

ICEAA Partners with the Defense  
Acquisition University

2020 Professional Development  
& Training Workshop Preview

# ICEAAWorld

The magazine for the International Cost Estimating & Analysis Association

The Spring 2020 issue of *ICEAA World* was written and produced before ICEAA had to make the disappointing but sensible decision to cancel our 2020 Professional Development & Training Workshop. In an effort to make some light of the situation, and to share some brightness in what's been a very dark few weeks, we've covered the Workshop portions of the electronic issue with photos of baby animals.

A baby-animal-free version of the magazine begins on page 23.

Information about upcoming ICEAA events will be posted on our website as details become available.

Stay safe and healthy,

Megan Jones  
ICEAA Executive Director

**Saddle up for San Antonio!**



**International Cost Estimating & Analysis Association**

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The Magazine for the International Cost Estimating & Analysis Association

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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.

Publication of materials is at the discretion of the editor and officers of the association. Opinions expressed by contributors are not necessarily those of the International Cost Estimating and Analysis Association. The association endorses no product or service, does not engage in any form of lobbying, and does not offer for sale any commercial product or service for a profit. All revenue received from the activities of the association are used solely for the professional benefit of its members.



# President's Perspective

**Rick Collins, ICEAA International President**

B elated happy 2020 and new decade! I hope the year has started well for you and your colleagues and promises challenging, purposeful cost estimating and analysis opportunities that enable you to make a difference!

I'm excited about ICEAA's prospects for delivering greater value to you and new members in 2020. The

International Business Office (i.e., **Megan Jones**, **Sharon Burger** and **Chelsea Torres**), the Board of Directors and the Board's appointed principals and volunteers here and abroad are working hard to accomplish the five priorities that I have highlighted in my previous two *ICEAA World* articles:

1. **Improve CEBoK® and associated certification exams** (*improvement of the content and delivery mechanisms for both products*)
2. **Develop Software CEBoK® (aka sCEBoK) and associated certification exam** (*development of the content and delivery mechanisms for both products*)
3. **Stimulate increased level of U.S. Government (USG) cost analysis community engagement** (*examples: USG-only day at the 2020 Workshop in San Antonio; Engage-Collaborate-Advance webinar series featuring notable USG panelists; and additional chapter workshops featuring notable USG speakers*)
4. **Deliver greater value to public/private sector cost analysis community outside the U.S., aka make the "I" in ICEAA more meaningful** (*examples: routine ICEAA workshops outside the U.S.; non-U.S. versions of CEBoK; and non-U.S. certification exams*)
5. **Stimulate increased level of original equipment manufacturer (OEM) estimating, pricing, and engineering community engagement** (*example: OEM-specific CEBoK curricula that addresses affordability analysis and opportunities to engage with notable members of the USG cost analysis community*)

My article addresses but one of the very positive things that are happening, but I urge you to consume all the other articles that follow to gain an appreciation for everything that's going on inside and outside the U.S. I'm confident you'll see something that sparks your interest and sincerely hope it leads to action on your part to learn more and translate that knowledge into something good for you, your colleagues, organization and customers. In

short, there are lots of professional growth opportunities to be had when you take advantage of the ICEAA member network!





associated solutions/opportunities) should be



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# Business Office Update

***Megan Jones, ICEAA Executive Director***



As always, **Sharon Burger, Chelsea Torres**, and I have been hard at work on all things ICEAA, not just the three

days in May when we have the good fortune to see so many of you. We bragged about several new and exciting things in the last issue: the new YouTube video, the ICEAA events calendar, and the new Certification FAQ page. If you haven't checked those out, head on over to the ICEAA website to see for yourself!

Our two latest accomplishments are ones we're especially proud of. We had gotten some frustrating news from professors at AFIT, the Air Force Institute of Technology, that those of their students who are active military personnel did not qualify for reimbursement for their membership and certification fees.

To do something for those who do so much for all of us, ICEAA has enacted a policy to grant active military personnel the reduced student membership rate (currently \$45 per year) and a 50% discount on certification fees. If you or any of your military colleagues have been hesitant to get your CCEA® because of the cost, we hope this will go a long way to encourage our military members to get decorated with the letters that rank them among the best cost professionals in the world. Information on how to take advantage of this offer is on the certification application page at [iceaaonline.com/certification](http://iceaaonline.com/certification)

The next one is the big one. The one we've all been waiting for. A project five years in the making, and even more years overdue. A project that was the culmination of hundreds of donated volunteer hours, some smart investing of ICEAA's reserves, and I dare say it, a little bit of luck.

