see how many people have volunteered their time and effort in support of SCEA and the greater cost estimating community. Your efforts keep SCEA moving and growing, and we sincerely appreciate it. Congratulations!



Thank You, Exhibitors



Conference exhibitors included (top to bottom, left to right) PRICE System, Wyle, Booz Allen Hamilton, MCR, Boeing, ACEIT, SEER by Galorath, and Northrop Grumman.

Submit an Abstract for the 2010 ISPA / SCEA Conference

By Paul Marston

June 2010 may seem far away, but it's never too early to think about writing a paper for the 2010 ISPA / SCEA Conference & Training Workshop in San Diego, CA. Many of you are veteran presenters and know the drill, but for those of you who've thought about doing a paper but never quite followed through, this article is for you.

We should note that a "paper" does not necessarily refer to a long academic report; the vast majority of papers presented at ISPA / SCEA Conferences take the form of PowerPoint presentations. We encourage authors to submit more detailed narrative documents, and frankly, the additional detail a paper provides certainly can't hurt your chances of winning a best paper award, but a PowerPoint presentation will suffice. More important than the format is the content. Our joint Societies are looking for solid research, innovations, methodologies, and tools that advance the art and science of cost estimating and analysis.

The submission process is easier than ever with the on-line upload form, allowing you to view templates, upload materials, and receive automated email confirmation of your successful submission. To access the Conference Paper Submission Form with detailed instructions and deadlines, go to www.sceaonline.org and click on "Call for Papers" under the "Calendar" drop-down menu.

Your first step is to write an abstract, in which you describe your paper in 300 words or less. We need to understand what it's about, what it's based on, and how you did your analysis. Since most authors write the abstract long before the paper, you may not have any conclusions yet, which is fine. Just keep in mind that the Conference Committee bases acceptance on the content of your abstract. We also need a short biography from each author. The abstract and biography(s) must be uploaded to the SCEA website by 1 December 2009. You will be notified by the Committee whether or not your paper has been accepted by 8 January 2010.

The third step is to put your paper together. For the average author, the PowerPoint Presentation is between 15 and 25 slides. You will get a 45-minute time slot at the conference, which includes a short introduction by the Track Chair, your presentation, and questions. For the best papers, the presentation is the visible tip-of-the-iceberg with many hours of research and analysis hidden below the surface. Final papers / presentations must be uploaded by 31 March 2010.

These days, the Cost Community has no shortage of challenges with which to grapple, problems to solve, and issues to resolve. Presenting a paper at the 2010 Conference is your chance to make a contribution and offer solutions. Start working on your paper today, and we'll see you in San Diego!

2010 ISPA/SCEA Conference & Training Workshop



Sheraton San Diego Hotel & Marina
June 8 – 11, 2010



Professional Development...

- Stimulating keynote speakers, panel discussions, and professional papers on a wide range of topics such as risk management, parametric estimating, and new tools and methods!
- Cost community experts from government, industry, and academia come together to network and share ideas while hearing about the latest tools and applications from exhibitors.

Training Opportunities...

The 2010 ISPA/SCEA Conference is designed to appeal to everyone from experienced estimators and analysts to young professionals looking to expand their skill set. Training in the Fundamentals, Practitioner, and Integration tracks will be offered to help attendees stay abreast of the latest techniques or prepare for CCEA and CPP exams held on June 12th.

- Educational training sessions feature the most up-to-date content from the 4th edition of the Parametric Estimating Handbook (PEH) and the new Cost Estimating Body of Knowledge (CEBoK™). CCEA study sessions allow attendees to work through practice problems in preparation for the exam.
- NEW FOR 2010: SCEA CEU credits will be awarded for attendance at Professional Paper Presentations as well as Training Workshops. This is an added benefit for attendees seeking to maintain their CCEA or CPP Certification!

Come and enjoy...

