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*Challenges in Managing
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The magazine for the International Cost Estimating & Analysis Association



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The Magazine for the International Cost Estimating & Analysis Association

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Chapter & Region Updates

The International Cost Estimating and Analysis Association is a 501(c)(6) international non-profit organization dedicated to advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis, through the use of parametrics and other data-driven techniques.

ICEAA World is a publication of the International Cost Estimating and Analysis Association. Members of the association receive copies as a benefit of membership. Subscriptions for non-members are available on a yearly basis for \$30.00 per year.

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Letter from the Editor

Joe Wagner, ICEAA World Editor

If this issue of your magazine seems a little on the light side, that's because it consists only of electrons. Our last issue of each year is an e-version only, to be found on the ICEAA website for all to read.

As we move relentlessly towards the end of 2015, the fall season finds the ICEAA International Office preparing for the Integrated Program Management Workshop (IPMW) in Bethesda, MD. IPMW is jointly sponsored by ICEAA and two other professional organizations, the National Defense Industrial Association (NDIA) and the College of Performance Management (CPM). The attendance is largely made up of program management professionals, and it offers exposure to a wide variety of acquisition program quantitative measurement and analysis practices.

The fall 2015 meeting of the ICEAA Board of Directors was held in October, and there was a lot of discussion surrounding some new initiatives for ICEAA. President **Paul Marston**'s thoughts on some of these initiatives and our organizational future are addressed in the

President's Address of this issue. One area of interest that was discussed is the ICEAA certification program and the related professional training required. With leadership from Vice President of Professional Development **Peter Braxton** and Director of Certification **Peter Andrejev**, the professional development program is moving forward on several fronts, including expanded professional education and testing opportunities, as well as improvement of our building block CEBOK training tool, to make it more appropriate for the growing membership outside the United States. Peter Andrejev discusses the expansion in our professional certification in this issue, and **Sharon Burger** from the International Office follows up with a piece on recertification.

One of the many benefits of membership in ICEAA is the Career Center resource found at the ICEAA website. What the Center offers to our membership, and some information on how to navigate around the site, are explained in an article in this issue. Another ICEAA opportunity for individual growth is the process for recertification.

We are very fortunate to have in this issue a piece from Air Force Colonel **David Peeler**. In it, he describes recent Air Force actions to improve and grow the officer force in acquisition financial management. As he states in the opening paragraph, this is a follow-up to a similar article in the Spring 2012 issue of the SCEA *National Estimator*, which we have included in this issue for your convenience.

Lastly, in the report from the UK regional director **Andy Nicholls**, you will learn that he is retiring from his full time job in the cost profession, and as a result, is leaving the ICEAA Board. As I told him upon learning the news, I consider him a great friend, a committed professional, and that we as an Association will be much the poorer for his departure.

Also, my thanks once again to all of our functional area and regional/chapter contributors. It is your commitment and effort three times a year that builds this magazine, one article at a time, for all the membership to enjoy.



Save the Date

ICEAA 2016 International Conference & Training Workshop

October 17-20, 2016 • Bristol, UK

Presented in partnership with:



President's Address

Paul Marston, ICEAA President



2015 may be winding down, but ICEAA is in full swing! It's been a busy year for our association and 2016 promises to be no different.

On September 30, we held the ICEAA Annual Members Meeting as a webinar in the hopes that conducting the meeting virtually would allow more members to participate than in years past when the meeting was held at the Professional Development & Training Workshop. We got lots of questions in advance and the attendance exceeded our expectations. The hour-long presentation featured updates on recent accomplishments and initiatives, the state of our membership counts and financial standing, and the ideas and projects planned for the future. For those who missed the call, we have the slides online at:

www.iceaaonline.com/membership

About a week later, I was joined by the ICEAA Executive Committee at the first meeting of our newly-established Senior Government Advisory Panel on October 7. Top officials in the costing divisions from the US Navy, Air Force, Army, and Federal Aviation Administration, as well as the UK Ministry of Defence, have agreed to participate in the panel to reinvigorate ICEAA's relationship with government cost community leaders and to discuss ways ICEAA can better serve our government members and government constituent organizations. The conversation was lively and productive, and we plan to meet with ICEAA's Senior Government Advisory Panel prior to each of our board of directors' meetings to ensure ICEAA is aware of any new ways we can better participate with government representatives and that the association's direction moves towards better collaboration with federal agencies.

Speaking of the UK, ICEAA is going to continue our parent organizations' tradition of holding quadrennial international workshops overseas to enhance the value of ICEAA membership for our international constituencies. The 2016 conference will take place in Bristol, UK, about two hours west of London, **October 17-20, 2016**. The three-day workshop will offer a slate of professional papers on the latest cost estimating trends, training sessions to prepare for certification, and the opportunity to sit for the PCEA exam. Costing groups from around the world are partnering with us to put on the event, including the **Society for Cost Analysis and Forecasting (SCAF)**, the **Space Systems Cost Analysis Group (SSCAG)**, the **Association of Cost Engineers (ACostE)**, the **Association for Project Management (APM)**, the **Dutch Association for Cost Engineering (DACE)**, and **Nesma**, an independent international organization focused on software metrics and software measurement. Check the website for more information in the coming months:


www.iceaaonline.com/bristol2016

In my previous letter to the membership in the summer 2015 ICEAA World, I mentioned that shaping and solidifying the ICEAA identity, reinforcing the association's structure and setting a clear path forward is central to all of my goals as president. Two areas in particular stand out as areas in which all three can be accomplished with some attention and effort: our financial stability, and our chapters.

Like everyone else, ICEAA suffered a few less prosperous years than we had seen prior to the economic downturn, but we have been working diligently to make the most out of the new reality

rather than sitting idly by hoping the halcyon days come again. Attendance and sponsorship revenue at our Professional Development & Training Workshops have increased steadily for three years. Fixing our membership dues structure after 30 years of stagnating at the same rate will start to close the gap between what we spend on providing benefits to the membership and what we had been charging for them. The International Business Office has cut corners and reduced staff all while increasing the number and value of the benefits that come with ICEAA membership. But we're still not where we need to be. The new board of directors and I will be exploring both new and old avenues for ways to bolster our financial position and guarantee the long term success of our organization.

But all the money in the world can't improve ICEAA more than a strong network of chapters and volunteer leaders can. While some of our chapters are booming with success, others are struggling with low involvement. Our members need to know the chapters are there to enrich their ICEAA experience, and the chapters need to know the association leadership is there to support them. The new board has formed a Chapter Development Committee, and named longtime ICEAA member **Bill Barfield** as chair. The committee will be reaching out to the chapters to find out what they need, what they need to know, and what they need to move from survive to thrive.

Like with all aspects of the association, we're always looking for your questions and feedback. Is there something you don't know or aren't sure of? Ask. Had a brainstorm? Let us know. Who knows which of us has the next great idea. 



Business Office Update

Megan Jones, ICEAA Executive Director

It's been a jam-packed autumn here in the International Business Office. This year's Integrated Program Management (IPM) Workshop built on the event's 27 successful years with over 350 attendees joining us in Bethesda, Maryland, November 16-18 for training sessions, workshops, practice symposia focused on program planning, earned value management, and the ICEAA-sponsored Cost Estimating Track.

My thanks and compliments go out to our co-hosts, the **College of Performance Management (CPM)** and the **National Defense Industrial Association (NDIA)** for their collaborative spirit and hard work putting the event together. Special thanks to the 2015 IPM sponsors and exhibitors, especially our gold sponsors, **Steelray Software, Inc.** and **SNA Software**, and our silver sponsors, **Integrated Management Concepts, Inc.**; **Humphreys & Associates**; **ProjStream**; and **TwentyEighty Strategy Execution**.