## CEBoK® is going online.

Many of you know about the time and effort ICEAA has been putting into taking the PowerPoints and PDFs that had been only available by mail on a USB thumb drive into a readable, Wikipedia-style website format. The result of the incredible output of effort is ready.

*continued*

Well, almost.

From now until September 9, 2020, a beta version of CEBoK®2.0 will be accessible online for **free to active ICEAA members**.

While ICEAA still has many plans and more work to improve CEBoK® for its next iteration, we can't keep what we've done from the membership any longer. What you'll see when you click the CEBoK®2.0 beta button

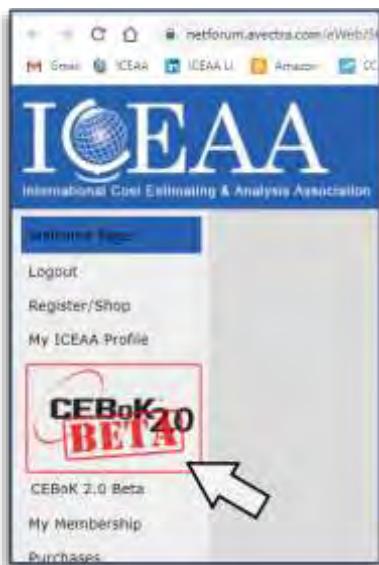
(after you log on to your ICEAA profile) will be very much of the same content that you're familiar with from versions 1.1 and 1.2, the biggest difference being the transition from bulleted slides to readable paragraphs.

Over the six months of free access, we want to hear from you: what works, what

doesn't, what's missing? Did we cut something that you found especially valuable, or are there still glaring omissions that we need to address? Did the changes we made make the content more useful or more confusing? Are the examples effective, or should we try to explain a topic differently?

While we collect your feedback, we will continue to work on the content to replace outdated information and examples, and reorganize the lessons to cluster the information that is used and useful in all situations, and separate those lessons used in specific countries to their own modules, making CEBoK®2.0 more valuable across industries and around the world.

ICEAAWorld 2020: Issue #1



IF:MEMBER - THEN:SEE BUTTON

# I WANT MY ICEAA WORLD

But only current ICEAA members will have access to the CEBoK®2.0 beta! If you don't see the CEBoK®2.0 beta button when you log in, you need to renew (or join!). For six months, members won't just get to see the future of CEBoK®, but will have a chance to shape it.

While you're logged on to your profile and looking around at the CEBoK®2.0 beta, take a moment to update your ICEAA profile. Addresses, employers, and email addresses change over time, and we have added some demographic information fields to help us understand you and your needs more accurately (who doesn't love some shiny new data).

There's one field that you'll want to pay attention to, especially if you're reading this. In the interest of cutting costs and saving trees, we're asking members to indicate whether you want to keep getting hard copies in the mail, or if you're just as happy with a PDF. All of our issues (complete with rad 80's references) are available at [iceaaonline.com/publications](http://iceaaonline.com/publications)

And if you're *not* reading this, you can carry on blissfully unaware that we plan to stop mailing a magazine to your trash can twice a year. ☺

The advertisement features a dark background with a repeating hexagonal pattern. In the center is a large, stylized red and white logo consisting of a red circle with a white outline and a white 'G' shape inside. Below the logo, the text "The Future. Delivered." is written in a large, bold, white sans-serif font. Underneath this, in a smaller white font, is the tagline: "It's hard to make predictions, especially about the future. At Galorath, we make understanding future outcomes possible." At the bottom, the text "Join us. Become an employee-owner." is followed by the website "GALORATH.COM" in a large, bold, white font.

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

***Book review by David Peeler***

After being absent from the past couple of issues, the book review series is back. This month's selection is philosophical in nature and delves into the question of social science relevancy. This topic is important if you think, like many do, that cost estimating is as much, if not more, art than science. Where and how does social science fit and intermesh with physical science? The ancient philosophers have worthy insight for cost estimators today.