- ... A waterfront hotel with breathtaking views of San Diego Bay, four unique restaurants, three swimming pools, tennis courts, a spa and jogging trails, framed by the Pacific Ocean, the Anza-Borrego Desert and the Laguna Mountains.
- ... A convenient location on Harbor Island, just minutes away from the San Diego International Airport, with easy access to attractions like Mission Beach, the San Diego Zoo, the Gaslamp District, Old Town, Temecula Wineries, and four theme parks. The conference hotel rate of \$199 per night will be available until June 14, so why not bring the whole family and stay after the Conference ends to enjoy all of San Diego?

For information, contact the SCEA & ISPA Joint Office at scea@sceaonline.org or by calling (703) 938-5090. Visit the Conference webpage at www.sceaonline.org for more information as it becomes available.





Call for Papers

Submit your 2010 Conference abstract!

Get a head start on your 2010 to-do list by submitting your abstract for the 2010 ISPA/SCEA Conference & Training Workshop to be held June 8 -11 in San Diego, CA. The Conference Committee will be accepting abstracts until 1 December 2009. Abstracts are limited to 500 words and biographies are limited to 300 words (no pictures) for each author. Be sure to include the biographies of all contributing authors.

The Conference Committee would like to present a wide variety of cost estimating and cost analysis topics such as:

- Risk
- Earned Value Management
- Scheduling
- Software and IT
- Methods
- Models
- Management
- Applications/Tools
- Lifecycle Cost Estimating

This is the premier conference for cost estimating and analysis professionals and we anticipate a large number of quality abstracts, so be sure to submit your abstract as soon as possible to receive early consideration. To upload your abstract, select the "Call for Papers" link under the Calendar menu on the SCEA website (www.sceaonline.org). The schedule for submissions is as follows:

- Abstract and biography submission deadline – 1 December 2009
- Authors notified of acceptance – 8 January 2010
- Final paper/presentation submission – 31 March 2010

If you have questions or need additional information about the Conference, please contact Paul Marston at pmarston@mcri.com (phone: 978-528-4394), or Andy Prince at andy.prince@nasa.gov (phone: 256-544-8360).





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Basic Requirements:

- Qualified candidates should have experience in cost estimating for Defense, Intelligence, or other US federal government systems or programs.
- Candidates with an educational background in engineering, economics, statistics, mathematics, operations research, or similar educational background are highly desired.
- Government/Industry Certification is a plus.

If you're ready for what's next in your career, e-mail your resume to Cristina Morris at morris_cristina@na.bah.com

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We are proud of our diverse environment, EOE/M/F/D/V. Applicants selected will be subject to a security investigation and may need to meet eligibility requirements for access to classified information.

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Rocky Mountain Chapter News

President Bruce Broussely

The Rocky Mountain Chapter of SCEA held a meeting on 14 May 2009, at Lansdowne Arms in Highlands Ranch, Colorado, and on 21 May in Sunnyvale, California. There were 15 people in attendance in Colorado and 20 people in Sunnyvale to hear guest speaker Director of Contracts at the USAF Space and Missile Center **Robert Graham** and for the announcement of the newly elected officers.

The new officers for the Rocky Mountain Chapter are President **Bruce Broussely** (Lockheed Martin IS&GS), Vice President **Aislinn Kastelan** (United Launch Alliance), Treasurer **Deby Lenzotti** (Lockheed Martin Space Systems), and Secretary **Ben Mitchell** (Lockheed Martin Space Systems). Our deepest appreciation goes to Past-President **Bryan Stapleton** (Lockheed Martin Space Systems) who led the drive to make the Rocky Mountain Chapter a vibrant, relevant, and professional organization. His future support will be appreciated.

The Rocky Mountain Chapter was very happy to have Mr. **Robert Graham** as a speaker. Recently, he has been leading the government's effort to improve proposal quality within the Air Force Smart Operations 21 (AFSO21). Mr. Graham's talk was titled "SMC and Industry Proposal Quality Initiative." He discussed an initiative to deliver a sole source contracting process by which government and industry realize value. With multiple participants from the government and industry contractors, the team worked closely to understand the proposal process from each person's perspective. They identified several problem areas and a process to mitigate misunderstandings with the result of better proposals that meet the customer's needs. As the sponsor of this initiative, Mr. Graham was able to bring a great perspective and give everyone hope that government and industry can work together toward the common goals of better proposals and increased value.