Speaking of sponsorships, you can start signing up now to sponsor the 2016 ICEAA Workshop in Atlanta, June 7-10, 2016. The sponsoring and exhibiting prospectus is ready and available online:

www.iceaaonline.com/atlanta2016

Last year we welcomed the ICEAA Canada Chapter into our midst at the wildly successful ICEAA Canada Workshop in Ottawa. The second of these annual events is scheduled for February 22-23, 2016 at the Westin Ottawa. Ice skating season will be in full swing, and if what all the locals said last year is true, the Rideau Canal has the best there is. Last year's Canada Workshop oversold, so be sure to check your inboxes and keep an eye out for registration information at

www.iceaaonline.com/canadachapter

The emails you've been getting from our office give you a sense of the work we've been doing to prepare for the 2016 workshop, this is also the time of year when we take the very first steps for planning future events – I just got back from visiting possible locations for 2018! That's right, we choose the host hotels for our workshops about two and a half years in advance to get the best locations to fit our group at the rates we all want. We're off to Atlanta in the spring, then in 2017 we'll be on the waterfront in Portland, Oregon. I'm not ready to spill the 2018 beans yet, but it will be another great city with a vibrant downtown that the workshop schedule will barely allow you to visit!



Upcoming Events

Society for Cost Analysis & Forecasting Workshop

Royal Institution of Naval Architects, London
February 2, 2016
ndmorrill@mail.dstl.gov.uk

2016 ICEAA Canada Workshop

The Westin Ottawa, Ontario
February 22-23, 2016
www.iceaaonline.com/canadachapter/

2016 ICEAA Professional Development & Training Workshop,

Grand Hyatt Buckhead, Atlanta
June 7-10, 2016

2016 ICEAA International Conference & Training Workshop,

Marriott City Centre, Bristol, UK
October 17-20, 2016

2016 Integrated Program Management Workshop,

Bethesda North Marriott Hotel & Conference Center, Bethesda, MD
October 31 - November 3, 2016

2017 ICEAA Professional Development & Training Workshop

Portland Marriott Downtown Waterfront, Portland, Oregon
June 6-9, 2017

Certification Corner

*Peter Andrejev, CCEA[®], PMP[®]
ICEAA Director of Certification*



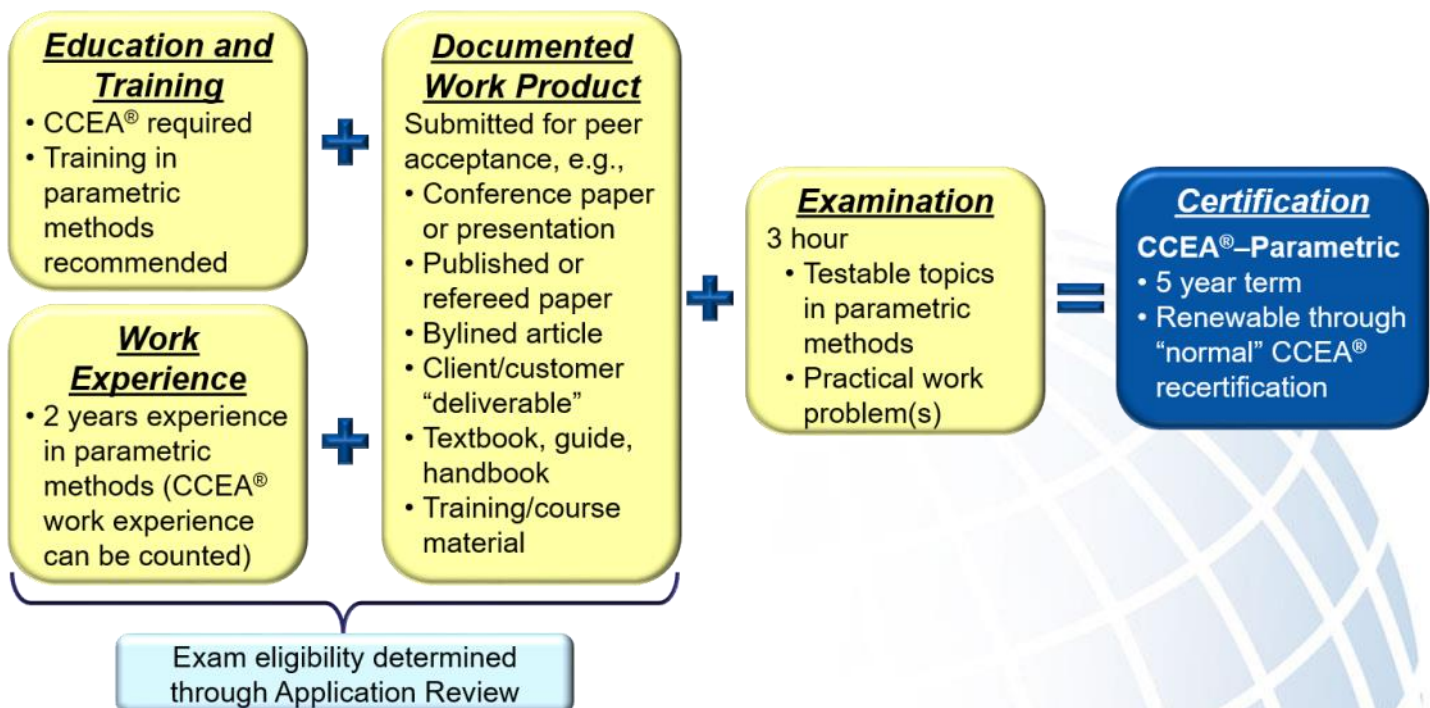
Parametric Specialty Certification Expected in 2016

The first of ICEAA's specialty certifications, the Certified Cost Estimator/Analyst-Parametric (CCEA[®]-P) is expected to be beta-tested at the 2016 Professional Development and Training Workshop in Atlanta. Our specialty certifications are modeled akin to

achieving a graduate degree: beyond the basic coursework study, the applicant must pass a comprehensive examination (the CCEA[®]) and create their thesis or doctorate paper. In our case, we will require applicants to submit a work product that employed


parametric methods or addressed a topic in parametric methods, in addition to passing the new CCEA[®]-P exam.

The depiction below identifies the requirements for our parametric specialty certification program.



I have often used the medical analogy for our professional certification program, with our PCEA[®] equating to the status of an intern, our CCEA[®] equating to a physician and the CCEA[®]-P to designate the M.D. who has accumulated additional expertise to warrant recognition in a specialty such as a neurosurgeon. This analogy, when applied to the parametric specialty, translates as requiring applicants to meet the following conditions:

- Retain a current CCEA[®]
- Exhibit at least two years of work experience related to parametric methods
- Submit an original work product related to parametric methods
- Pass the specialty examination in parametric methods

We are in the final throes of completing the specialty examination to ensure consistency and integration with the current CCEA[®] examination and expect to complete the pilot version of the CCEA[®]-P for beta testing at the 2016 Professional Development and Training Workshop. 

Prepare for Recertification

By Sharon Burger

ICEAA Certification Program Manager

After long months of studying CEBoK® and attending prep classes, not to mention the anxiety of taking the certification exam itself, you are at long last a fully certified cost estimator/analyst - a CCEA®. At that point it is very unlikely that you will immediately begin thinking of the next milestone, which is your recertification, coming in another five years. But let's take the long view of this whole professional development process. Your certification award is valid for five years. You worked hard for months to achieve that CCEA® which can mean so much in terms of prestige, personal satisfaction, and of course your career advancement. The CCEA® is a career tool, but the tool doesn't last forever. In fact, it will last only five years, and you should begin now to retain it through recertification. Don't let your hard work and CCEA® achievement be lost in a few years. Get started now on building the recertification tool. Here's how to go about it.

The concept is pretty straightforward. The ICEAA recertification program serves as a confirmation that you are maintaining your professional participation, practicing your skills, and are continuing to increase your mastery of the profession beyond obtaining the

CCEA®. It lets the professional world know you are still meeting the goals of the CCEA® program in your professional development.