Review  
Book  
Review  
Book

*Making Social Science Matter* is the lead chapter in a United Nations Educational, Scientific and Cultural Organization publication entitled *Social Science and Policy Challenges: Democracy, Values, and Capacities*. Brent Flyvbjerg is the author of this chapter and an accomplished analyst of cost estimating projects, impacts, and over-runs at both operational and strategic levels.

As the foundation for the paper, the reader is introduced to Aristotle's three intellectual virtues: *episteme*, *techne*, and *phronesis*. "*Episteme* concerns universals, and the production of knowledge that is invariable in time and space and achieved with the aid of analytical rationality." The modern ideal of the natural sciences. *Techne* is objectively the application of technical knowledge and skills according to a pragmatic rationality governed by a goal. *Episteme* concerns theoretical know-why and *techne* denotes the technical know-how. Now for the social science part. *Phronesis* emphasizes practical knowledge and practical ethics, a.k.a. common sense or prudence. Prudence is neither science or its application, but a determination of good or bad, ...smart or not.

## **Making Social Science Matter**

Brent Flyvbjerg

The first chapter in "Social Science and Policy Challenges: Democracy, Values, and Capacities," edited by Georgios Papanagnou for the United Nations Educational, Scientific and Cultural Organization. UNESCO Publishing: Paris, France; 2012.

As cost estimators/analysts, we have an implicit duty to be honest in the numbers and what they mean for not only the program but often also for the bigger picture. On some projects the impact is societal, environmental, or economical, *writ large*. As the most important of the three intellectual aspects, *phronesis* is the virtue that ensures the ethical employment of science and technology. Admittedly, this is a larger social science application than mere cost estimating; however, the coster plays a role and provides a check on the program manager/scientist (*episteme*) and the engineer (*techne*). Often in the modern tech-driven world, *phronesis* is marginalized. As cost estimators, we must not allow ourselves to be thusly pushed aside, especially when we have critical input.

*continued*

Above all other skills/tools, *phronesis* requires experience. Bringing the social science art to bear requires the importance of perspective, which is obtained not only from a grasp of the science and technology but also its broader implications. Other things to be taken from this philosophical piece is the importance of independence for the cost estimator – tactical vs. strategic; selling vs. evaluating; actions vs. words; the actuals vs. the hope. A cost estimate is a story with a technical plot. Estimators must be able to tell the story in context, while practicing the art of analysis with many perspectives. The analysis is just that... analytical, not theoretical; the interplay between science, capability, and common-sense prudence. The social science portion is to clarify and deliberate on problems, possibilities, and risks as outcomes are sought.

I know we, as practicing estimators/analysts, don't peer into the philosophical very often. However, a familiarity with how social science operates alongside natural science delivers perspective regarding the import of active interplay among the three intellectual virtues. This issue's selected work, "Making Social Science Matter" is worth some study. It isn't a casual read; but the piece is short and informative, providing a philosophical foundation for what we experience every day. I jotted many cost-related thoughts/comments in the margins of my copy.

If philosophy isn't your forte or idea of fun, look to these pages in the next issue as we return to less esoteric material and take a look at statistics in the everyday world. Don't expect a stats lesson, but a look into understanding numbers in context.



*David Peeler is Deputy Director emeritus of Financial Management and Comptroller for the Air Force Life Cycle Management Center. He is a certified cost estimator/analyst and a DoD certified acquisition professional in financial, program, and test management. He is a member of both the American Society of Military Comptrollers and the International Cost Estimating and Analysis Association.*



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# Certification Congratulations

CCEA® and PCEA® Certification is off to a great start in 2020 with over 55 cost professionals already registered to take the exam! Are you registered? If the answer is no, what are you waiting for? Don't get lost in the crowd, earn your CCEA® or PCEA® and stand out in the crowd!

If you're already CCEA® certified, make sure you stay active and connected in the field by attending chapter events, networking opportunities, attending trainings, giving presentations and of course attending the ICEAA Professional Development & Training Workshop. These activities and more help you earn points toward recertification so you can avoid retaking the exam in order to maintain your certification.