Baltimore Chapter News

President Sonja Holzinger

The renewed Baltimore SCEA Chapter became official on June 1, 2009. Since then, the chapter had one meeting and then adjourned for the summer vacation. The chapter officers, however, continued meeting regularly on a monthly basis since there was some work to be done.

Getting the House in Order

First, the previous Baltimore Chapter that was deactivated some time ago still had an existing bank account. Treasurer **James Gillespie** has been working with the previous Baltimore chapter president and treasurer to transfer the signature authority. This process has been completed, and the bank account is now updated with the names of new officers. Special thanks to Mr. Gillespie as he has put a lot of effort into getting chapter's bank account in order.

In these early stages of the recently reactivated Baltimore Chapter, we have set the growth of the Chapter as our most important goal. We had enough members to reactivate the chapter, but it's clear that the healthy future of the chapter depends on growth in membership. The petition to reactivate the chapter was signed by 13 members, and today the Baltimore Chapter has 24 members.

Officers Meeting

The Baltimore Chapter officers meeting was held on September 1, 2009, with half the members in attendance. We will continue to hold these monthly officers' meetings, and all members interested in hearing about chapter business are invited. We are also in the process of planning an event for late September or early October. Time and place of the event will be posted on the web site and members will be notified via email with enough advanced notice to make plans.

The chapter plans on hosting a certification exam in October based on the number of interested members.

Baltimore Chapter Logo

Special thanks to Bernie McManus for creating a logo for Baltimore SCEA Chapter.



Dayton Chapter News



Shirley Ark, Jan Shaw, Deborah Matulka, Greg Nelson, and Sharon Jenkins



Mary Goubeaux, Rich Williams, Paul Schaeffer, John Allen, Ron Vorhs, Brian and Theresa Grissom, Rachel Grissom, Cheri Schaeffer, Alaina Schaeffer, and Derek Grissom



Riley Griffin, Cindy Laipple, Tony Meiser, Heather Phillips, Grace Phillips, Parker Mer-shon, Emily Mer-shon, and Hannah Mer-shon

By Ross Jackson (President), Donna Gravely (Programs), and Eric Nardi (Charity Events)

It is hard to imagine that our chapter year is ending. It was a great privilege and pleasure to serve as your chapter president. I hope that our chapter board was able to provide you with thought-provoking articles in the newsletter and engaging speakers at the SCEA luncheons.

Our chapter is fortunate to have **Tom O'Hara** as our new chapter president. Please be sure to congratulate Tom! Our society will benefit greatly from his leadership and technical skill.

SCEA Beta Test

On Monday, May 4, 2009, nine very brave souls walked into the Education and Training Building after spending months preparing to sit for the beta test version of the new SCEA certification test. The new test format was unveiled to those who volunteered to participate in the beta test version of the exam. In return for their participation, the beta testers were allowed to test for FREE, and the tests will be graded on a curve.

The beta test, in the making for several years with the help of experts from across the services, industry, and higher learning, has been revamped to highlight the need for cost estimators to use judgment as well as estimating skills.

The SCEA certification slogan is "Train, Attain, Sustain — Certification Matters!" As described on the updated SCEA website,

"SCEA's certification program means more than just demonstrating that one is able to get or keep a job; it provides a professional credential that sets the standard for the entire costing estimating and analysis community. It provides the foundation for professional cost careers and offers employers and individuals a means of distinguishing and achieving excellence. Ultimately, certification offers a stamp of approval of an individual's mastery of the basic and intermediate cost knowledge and consequently strengthens the individual's and their organization's ability to produce quality cost estimates and analyses."

The new testing format allows for certification at two distinct levels — the Professional Cost Estimator / Analyst (PCEA) for those people relatively new to cost estimating and the Certified Cost Estimator /Analyst (CCEA) for those who have been around for a while. The first part of the exam covers foundational knowledge and practical application and lasts two hours. Part 2 of the new exam focuses on advanced analysis and includes a case study and related questions to be completed within 3 hours. The SCEA beta testers were thankful for the lunch break between the two testing sessions, with one tester commenting "After everyone finished part I, we were all standing around wondering what else could the exam possibly test on part II?".