While its five years before you need to demonstrate continuing professional involvement, the time will go by fast and the task of collecting the necessary information should begin right after you are certified. Just like that big exam in college when you didn't lay out a study plan and ended up pulling a frantic all-nighter cramming, it's likely to not work out well if you don't begin a systematic process now for collecting the five years' worth of data that will secure your professional standing down the road.

Fortunately, ICEAA has prepared the format for a well-organized data collection and application process for you. All you have to do is download it from the ICEAA website and begin filling it out. Keep it handy and update the application, keeping copies of your supporting documentation for those updates, from year to year. At the end of the five years, you will have a complete and verifiable record of your achievements.

The first thing to recognize after looking over the recertification application is that there are

various categories of information that you will want to capture. Within each category, your achievements will result in an award of points, with a total of 30 points necessary over the five year period to recertify. Let's take a look at the application format.

Professional Experience Points:

This first section of the recertification format is fairly direct, and can be taken from your resume or other employment history. You simply list your career positions, in terms of who you worked for (or being self-employed), your job title, and how many years you were in that position. In addition to the basic data, for each entry you need to include a short paragraph describing such things as the specific type of work, who were the customers or projects, and what did you achieve. A continuous career in acceptable cost activity over the five year period results in 15 points (3 per year) under this section.

Participation and Award Points:

The second part of your recertification record deals with memberships and active participation in professional

organizations. The membership activity needs to be relevant to your cost career and the cost profession, but is not limited to ICEAA. Along with a basic membership, additional points are awarded for holding office at the local, regional, or national level, participating in activities and making contributions to events, or for earning awards or recognition for paper presentations or other achievements within an organization. The number of points you can earn in this part are limited to 15, based on your willingness and ability to participate with professional organizations.

While ICEAA has always provided recertification points for continued membership, we have made it easier than ever to keep your membership current during your certification period with the new five-year membership package


introduced with the new membership dues structure earlier this year. At \$475, the five year membership rate comes at a 10% discount versus buying each year individually.

Knowledge Attainment & Sharing Points:

This third part deals with training and educational advancement related to the cost profession, both your own learning experiences and achievements as well as what you can do teaching or helping others grow their professional knowledge. Knowledge Attainment includes formal course work, workshop or chapter classes, or any other activity in which you receive professional knowledge. Knowledge sharing involves outreach by you to train, make presentations, or participate in any type of professional learning

experience directed towards improving the professional skills of others. Again, the number of points available is limited to 15.

The secret to a good application is consistency in keeping your record current and supportable. At least once a year go over it for updates. As the fifth anniversary of your CCEA® approaches, you will complete the form, and send it in along with your documentation and fee. Your record will be assessed, and you will either be notified of your recertification status or asked to clarify information or submit further documentation for specific claims.

And remember – much as you value your certification status, and despite everything we've said here, you don't really have to prepare and submit a recertification application. You can always just retake the exam. 

RETAINING YOUR CCEA® CERTIFICATION IS SIMPLE

CCEA® holders are required to accumulate at least 30 recertification points across three areas of involvement during a five- year period

PROFESSIONAL WORK EXPERIENCE

**EARN UP TO 15
POINTS FOR:**
**EMPLOYMENT IN A
COST-RELATED
PROFESSION**
**SERVING IN A
COST ANALYSIS ROLE**
**CREATING
COST ANALYSIS
PRODUCTS**

PARTICIPATION AND CONTRIBUTION

**EARN UP TO 15
POINTS FOR:**
**MEMBERSHIP IN COST
ORGANIZATIONS**
**SERVING IN A
LEADERSHIP
POSITION**
**RECEIVING AN
AWARD, CITATION,
COMMENDATION**

LEARNING AND SHARING

**EARN UP TO 15
POINTS FOR:**
**PARTICIPATING IN
COST-RELATED
COURSES, SEMINARS,
WORKSHOPS, ETC.**
**TEACHING,
PUBLISHING,
PRESENTING ON
COST TOPICS**

visit www.iceaaonline.com/certification-matters for more information

Inflection Point:

Military Financial Managers in Air Force Acquisition *

by Colonel David L. Peeler, Jr.

* This article is a companion piece to one published in the Spring 2012 issue of the *National Estimator*. Both articles address current activity in the management of military financial managers in Air Force acquisition, and were prepared by Air Force staff directly involved in the process. You may review the 2012 article on the following pages or via the ICEAA publications archives at www.iceaaonline.org

Reversing a two decade trend is no easy task, but after years of decreasing at a decreasing rate following a one-time reduction of hundreds of billets, the Air Force Financial Management community is once again making strides to increase its military presence in the acquisition work force. Despite some relatively recent actions – DoD efficiencies and a major reorganization of Air Force Materiel Command – that caused noticeable decrease at an increasing rate, the Air Force financial community has now taken positive measures to rejuvenate the military component of its acquisition workforce.

For almost two decades, people have questioned the viability of an Air Force career in financial management for uniformed acquisition personnel, especially in cost estimating. The focus on acquisition from the highest levels (Congress, OSD, Services) is appreciated and needs translation into a robust military presence in Air Force acquisition financial management. Given the trends of the last three to five years, the Air Force financial management community has begun taking action to reverse the decline of acquisition officers that started with contracting-out cost estimators in the mid-1990s.

After several conversations made it to the Assistant Secretary of the Air Force for Financial Management and Comptroller, who indicated it was time to either “fish or cut bait,” the pace of activity has picked up. The comment was really a forcing function to continue efforts by several engaged parties interested in revitalizing the acquisition experience of Air Force finance officers. To this end, recent actions by

the Air Force financial management community have served to stop further erosion of officer billets and start fill actions.

Current results are an out-growth of initial advocacy by then Brigadier General Joseph Ward in 2010. His work began as a Financial Management Development Team started facing the atrophied acquisition experience of lieutenant colonel and colonel financiers/costers and sought to place more in key acquisition roles. Slow progress was made behind the scenes, including the addition of 22 financial management billets via the program objective memorandum process. This gain was a small but visible step, given that hundreds of billets were deleted over the past two decades. However, this was the first positive movement, which gained attention and began to turn the tide.

After that initial attention, the issue slowed until late 2012/early 2013 when then Brigadier General Mark Brown took a tasking from the career field development team to look at options for use of financial management military in acquisition roles. A small group was formed to address the issues, options and alternatives for implementation. This group dubbed the effort “financial management military in acquisition” or FMIA.

After analysis of historical evidence and lengthy consultation with key internal stakeholders, several courses of action were identified. The initial options were: 1) status quo, let the process continue to limp along even through clearly not meeting requirements; 2) require one acquisition assignment for all

financial management company grade officers to produce a foundation of acquisition exposed officers; 3) create/identify key acquisition positions for financial officers at the field grade level; 4) find the few required individuals from the status quo; and 5) eliminate the cost estimator/analyst track from the military financial manager career field. Another course was considered which would eliminate the financial management military from acquisition altogether. This potential course of action was removed from consideration by senior leadership at the Fall 2013 meeting of the FMIA team.

As options were evaluated and leadership of the FMIA group transitioned from Gen Brown to Brigadier General John Pletcher, the Air Force began the process of merging the programming and financial management functional specialties. This merger sparked an even greater awareness within the financial management hierarchy of the need for acquisition experienced O-6s (colonels) and O-7s (generals) to improve opportunities for successful post-merger operations.

Lacking a ready complement of acquisition experienced O-5s and O-6s to fill current jobs that could benefit



FM Military in Acquisition Potential Courses of Action (COA)

1. **Status Quo**
2. Require **one acquisition assignment** (24-48 months) for all FM officers (CGO level)
3. Create and/or identify **key FM acquisition positions** (O-5 level) and designate them as priority 1 fills
4. **Focus FM officers in acquisition on FM track** (65F) and eliminate cost track (65W) for all FM officers in acquisition

Complete elimination of FM military in acquisition is not an option.

from significant acquisition experience, the leadership focused more intently on FMIA recommendations. In August 2015, the Financial Management Development Team approved the FMIA group's actions to date and the recommended way forward. The group had completed a productive year with respect to substantial progress in improving FMIA.