Everyone survived taking the new test, but they sure did look exhausted when they turned them in. Some people found that the

new test was a lot more comprehensive than they thought it would be and others felt it was exactly what they were expecting. The reviews on how to prepare for the exam were also mixed – some people liked the new CEBoK training material, others did not. The SCEA website suggests that potential testers review the many sources which are available as training aids – including textbooks, handbooks, conferences and training sessions.

Experience in multiple aspects of cost estimating and analysis is especially helpful. To those who graciously subjected themselves to this tortuous event, many thanks for your participation and best wishes on passing the exam.

SCEA Greater Dayton Chapter Bowl for Kids' Sake

SCEA had another great turnout for Bowl for Kids' Sake 2009, which took place on Saturday, March 14, 2009. Poelking Lanes South was again the venue for this event. Aside from SCEA, numerous companies and other organizations participated. Five teams from SCEA bowled for a few hours while sharing pizza and enjoying each other's company, all for a good cause.

Many thanks to those who took part and participated. We're looking forward to another great turnout for Bowl for Kids' Sake 2010.



*Don Sorrells, Megan Nardi,
Eric Nardi, and Jeremy Fulwiler*

Houston / Clear Lake Chapter News

President Ella Hrabar

The Houston / Clear Lake Chapter has had good turnout for the lunch meetings and had excellent speakers. In March, **Ray Carpio** of Tecolote gave a presentation that proved to be very timely. Ray's presentation on "Double Counting of Schedule Slips in Cost / Schedule Joint Confidence Level" drew questions from the audience and a good deal of discussion. In May, we had **Jim Otte** of PRICE Systems present an overview of TruePlanning®, which is a suite of predictive cost models that allow organizations to successfully estimate and analyze the scope, cost, schedule, and risk of complex projects. The presentation generated questions and a discussion. In June, **Robert Georgi** of Booz Allen Hamilton presented "Illustrative Example of Flight Software Estimation", which was very informative and interesting. Robert won best paper in his track (Software and IT) at the June SCEA / ISPA Conference. Questions and discussion followed. A big THANK YOU to Ray, Jim, and Robert for making our meetings not only informative but enjoyable.

Michael Soots of NASA JSC will be our featured speaker in September.

PCEA and CCEA Exam

The Houston / Clear Lake Chapter hosted a certification exam for beta testers taking the new exams for PCEA or CCEA certification. Congratulations to **Jean Hamblin** from Booz Allen Hamilton and **Luther (Ed) Price**, **Glenn Kendrick**, and **Lance Cole** from NASA on becoming certified. A special thank you to **Ann Sylvester** (NASA JSC) for proctoring once again.

Get Involved

Opportunities abound in your local chapter. Want to be a manager, project lead, speaker, presenter, president, etc.? Volunteer your time, and it will help grow you and your career. Active participation, such as taking a lead in a project, participating on a team or thinking up a project that will benefit the chapter show leadership and a deeper interest in the profession. Don't leave the work to others and miss an opportunity to be known as a doer, innovator, creator, team player, and someone to count on. Just like any activity, what you put in is what you get back. You are never too experienced or inexperienced. Every day is a new day to learn and grow.

Pikes Peak Chapter Update

President Christina O. Brims, Air Force Cost Analysis Agency-Space Programs, christina.brimson@peterson.af.mil

Our chapter concluded another successful year, presented its first awards, and elected a new vice president, and we remain dedicated to fulfilling our two-year plan goals.

Program Chair **John Teal** left no stone unturned in his quest for enticing topics and engaging guest speakers. Awards Program Chair **Gerry Corwin** designed and publicized an awards program, published a nomination call, convened an evaluation panel, and presented the awards during our May meeting.