The officer assignment team had already started correcting assignment abnormalities. A decade-long practice of over-billeting financial management officers in operational comptroller squadrons, while leaving acquisition slots vacant was discontinued. The assignment team gradually took down the number of double, triple, and sometimes quadruple billeting, reducing it by one-third in 2014, another one-third in 2015, with a goal of eliminating double billeting in the summer cycle of 2016. However, one shouldn't be left with the impression that acquisition is being "fixed" at the expense of the operational comptroller community. This action leaves the operational wing comptroller squadrons at a 100% officer fill rate, while the acquisition side remains meaningfully below 100%.

Another action taken prior to the development team meeting in August was the establishment of four Financial Management Acquisition Leader (FMAL) positions – two each within the Air Force Life Cycle Management Center and the Space and Missile Systems Center. These FMAL positions are well placed Chief Financial Officer (CFO) or Cost Lead slots on major defense acquisition programs or major automated information systems – high visibility, big-dollar acquisition category one (ACAT I) programs. The intent is not to tie FMAL positions to programs for the duration of program life, but to shift FMAL affiliation periodically, based on program size/phase/ACAT transition. In addition to the job itself, these FMALs serve as mentors and another leadership level between the one colonel in each center and the scores of junior officers. To date, three of the four FMAL positions are filled, with the final assignment scheduled for early January 2016.

One additional accomplishment preceded the August development team meeting. A Concept of Operations (ConOps) was drafted to document the

FMIA effort: scope, state, actions, metrics, roles and responsibilities, as well as some future considerations. The idea behind a written FMIA ConOps was to give "legs" to the initiative, leaving a codification of the reasons, rationale, and responsibilities for those that follow. Given the scarcity of acquisition experienced senior financial management leadership, the ConOps provides a better chance for consistency when non-acquisition experienced officers are placed in senior acquisition positions. To that end, one of the most important aspects of the FMIA ConOps is the provision of detailed responsibilities for each actor involved in acquisition officer assignments and development. As a document, the ConOps also strives to catalyze a culture shift in the financial management community's view of acquisition assignments.


The ConOps provides a clearly laid-out path. However, to serve as a long term approach, it needed buy-in from leadership. Prior to the development team meeting, Gen Pletcher, as champion of FMIA, facilitated endorsement and approval of the ConOps from all the senior Air Force Financial Management acquisition leaders. Then it was submitted to the development team for final approval.

The largest issue regarding FMIA was the selection of a course of action (COA). The final recommendation taken was a hybrid of COAs two and three: require one acquisition assignment for all financial management company grade officers and create/identify key acquisition positions for financial officers at the field grade level. Two was caveated with "to the maximum extent possible" because the number of acquisition billets prohibited all junior officers getting such a tour. The firm foundation created by a greatly increased pool of early acquisition exposed officers coupled with key acquisition positions for financial officers at the field grade level should produce senior financiers ready for the current and future demands of the acquisition positions. The development team accepted the hybrid recommendation and approved the paired COAs for immediate action.

Another related topic was a necessary change in the Non-rated Prioritization Plan (NRPP) – pronounced "nerp" –

used by the financial management officer assignment team to determine how officers are assigned to vacancies. Two specific requests were made: the first, to treat the new FMAL positions as NRPP priority 1; and the second to discontinue the previous practice of double/triple/quadruple billeting of squadron level comptroller positions. This change releases junior officers to fill acquisition billets rather than be consumed by operational squadrons. The development team agreed, and finalization of this change should occur in the summer assignment cycle of 2016.

One final request of the development team was to exempt the FMALs from a deployment availability coding. This approach was fortified by reminding senior financial management leadership that we require civilian CFOs on acquisition programs to sign tenure agreements. We recognize the importance of having senior civilians remain on programs for three years, why would we expect less of military on these same positions? Buttressed by the fact that almost no acquisition finance folks are coded for deployment protection, the development team agreed. The FMIA group was postured and quickly garnered a letter of support from the Assistant Secretary of the Air Force for Financial Management and Comptroller; and coding is underway.

Time will tell; but the tide has finally shifted on the assignment of Air Force financial management military to acquisition positions, including cost. Whether you look upon this change from a mathematical or business point of view, the inflection point is a positive one. 

Colonel Peeler currently serves as Deputy Director of Financial Management and Comptroller for the Air Force Life Cycle Management Center. He has served in five operational and five acquisition assignments. He did one hybridized tour as the O&M branch chief for the Air Force's acquisition command and another as a Secretary of Defense Corporate Fellow at Amgen, Inc. Colonel Peeler is a certified cost estimator/analyst and an Air Force certified acquisition professional in both financial and program management. He is a member of the American Society of Military Comptrollers and the International Cost Estimating & Analysis Association.

Re-Printed from Spring 2012

Op-Ed

National Estimator

A Long Slow Death ... or A Decline?'

Military Financial Managers in Air Force Acquisition

by David L. Peeler, Jr.²

Defibrillator, please ...

Is that what we need to preserve capability and cultivate capacity within Air Force military financial management despite a steady loss of billets? For almost two decades, people have questioned the viability of an Air Force career in financial management for uniformed acquisition personnel, especially in cost estimating. The focus on acquisition from the highest levels (Congress, the Office of Secretary of Defense, Services) is appreciated and needs translation into robust military presence in Air Force acquisition financial management. Given recent trends, can the Air Force financial management community reverse the decline of acquisition officers that started with contracting-out cost estimators in the mid-1990s?

Most recently of note is the impact to acquisition financial managers inherent in the pending Air Force Materiel Command re-organization. As a direct or indirect result, the upper end of career advancement for acquisition financial managers has been significantly truncated. Three colonel positions were abolished or converted to civilian authorizations. As few as three O-6 purely acquisition billets remain, with only one being a leadership position, vice a deputy billet. Along with the reductions at the top, comparable decreases are occurring at the O-4 and O-5 level, leaving few field grade officers (FGOs) in Air Force acquisition financial management. These reductions meaningfully impact the morale of the junior officers, looking to make Air Force acquisition financial management a career.

While the re-organization is affecting the top tier of the career field, the long-term prospects aren't dire. In a recent, previous program objective memorandum (POM) cycle, the Air Force increased its future years

defense plan (FYDP) allocation for cost estimators. In truth, this leaves the uniformed acquisition financial force at approximately 10% of what it was 20 years ago, but it's a welcome move in the right direction.

Clear...

The value of acquisition trained/experienced financial managers is beginning to gain recognition throughout the career field community, especially at the highest levels. Whereas, the Air Force operational financial community has few analytical opportunities that compare to the complex and dynamic nature of those in the acquisition community. The company grade officers (CGOs) — lieutenants and captains — that continue to flow through acquisitions not only add enormous value to programs but eventually to the financial community writ large.

The every-day complexity and mind-numbing dynamics of performance requirements, schedule challenges, test timing, cost fluctuations, budgetary contests, logistics tails, etc, that are unceasingly balanced within an acquisition program add great value to the officers working therein. Acquisition officers almost daily deal with several appropriations across multiple fiscal years. The program details and legal limitations require attention and knowledge that increases these officers' value beyond the solely Operations and Maintenance (O&M) experienced financial officers. The required analytical skills are directly transferable to all decision-support activities across the Air Force. This skill is polished in acquisition officers.

The history of questioning the viability of acquisition financial management leads young officers to flee to operational support jobs. Leveraging the added value of acquisition officers throughout the career field is a

¹The opinions expressed in this piece are the author's and not those of the US Air Force, Department of Defense, or SCEA. Nothing in this article should be considered or interpreted as the official position of the US Air Force or DoD. The views expressed are based on the observations and opinions of the author alone.

²Lt. Col. Peeler currently serves as Deputy Director of Financial Management for the Electronic Systems Center at Hanscom AFB Massachusetts. His most recent master's degree is in Strategic Studies from the Army War College. He has served in four operational and four acquisition assignments, with one tour as the O&M branch chief for the Air Force's acquisition command. Lt. Col. Peeler is a Certified Cost Estimator/Analyst (CCEA[®]) and an Air Force certified acquisition professional in both financial and program management. He is a member of both the Society of Cost Estimating and Analysis and the American Society of Military Comptrollers.

Re-Printed from Spring 2012

National Estimator

great bonus to O&M; however, we also need to further develop that talent in successive acquisition positions. The prevailing path for young acquisition officers — often on the advice of senior officers — is to only do one tour in a program office, go to the O&M world and never return. Air Force financial leadership is working to entice these officers to alternate early career tours to get a broad spectrum of experience in both acquisition and operations. The opportunities are enormous for such dually “qualified” officers, possessing a bigger understanding of Air Force financials. Additionally, acquisition officers possess knowledge and perspective that can help operational wing commanders.

Clear...

Air Force comptrollership has numerous positions, at all levels, which benefit greatly from acquisition experience. Given that the advantage of broad experience grows as officers advance, serving in varied positions is desired. Many of the aforementioned positions have a mix of O&M and acquisition components. The bulk of these billets are in Air Force Materiel Command and Air Force Space Command, but notably important acquisition leverage is an advantage in all O-6 and above financial management and comptroller positions. Therefore, alternating rotations of CGOs, and eventually FGOs, between acquisition and operations builds stronger officers for filling critical roles at successively higher levels.

Gaining and maintaining acquisition knowledge and experience is crucial to Air Force officer development in financial management. Communicating this fact to our junior officers is critical. They must know that acquisition roles are not only interesting and challenging but also provide a viable and desired career path to senior level opportunities to contribute. The challenge at the senior level of financial management isn't the number of O-6 acquisition billets, it's the dearth of acquisition experienced officers. The community currently can't fill its existing FGO acquisition billets with experienced officers, much less flow military acquisi-

tion financial managers to the senior positions where hybrid experience would enhance performance.

Near-term manning indicators lead one to conclude that little to no growth in military billets is imminent. Therefore, a return to the numbers of Air Force military acquisition financial managers is unlikely. However, the recent gains, albeit small, in the CGO ranks should sustain Air Force acquisition financiers for a while; thus, providing a bit of a reprieve to work FGO billets, and more importantly encourage officers to serve multiple tours in the acquisition community. Moving forward, success is better defined by a larger pool of acquisition experienced officers, leveragable across Air Force comptrollership...

Getting a pulse!

ertification ongratulations

ICEAA would like to acknowledge both those who volunteer their time to proctor the Certification Examination and those who achieve certification. Without CCEA® certified proctors to manage exam administration, ICEAA would be unable to offer the exam in so many locations throughout the year. If you are CCEA® certified and would like to proctor an exam in your area in exchange for points toward recertification, please contact the ICEAA International Business office.

Thanks go out to following individuals for volunteering their time to proctor the certification exam in July and August: **Walter Bednarski, Scott Hardy, Andrew Jones, Matt Langevin, Richard Osseck and Kris Yoon**

CCEA® Achievers:

Sandeep Bassi,
QinetiQ

Stewart Beckwith,
Booz Allen Hamilton

John Beerman,
Booz Allen Hamilton

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TASC/Engility

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Cask, LLC

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NELO



http://www.iceaaonline.org



International Cost Estimating and Analysis Association

Making the Most of your ICEAA Membership:

The Career Center

By Joe Wagner

ABOUT ICEAA

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CAREERS

CERTIFICATION

ICEAA WORKSHOP

WEBINARS

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CAREERS

CONTACT ICEAA

On the masthead at the ICEAA website you will find a tab titled "Careers". Follow this link and you arrive at the Career Center, where those looking for employment and those seeking new employees can find each other through a series of useful data management tools.

The Career Center has two primary functional areas: individuals can post their resumes, and employers can post their job listings. The job listings, or employment opportunities, are very logically found under the heading of "Jobs" that lists all of the openings that registered employers have for applicants coming to the ICEAA site. While long-time cost professionals are familiar with the usual haunts of costing employment, such as the DC area, Los Angeles, major Defense installations, and other government or industry locations, who knew there were openings being offered to our membership in unexpected locations and organizations like Nashville, TN (Vanderbilt University), Pasadena, CA (Cal Tech), Austin, TX (Austin Engineering Co. Inc.), or Bartow, FL (Polk County government)? To add to the

usefulness of the site, as a registered job seeker, you can schedule job alerts to be sent to your email when a position that meets your criteria is posted. This "job board" is viewable by anyone accessing the ICEAA website, while the specialized functions such as the email alert require registration.

The second major function within the Career Center is a listing of resumes posted by those seeking new employment. Individuals looking for new positions can post their resume under a private portion of the site, where sign-in is required, and only employers registered at the site can see the listings. At any given time, there are dozens of resumes posted by professionals seeking employment in every aspect of the costing career field. There is no charge for posting your resume.

While the two posting areas are simple enough, the tools available to job offerors make the site a lot more useful than a simple job board. By registering with the site and paying the required fee, a firm gains the ability to search the roster of resumes on a continuing basis, receive alerts whenever a suitable resume for their needs is posted. This is in addition to

the ability to post their own employment opportunities on the job board for everyone to see. There is a range of pricing available for employers depending on the number of positions being offered, and the length of time an opening is to be posted.

One unexpected opportunity afforded by the job listings is finding more than just cost-related career opportunities. Apparently, the kinds of professionals found in our career field hold interest for employers needing technical professionals in related STEM (science, technology, engineering, math) fields other than cost. As examples, along with the expected cost-related jobs posted at the ICEAA site, there are opportunities for positions as a Water Project Engineer (Tulsa, OK or Dallas, TX), a University Facilities Planner (Georgetown University, Washington, DC), or Projects Construction Manager (Northwestern University, Evanston, IL).

So, the next time you are looking at the latest issues of *ICEAA World* or the *Journal of Cost Analysis and Parametrics* at the ICEAA website, check out the opportunities at the Career Center as well.

Money Changes Hands... ...A Good Book Changes Minds

Book review by Col David Peeler

After three issues – a year – of reviews in these pages dealing with larger strategic or meta-issues using and applying historical analytical data for conclusions and policy, we return to an operational level of reading. In earlier reviews of This Time is Different, How Not to Be Wrong, and Soldiers of Reason we looked at: historical financial markets to inform the future; how the study of mathematics improves decision-making; and the application of systems analysis in the post-WWII world. In this edition's review, focus shifts to operational aspects of project management. Of interest for the typical reader, this title highlights the differences between managing the functions of routine industrial activities versus large complex projects. Review of this book also returns us to topics more akin to weapons systems acquisition.

CHALLENGES IN MANAGING LARGE PROJECTS

J. Ronald Fox and

Donn B. Miller

Defense Acquisition University
Press: Fort Belvoir, Virginia; 2006

Unlike several of Fox's previous books on weapons acquisition – its problems, challenges, and solutions – his collaboration with Miller in Challenges In Managing Large Projects addresses the operational aspects of large, complex projects. The book looks at the processes and functions that underlie project management with focus on the big things that defy routine industrial activity controls. In seven chapters, Fox and Miller lay out characteristics, functional factors, organization tasks, and a construct for evaluating large complex projects, a.k.a. megaprojects.