In a leadership turn-over, **Jeff Smith** resigned as chapter president, and I assumed his duties. Our board elected **Roger “Kim” Clark** (Tecolote Research, Inc.) as vice president without hesitation. Kim is no stranger to our chapter, having served as its treasurer and vice president before moving out of state. On his return to Colorado, Kim expressed a desire to continue serving in a chapter leadership. We welcome Kim’s vision as we implement the second year of our two-year plan, and we are eager to involve more members in our initiatives.

Our first focus is to increase the chapter’s value to its members by sponsoring top-notch guest speakers at our monthly meetings and by evolving our nascent website (<http://sceapikespeak.org/>). Our continued alignment with the local chapter of the American Society of Military Comptrollers (ASMC) will strengthen our ability to leverage topics of common interest, even as we seek cost-unique presentations. We did not explore peer-to-peer sharing of cost estimating problems and solutions extensively last year, but we anticipate our members will learn from their colleagues’ insights and experiences by understanding synopsisized projects. Launched last year, our website serves as the repository for our guest speakers’ briefings. We seek suggestions on how the site might fulfill any unmet needs.

Membership — both garnering new members and retaining current ones — is our second focus area. We plan to expand our pilot program to draw university-level student members, as well as those from private industry and local government. For this initiative to succeed, current members need to partner with the board of directors and exercise a key role in growing our chapter. Adding professionals from outside the defense community would introduce new perspectives.

Our third focus area — attracting the next generation of cost estimators. Pairing a student member with an experienced estimator will open doors for the student member and provide a satisfying mentoring experience for chapter members. This goal offers members the chance to enrich their lives through professional involvement.

Finally, our fourth focus area aims to increase the number of members with the Certified Cost Estimator Analyst (CCEA) designation. At our first fall meeting, **Judy Davis**, chapter secretary, will speak about her experience in preparing for the CCEA exam. As a successful beta tester, Judy has first-hand experience with CEBok and the testing procedures. Judy also has volunteered to initiate our group study seminars.

These goals are achievable with membership commitment and leadership vision and energy. We hope many of our members answer our challenge in creating a dynamic chapter.

Program Chair John Teal, CCEA, Program Chair, Booz Allen Hamilton, teal_john@bah.com

We closed out the spring season with entertaining and educational events. The chapter hosted speakers who spoke about Federal taxes, the state of the economy, service-oriented architectures and, cost estimating and

(Left to right) Andy Sherbo taking questions from chapter members. John Teal (l) presenting a certificate and highly prized chapter mug to Kurt Brunner.



analysis. Events with broad-interest were combined with the local ASMC chapter with great success.

At March's event SAIC's **Andy Sherbo** spoke to a full room. In addition to being a local celebrity in the cost community and acting Director of SAIC's Center for Cost & Financial Analysis, Andy holds a Ph.D. and teaches courses at Denver University. SCEA and ASMC members got an animated and interesting financial discussion. He started with a short introduction of tax tips for last-minute filers and housing credit opportunities, and he ended with a lengthy discussion about the state of the economy.

In April at the Tecolote offices in Colorado Springs, **Kurt Brunner**, Cost Task Manager for the GPS system in Los Angeles, presented "Would A Cost Growth Factor Help Alleviate Continuing Cost Overruns?" Kurt has over 30 years of estimating experience in high-tech engineering and manufacturing environments. Currently, he is responsible for all Global Positioning Systems Space Vehicle, Operational Control Station and User Equipment cost estimating activities at Tecolote Research, Inc., in support of the Air Force GPS Wing. He used some of his first-hand knowledge as he spoke about methods of creating more accurate estimates for space systems.

In May, the chapter closed the spring season when former Pikes Peak Chapter President **Paula Spinner** spoke about Service Oriented Architectures (SOA), which was especially timely as SOA has become a hot topic across the DoD. This presentation was a great way to learn about the topic in a friendly atmosphere.

After the summer hiatus, the chapter looks forward to a presentation from **Judy Davis**, who will talk about her experience preparing for the new SCEA exam and provide winning tips for passing the exam.

Awards Program Chair Gerald W. Corwin, Tecolote Research Inc., gcorwin@tecolote.com

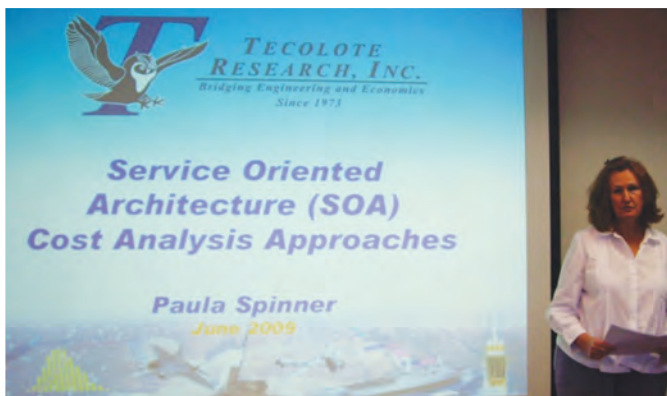
This spring we initiated our first annual awards program since chapter inception in October 2002. The program formally recognizes outstanding members

making contributions to cost estimating and to our SCEA chapter. The nomination process requires minimal effort by the nominator but possesses sufficient detail to assess the merit of the nominee. This simple and succinct nomination package consists of a cover sheet and a justification sheet. A panel of chapter members reviews the nominations and selects the honorees for recognition at a chapter luncheon.

John Teal was named the 2009 Pikes Peak Chapter Estimator / Analyst of the Year for Contributions in Technical Achievement. John is recognized for consistently producing high-quality estimates. He completed a comprehensive risk analysis for the Prompt Global Strike Analysis of Alternatives. This effort included interaction with 75 stakeholders from diverse organizations and with the technology and alternatives working group in defining discrete risk areas. John has also been involved in the development of a risk model for his company called RISC-IQ. John's technical expertise in cost estimating has propelled him to the forefront for Booz Allen Hamilton as one of the few estimators requested for proposal development and review based on his capability for technical detail, accuracy, and comprehensiveness. In addition, John has served on the chapter's board of directors as the program chair for the past three years.

Christina O. Brims was named the 2009 Pikes Peak Chapter Estimator / Analyst of the Year for Contributions in Service to the Society. Her award citation noted her creation of a two-year plan for the chapter, her personal invitation to USNORTHCOM and Missile Defense Agency colleagues to attend and participate in chapter functions, and her outreach to the Chancellor's Leadership Class at the University of Colorado at Colorado Springs. Christina also received the corresponding SCEA National award.

We encourage other chapters conducting an awards program to contact the Pikes Peak Chapter (gcorwin@tecolote.com) with suggestions and advice to improve our program.



(Left to right)
Ms. Paula Spinner talks SOA.
John Teal (l) accepting Pikes Peak Chapter Estimator / Analyst of the Year Award from Awards Chairperson Gerry Corwin (r).

Northwest / Washington Chapter News

By President **Jeffrey Jaenicke**



(Left) Guest speaker **Jeff Campbell** at our March 2009 Open Forum. (Right) Guest speaker **Gene Andersen**, Chief Estimator for Boeing Puget Sound IDS (military programs).



From left to right: **Spencer Comert**, **Pat Zedaker**, **Mike Doherty**, and **Jeff Jaenicke** at the Museum of Flight.



Pat Zedaker congratulating **Spencer Comert** on receiving his SCEA certification.

Our chapter has conducted two Open Forum Meetings, which were a big success. Boeing 787 Director of Estimating **Jeff Campbell** was the guest speaker in May. Jeff, recently elected to the SCEA National Board of Directors, discussed the significant role estimating has played in identifying and incorporating cost improvements in the 787 program. He also discussed how utilizing processes such as market-driven target costing has helped reduce overall program costs and incorporate efficiencies. He gave us insight into how estimating / cost analysis activities differ in military vs. commercial arenas. After the meeting concluded, members met at the Pyramid Brewery House in Seattle for additional discussion of estimating challenges and some socializing / networking.

At our second meeting, Boeing Chief Estimator for Puget Sound IDS (military programs) **Gene Andersen** discussed the importance of knowing your competition, how estimating plays a part in this activity, and how critical this knowledge is to winning contracts in a highly competitive environment. After the meeting we adjourned to the Museum of Flight to view the aircraft and space vehicles.