The book contextualizes information from 33 large, complex projects, both private and public sector, including major defense acquisition programs. Four appendices provide important reference aspects. The first offers a list of terms and definitions. In the second appendix, the authors compare the activities involved in managing routine industrial versus large, complex projects. Appendix C lists the 33 projects used in the text and provide some

annotation regarding each. The final appendix discusses earned value management. While somewhat dated, it remains very cogent and applicable to current cost and schedule management.

With each passing year, challenges increase regarding the management of large, complex projects. Managers and organizations must justify their decisions in the face of frequent questions about the prudence or reasonableness of actions driving cost, schedule, and performance. Fox and Miller recommend actions and criteria to help managers plan, cost, contract, estimate, and control large complex projects.

After a short introduction, chapter one describes the characteristics and principal attributes of large complex projects. Interestingly, cost growth is a definitive characteristic of megaprojects. chapter two turns to planning. Outlined herein are the goals of a project, followed by a discussion of translating goals into plans.

The authors dedicate the totality of chapter three to cost

estimating. They deal with the uses of estimates, and estimating within project phases. A limited discussion of cost estimating techniques precedes an evaluation of the strengths and weaknesses of the types of estimates.

Chapter four turns to contracting, treating it as another important function. The chapter dedicated to contracting opens with the Federal Acquisition Regulation definition of a contract. Contract types are presented, followed by overviews and analyses of fixed price and cost plus contracts; and the importance of incentives. The chapter concludes with a look at indirect costs and a commentary on the contracting process, as informed by cost estimates and risk identification.

Chapter five tackles organization and execution – the essence of managing megaprojects. Fox and Miller consider organizational structure and its relation to the environment of large complex projects. They point out the importance of matching management models to structure to the environment. They present the project manager in the

Book Review

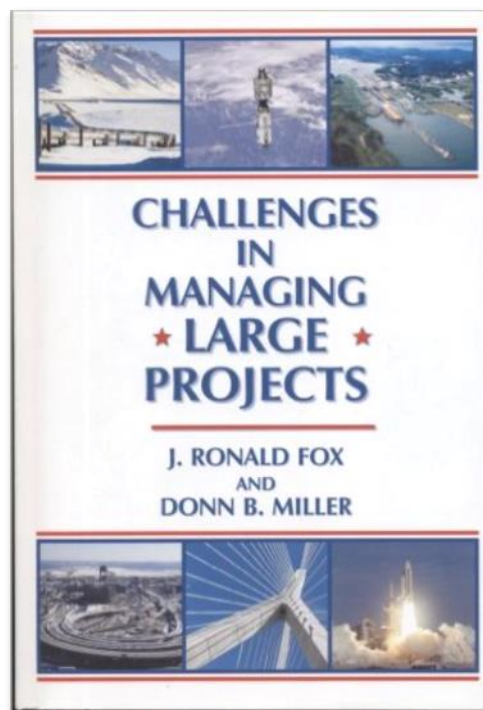
context of authority, style, and specificity. Finally, they investigate the oft-ignored subject of conflicts typically encountered by big intricate ventures.

Project control is the topic of chapter six. The authors deal with special problems of control, information collection, and the correlation between cost and project progress. They employ a case study to present the difficulties involved in implementing control systems. Communication is also examined; the criticality of network formation, ingredients, benefits, as well as the balance between informal and formal networks critical to large complex projects.

A framework for evaluating large complex projects is presented in chapter seven. Provided first is a look at prudence and reasonableness, followed by the nature of management evaluation – process, audit, penalties. Criteria are proposed

for reasonable management and devising a management evaluation framework.

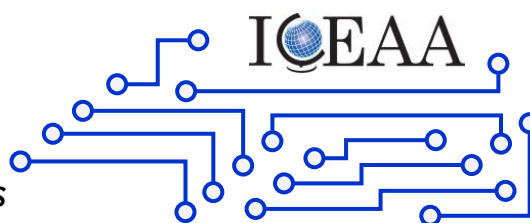
The book is informative and somewhat different in that it works through project management at the operational level of analysis. No everyday decision tactics clutter the text, nor do broad strategic statements unsuitable to the discussion at the level of planning, organizing, coordinating, executing, and controlling large complex projects. Unfortunately, the book reads like the textbook it is. While a good text for project/program managers, an unreserved endorsement for all readers is difficult. Although valuable throughout, the failure to integrate interestingly the 33 projects, from which it gleaned its teachings, make the book a tough read.



Colonel Peeler serves as Deputy Director, Financial Management and Comptroller for the Air Force Life Cycle Management Center. He is a certified cost estimator/analyst and an Air Force certified acquisition professional in both financial and program management. He is a member of both the American Society of Military Comptrollers and ICEAA.

Technology Showcase

Webinar Series



Archives of ICEAA's Technology Showcase Webinars are online!

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ICEAA's Technology Showcase Webinar Series is designed to bring the latest in cost estimating and cost analysis technology straight to our members' offices. These webinars connect the companies innovating the products, methods, and theories at the forefront of the profession with the members who want to know more about them.

Contact Megan Jones to schedule your webinar: megan@iceaaonline.org

U.K. Region Update

By Andy Nicholls, U.K. Region Director

Upcoming Events:

While there are no specific UK ICEAA events remaining this year, we are certainly looking ahead to the planned 2016 UK International Workshop next fall that will be held at the Bristol Marriott Hotel, which is situated close to the waterfront and has many attractions within easy walking distance. Now is the time to consider how you might be able to support the Workshop by offering a paper, taking the training and certification examinations that will be on offer, or by simply attending and enjoying the exhibitor stands and the cost estimating and forecasting presentation tracks.


I would ask once again that all our members around the world ensure that the ICEAA awards selection team has the most difficult task making their

decisions for 2016. You can do this by making full use of the nomination procedures for ICEAA Awards in the coming year. This process was singled out by incoming President Paul Marston at the San Diego Workshop in June as a good demonstration for showing just how engaged members are with their Association. More details on award criteria and the 2016 schedule will be available on the ICEAA website.

Member Recognition:

Gareth Johnson and Dale Shermon shared the 2015 PRICE 'Parametrician of the Year' awards for "Progress in the development and implementation of parametric training" and "Promotion of sound costing processes and assurance routines" respectively.

Personal news


By the time this report appears in print, I will have moved into semi-retirement and will no longer be a PRICE Systems employee. This means that my professional involvement around the UK will become so limited as to prevent me from continuing my duties as an ICEAA Regional Director. I would like to record my thanks to all those whom I have met and worked with in both the older associations (ISPA and SCEA) and since its formation - ICEAA. I will continue to participate as an ordinary member, and will look forward to seeing some of you in the future, as well as helping with ICEAA matters wherever I can. A finer bunch of cost estimators could not be found anywhere! The future of the costing profession is in safe hands. 

ICEAA Leadership Addresses SCAF UK Conference

By Joe Wagner



In September, ICEAA President **Paul Marston** and Past President **Brian Glauser** spoke to the Society for Cost Analysis & Forecasting (SCAF) meeting in London, UK. The title of their presentation was *The Current State of Cost Estimating in the U.S. Federal Gov't and Future Trends*.

Their presentation provided insight on the current trends in U.S. federal government cost analysis, including a summary of software data collection metrics now in use by the US Defense Department, such as the Software Data Repository Data (SRDR). Other topics included the Joint Confidence Level (JCL) concept, trends in data collection and analysis, as well as the influence of the government's Better Buying Power initiative. The fall SCAF conference was held at the QE II Conference Centre, and was hosted by **Dale Shermon**, SCAF Chairman. 

Greater Dayton Chapter Update

By Jeremy Mitchell, Greater Dayton Chapter President

As the late Yogi Berra once said, “it’s like deja-vu all over again”. Just ten short years ago, I was the president of the Greater Dayton Chapter of SCEA. While the organization has gone through a merger and a name change, much is still the same. As the president of the Greater Dayton Chapter of ICEAA, I once again have the opportunity to move our local chapter forward in an attempt to provide meaningful professional development opportunities to the cost estimating professionals of the Greater Dayton region. This year’s Board of Directors has many new as well as some familiar faces. I appreciate all of the work that the Directors do to support the advancement of cost analysis. This all volunteer board works tirelessly to provide our membership with opportunities to grow as cost estimators. Without their commitment, this organization would not exist.

My goal this year, much like it was ten years ago, is to provide professional

development opportunities to ICEAA members. Professional development can come in many forms. The Greater Dayton Chapter Board has been working incredibly hard to provide ICEAA members and non-members alike with interesting and relevant events throughout the year. We have already begun executing these events with our ICEAA Social in August and our first lunch series speaking event in September. The 2015-16 speaker program began with Ms. Cela Sweeney from MCR Federal LLC. Ms. Sweeney’s presentation *Modeling Schedule What-ifs to Develop Cost Impacts* provided practical examples as well as the schedule theory behind costing schedule impacts. A cost schedule can lay out the program with more accuracy and provide a better basis for spreading costs over the life of a program. According to Ms. Sweeney, the value stream flow should be: 1) requirements, 2) schedule, and then, 3) costs. Looking at the cost estimate in the light of the strong synergy between a program schedule and its cost

provides a truer picture of the program costs and is more defensible.

We have several other events already planned to include charity events and additional speakers. I encourage our members to take advantage of these opportunities to network and develop yourself professionally with other cost professionals in the Greater Dayton area.

We will also be reinvigorating our local ICEAA Awards Program this year. The ICEAA Awards Program will give members the opportunity to recognize cost analysts, teams, and managers that have provided exceptional contributions to the Greater Dayton region.

We are going to have a very challenging, yet rewarding, set of chapter activities ahead. If I can do anything to make the Greater Dayton Chapter of ICEAA more fulfilling, please do not hesitate to contact me.



2nd Annual
ICEAA Canada Workshop
February 22-23, 2016

*“Professional development and training for
costing professionals and managers”*

A content-rich event featuring expert speakers
from both US and Canadian Government

Details online at:
www.iceaaonline.com/canadachapter

Northwest Chapter Update

NW Chapter Officer activities!

Chad Larson, NW Chapter Secretary

The Northwest chapter has been very active in recent months planning social events as well as coordinating our fall CCEA exam prep course. We have several new members who are studying for the exam and plan to take the exam on November 21st. Going into 2016 our officers will be focused on growing our membership both within The Boeing Company and in the greater northwest area.

March 2016 Conference-Guest Speaker event

Rod Olin, NW Chapter Vice President

The Chapter is planning an event for March 2016, which we are tentatively calling a mini-conference. The exact date is not settled yet, but it will be a Saturday afternoon, and will be at The Museum of Flight, at Boeing Field.

This will be a family-friendly event, with spouses and children welcome. The plan is for two speakers - one of whom will be technical, for us estimating types. The other will have a more broad appeal, which our families should enjoy. There will also be time for everyone to enjoy the museum. If you have not visited the Museum of Flight, this would be a great opportunity for those of you in the area. Every time I go, there are new things to see. It should be a fun and informative event to all chapter members and their guests! If you would like more information on the event, please feel free to contact any of the NW Chapter officers for details.

A Facebook Site for ICEAA NW

Cheryl Wilson – NW Chapter Fundraising Officer

The NW ICEAA Group is embarking upon new Social Media territory. We are attempting to set up a Facebook page for our Group. The name of our page is ICEAA NW, original isn't it? Well it is easy to find and we would like to have all of our ICEAA cohorts that use Facebook

to please go onto the page and give us a LIKE!

We will be using the page to publicize events, post important information that we would like to share with the NW Membership and to reach out to other ICEAA chapters for communicative purposes. Currently we are still working on setting up the permissions correctly and if anyone has expert knowledge in this area we would like your input!

Please take a look and give us your feedback!

NW Chapter CEBOK Study Guide

*Stacy Dean,
NW Chapter President*

The Northwest chapter has hosted an instructor-led certification preparation course since 2003. As part of the course, participants receive training in each of the CEBOK modules as well as are provided study tips and guidance from currently certified volunteer instructors.



Over the years, the prep course instructors have developed a wealth of study resources and practice questions elaborating upon the concepts and techniques outlined in the CEBoK. These resources have been continually enhanced and expanded upon all with the aim of better assisting would-be examinees in preparing for the CCEA exam.

This year the NW chapter has been going about the task to consolidate all of these resources into a single CEBoK study guide to make available to chapter members. The study guide is intended to be similar to the end of chapter homework sections commonly found in college text books and will provide supplementary opportunities for individuals to apply the concepts learned about in the CEBoK. Currently the Chapter is in the process of compiling and organizing the layout and content of the study guide. The target is to finalize the guide in early 2016.

CCEA® Training Workshop

*David Torgerson, NW Chapter
Education Chair*

The Northwest Chapter will be holding two training sessions in 2016. The first one will start at the end of February and will be located in Renton, WA. The second will be held in Everett, WA and start in September. Both sessions will be 10 weeks with one 2.5 hour session per week and will be primarily problem based learning. The Northwest Chapter revised its training session format using problem based learning in September 2015 and it has been well received by students. Exact exam dates have not yet been determined, but should be finalized by mid-December 2015.



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Education: **David Torgerson**
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Fundraising: **Cheryl Wilson**
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Treasurer: **James Deignan**
james.r.deignan@boeing.com

Secretary: **Chad Larson**
chad.m.larson@boeing.com

Central Virginia Chapter Update

By Yun Kim, Central Virginia Chapter President

On April 16, 2015, the Central Virginia Chapter of ICEAA held elections to select individuals for our leadership positions. Members from across the Central Virginia region, including Quantico, Stafford, Fredericksburg, Richmond, Charlottesville, King George, and Dahlgren voted on the nominees. Mr. Tucker Moore, outgoing Central Virginia Chapter President, was essential in facilitating the election process and for the smooth transfer of leadership from his administration to the newly elected one. The Central Virginia Chapter thanks Tucker for his leadership as a founding member and for continuing in a mentoring capacity. The current Chapter Executives are as follows:

President – **Yun Kim**

Vice President – **Tommy Knoll**

Treasurer – **Geoff Driskell**

Communications Executive – **Cortney Collins**

Membership Executive –
Bobby Watts

After our elections were held, we kicked off our Chapter event cycle with a meet and greet of local chapter members. The chapter members then proceeded to accept the proposal of bi-monthly brown bag presentations suggested by the executive board. We have had two brown bag presentations so far, the first of which covered Department of Energy (DOE)

cost estimating and schedule analysis presented by Mr. Kevin Jackameit (Tecolote). The second brown bag presentation covered lessons learned from the DoD Software Integrated Product Team (IPT) presentation on Agile software presented by Mr. Tom Schaefer (Tecolote). Upcoming presentations include a summary of cost estimating for non-DoD manufacturing processes and a roundtable discussion of career experiences within the cost analysis industry. Our chapter welcomes any cost-related professional within the Central Virginia region. If interested in joining our regular brown bags and activities, please contact Yun Kim (yhykim@tecolote.com) and/or Bobby Watts (rwatts@tecolote.com). We look forward to meeting you at our next chapter event.