Our next forum will be at Red Hook Brewery in Woodinville, WA. We are lining up a speaker and plan on touring the Red Hook facility. If you wish to join us contact Mike Doherty at michael.k.doherty@boeing.com or Jeff Jaenicke at jeffrey.l.jaenicke@boeing.com.

Membership

One of our goals is to increase our membership, and we have made substantial progress this year. We have 81 members, a 10% growth from the beginning of the year. SCEA has long been recognized as a major promoter of estimating skill enhancement, and local chapters like ours make it possible for individuals in those areas to benefit from everything SCEA has to offer. We will be contacting several companies throughout the Puget Sound area and encouraging them to attend our October 15th Open Forum Meeting at Red Hook.

Certification

Another goal is to increase certification among members. We have conducted a successful certification prep course for the last several years and have a lot of interest in offering the course again. Based on survey responses, we will be offering a class in Everett, WA, beginning in January and another class in Renton, WA, in April. We will follow-up each of these prep courses with a certification test.

Chapter Director of Training and Certification **Pat Zedaker**, personally schedules, coordinates, and conducts several weeks of off-hour training classes to prepare our members for the SCEA certification exams twice a year. Also, at the 2009 ISPA / SCEA Joint Annual Conference in St Louis, Pat was recognized by the SCEA National Board for her work related to updating the SCEA Certification Exam material. Thanks, Pat, for all your contributions!

For more information about the SCEA Northwest / Washington Chapter, contact Mike Doherty at michael.k.doherty@boeing.com or Jeff Jaenicke at jeffrey.l.jaenicke@boeing.com. For information regarding training and certification, contact patricia.m.zedaker@boeing.com.



Cost Analysis and Budget/Financial Management Positions

♦ Arlington and Chantilly, VA

♦ Linthicum and Lexington Park, MD

Requirements

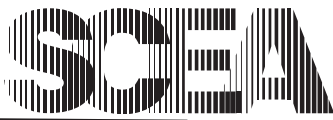
- Bachelor's degree required. Master's degree desired. Preferred degrees are Engineering, Math, Science, Economics or Operations Research.
- 5+ years experience performing Life Cycle Cost Estimates or Budget and Financial Analysis for Major Government Acquisition Systems

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Wyle is an Affirmative Action Employer who values cultural diversity in the workplace. EO/M/F/D/V. Applications selected may be subject to a government security investigation and must meet eligibility requirements to access classified information.

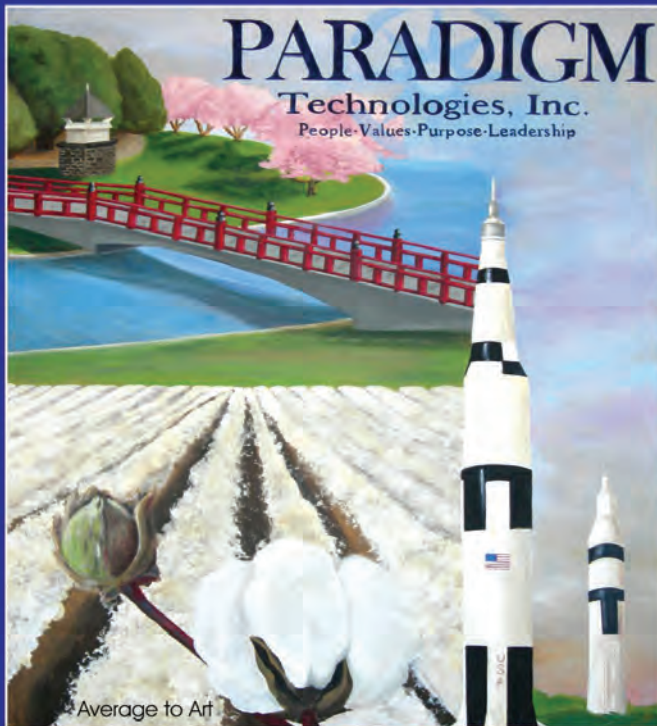




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