Region Seven News

Southern California and San Diego Chapters

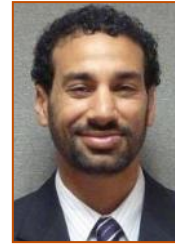
By Kurt Brunner, SoCal Chapter President and Region 7 Director; Omar Mahmoud, San Diego Chapter President; and Quentin Redman, SoCal Chapter Vice-President



Kurt Brunner



Quentin Redman



Omar Mahmoud

The Southern California (SoCal) Chapter of ICEAA Region 7 conducted an extremely successful Fall Workshop at the Aerospace Facility in El Segundo, California on September 9, 2015, which was very highly rated by the many attendees. Presentations were provided by:

Todd Nygren, General Manager and **Lorrie Davis**, both from The Aerospace Corporation, **Kathy Kia**, of Galorath Federal, **Dr. Sadrul Ula**, Winston Chung Global Energy Center, University of California – Riverside, **Joe Bauer**, PRICE Systems, LLC, **Pat Malone** of MCR LLC, **Wayne Wright** of Lockheed Martin Aeronautics, and David **Graham**, Independent Consultant, Salient Federal Solutions.

Another dynamite Southern California Chapter Winter 2015 Workshop is being planned. It will be held December 16, 2015 at the Raytheon Space and Airborne Systems (SAS) Plant in El Segundo, California. The

agenda for this workshop is shown on our website. There will also be a tour of the labs and facility! Typically we have 80 to 100 attendees from across the nation (and also from overseas) that participate in these no cost, daylong events. These forums have consistently drawn a huge cross section of the cost analysis and parametric community while presenting the latest concepts and techniques, and have produced animated and enthusiastic dialogues and great interest in the topics discussed.

At the conclusion of our ICEAA Southern California workshops, and as an incentive to stay until the last presentation is complete, a membership drawing is held. Our Membership Chair, **Steve Sterk**, is always on hand with a selection of great gifts for the drawing – “winner must be present”. If you have questions about your membership status or would like information about membership in general, contact Steve at steve.a.sterk@nasa.gov or (661) 276-2377, or the ICEAA office at iceaa@iceaaonline.org or (703) 938-5090.



View upcoming SoCal Chapter workshop agendas or download previous workshop briefings at:
www.iceaaonline.com/chapters/socal


Upcoming in 2016, the first of our the Southern California Chapter workshops promises to continue our tradition! It's scheduled for March 9, 2016 at Boeing in Huntington Beach, California, and many dynamic speakers are already enlisted. This promises to be another terrific event, so start your planning now!

SoCal workshop agendas are available to all ICEAA members, are Emailed to previous workshop attendees, and they contain registration information, a location map, and driving instructions. The agenda is also posted on the ICEAA

Southern California web site at: www.iceaaonline.org/chapters/socal. As always, our workshops are free. You will find copies of prior workshops at this site as well. All available presentations are loaded on the web site following the meeting. If you have any questions about the presentations please feel free to contact the ICEAA Southern California Board of Directors or the ICEAA office (iceaa@iceaaonline.org).

SoCal Board of Directors elections will be held in 2016, so please consider running for a position and

serving the cost community! It will be a satisfying and gratifying experience! Announcements with the details will be sent out soon. We would like to thank the current board for their tireless teamwork in making the SoCal workshops a great success, as well as all the members and participants for their support over the years. We look forward to seeing you at the next workshop!

The ICEAA Region 7 San Diego Chapter has been holding regular webinars and early evening get-togethers. Additionally, the San Diego Chapter hosted a CCEA exam in October. 

ICEAA Southern California Chapter

Board of Directors:

January 1, 2015 - December 31, 2016

President	Kurt Brunner
Vice-President	Quentin Redman
Secretary	Melissa Winter (Program Co-Director)
Treasurer	Chris Hutchings

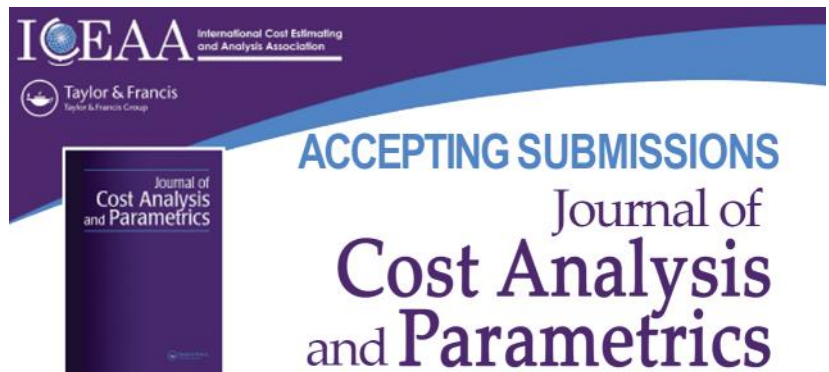
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Tom Bosmans (Program Co-Director)
Rich Harwin
Doug Howarth
Suzanne Lucas

ICEAA San Diego Chapter

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and Parametrics

Editor in Chief: **Ricardo Valerdi, Ph.D.** *University of Arizona*

The *Journal of Cost Analysis and Parametrics* is ICEAA's scholarly journal featuring peer reviewed articles designed to improve the theory and practice of cost estimating, analysis, management, and research results among cost analysis educators and practitioners around the world.

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ICEAA Chapter and Region Updates

Washington Capital Area Chapter Update

By Meghan Kennedy, Washington Capital Area Chapter President

New Board of Directors Elected

The Washington Capital Area chapter concluded its board of directors' election in September. The new board for the 2015-2017 term is:

President – **Meghan Kennedy**, Air Force Cost Analysis Agency

Vice President – **Tim Anderson**, The Aerospace Corp.

Secretary – **Kammy Mann**, Herren Associates

Treasurer – **Mike Yanavitch**, TASC, an Engility Company

Luncheon Program Chair – Ann **Hawpe**, Herren Associates

Outreach Chair – **Aileen Donohue**, Tecolote Research, Inc.

Membership Chair – **Anne-Marie Adams**, US Marine Corps

Many thanks to our outgoing board members: **Jeff Moore**, **Whiticar Darvill**, **William Laing**, and **Dave Stem**. Dave will continue to assist the current board as Past President. We intend to continue our quarterly newsletter publications, monthly luncheon speaker series, and annual meeting, in addition to trying out some new things, such as a chapter service project. We look forward to a great year ahead!

Monthly Presentations


The chapter continues to offer a popular monthly lunchtime speaker series. Some of our recent presentations include:

July 22, 2015: *Facilitating Predictive Cost Analytics via Modeling V&V*. Presented by John Swaren of PRICE Systems, LLC, and held at Technomics, Inc., Arlington, VA.

August 12, 2015: *Double Down: Cost Estimating in CEBOK and PMBoK*. Presented by Kevin Cincotta of ICF International, and held at ICF International, McLean, VA.

September 16, 2015: *Introduction to the COSMIC Method of Measuring Software*. Presented by Bruce Reynolds of Tecolote Research, Inc., and held at Tecolote Research, Inc., Arlington, VA.

October 21, 2015: *Early Phase Software Effort and Schedule Estimation Models*. Presented by Dr. Wilson Rosa of the Naval Center for Cost Analysis, and held at Tecolote Research, Inc., Arlington, VA.

November 18, 2015: *Bottoms Up Methods of Estimating Depot Level Repairables*. Presented by Tim Lawless of NAVSEA, and held at Herren Associates, Washington, DC. 

WANTED

CCEA® and Specialty Exam Test Questions

To enhance the portfolio of questions in ICEAA exams, study guides and training materials

1. Topic Category

Parametric Estimating:

2. Topic

CER

3. Question

If a CER for Site Development was developed giving the relationship, y (in \$K) = $31.765x + 145.32$ (where x is the number of workstations) for a data set cost driver that had a range minimum of 2 workstations to 52 workstations, and the independent variable has tested positively for significance, the predicted cost for a site that had 33 workstations would be:

4. Five multiple choice answers

- a. \$1,193.57
- b. \$1,193,565
- c. \$1,797.10
- d. \$1,797,100
- e. \$208,850

6. Solution:

$y = 31.765 * 33 + 145.32 = 1,193.57$
but must convert to \$K; value is $1,193.57 * \$1000 = \$1,193,565$

5. Answer

B

7. Reference

CEBoK Module 3