## **CCEA® Achievers:**

**Michail Bozoudis**, NATO Communications and Information Agency (NCIA)

**Anil Divvella**, Technomics, Inc.

**Troy Hammond**, MCR

**Nathan Horak**, Technomics, Inc.

**Jacek Pachocki**, NATO Communications and Information Agency (NCIA)

**William Sarmiento**, Technomics, Inc.

**Kellie Scarbrough**, Cobec Consulting

**Dan Wahl**

Another important reminder: Be sure to show off your accomplishment appropriately in your email signature line, LinkedIn profile, and on other social media sites by using the registered trademark symbol like this:

CCEA® and PCEA®

Let's now recognize our ICEAA certified members who volunteer their time to proctor the exam for others. Thanks go out to the following CCEA®'s who proctored the exam between November 2019 and January 2020: **Stu Dornfeld, Robin Hackett, Richard Jenkins, Adrienne Propp, Ken Rhodes, William Russell and Chris York.**

## **PCEA® Achievers/CCEA® Eligible:**

**Cadence Doyle**, Technomics, Inc.

**Lindsey Jones**, Technomics, Inc.

**Maxwell Moseley**, Herren Associates

**David Santez**, Technomics, Inc.

## **PCEA® Achievers:**

**Kevin DeStefano**, Herren Associates

**Richard Duenas**, US Census Bureau

**Lindsay Lawrence**, Integrated Finance & Accounting Solutions, LLC

**William Lewandowski**, Kalman & Company, Inc.

**Spencer Pfeifer**, RAND Corporation

The following recertified between November 2019 and January 2020:

**William Barfield**

**Jennifer Flanagan**

**John Leahy**

**Dale Sherman**

**Gregory Brink**

**Dale Gillam**

**Daniel Mask**

**Mary Ann Scully**

**Kevin Cincotta**

**Steven Glogoza**

**Kelly Ann Meyers**

**Eric Wishon**

**R. David Fass**

**Kevin Hewitt**

**Robert Ogrodnik**

**David Holm**

**Craig Reineck**

# Professional Development Update

**Christian B. Smart, VP Professional Development**



I hope you all had a good holiday season. The ICEAA board has been working hard on making some big changes, some of which you will see at the San Antonio workshop in May. The principals for certification and training, namely **Kevin Cincotta** and **Kellie Scarbrough**, have been doing excellent work and making major strides towards establishing a software cost estimating certification, moving the ICEAA certification exam to an online system, moving and updating CEBoK® to a Wikipedia-style online format, and re-vamping conference training.

Regarding the establishment of a software cost estimating certification, ICEAA has entered into a strategic partnership with Defense Acquisition University to leverage material from their new software cost estimating course. While the material is DoD-centric, it has all the topics we need, and we believe we can adapt it to fit our needs. Our next steps are to work to make the material suitable for an international certification, as well as including valuable material from the volunteer efforts that Nesma has been coordinating over the last few years. We still have a lot of work to do, but we are moving ever closer towards our goal, and hope to establish a certification by the end of this calendar year. For the workshop in San Antonio, we will teach the Defense Acquisition University course material, since we will not have time to fully amend it to a software cost estimating body of knowledge before May.

For ICEAA certification, we have found an online exam provider, are working to upload the exam to this new format, and plan to start offering the exam online this year as well. This solution will provide online proctoring, so exam takers will be able to take the exam from any location without the need to find

a proctor, and will help us track question analytics to improve the exam.

By the time you read this, you should have access to the CEBoK® 2.0 Beta site. This is a polished and edited version of the current CEBoK® material that has been moved from the PowerPoints and PDFs we've been using for years to a readable, narrative style like you would see on Wikipedia or other websites.



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Sponsoring ICEAA's 2020 Professional Development & Training Workshop provides a unique opportunity to position your company as an active player in advancing the profession of cost estimating and analysis. The ICEAA 2020 Workshop exhibit hall will be open for over 30 hours, with 8 hours on the schedule dedicated for attendees to visit our exhibitors. The limited number of available booths allows for a focused, consultative environment in which you can meet with current and future clients. Tuesday and Wednesday's receptions as well as meals and beverage breaks will be served in the exhibit hall among the booths, providing ample time to develop leads.

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# 2020 Workshop Preview



**11** Now you've seen a baby platypus!



## 2020 Workshop Committee



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 Britt Staley

## Workshop Deputy Chair

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# Karen Mourikas

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Kellie Scarbrough

Awards Chair

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Best Paper Chair

Mike Thompson



social media, and customer relations; get ready for three new spins on the usual yarn.

lunchtime panel discussion, drink tickets (in

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And without further ado, the biggest change for

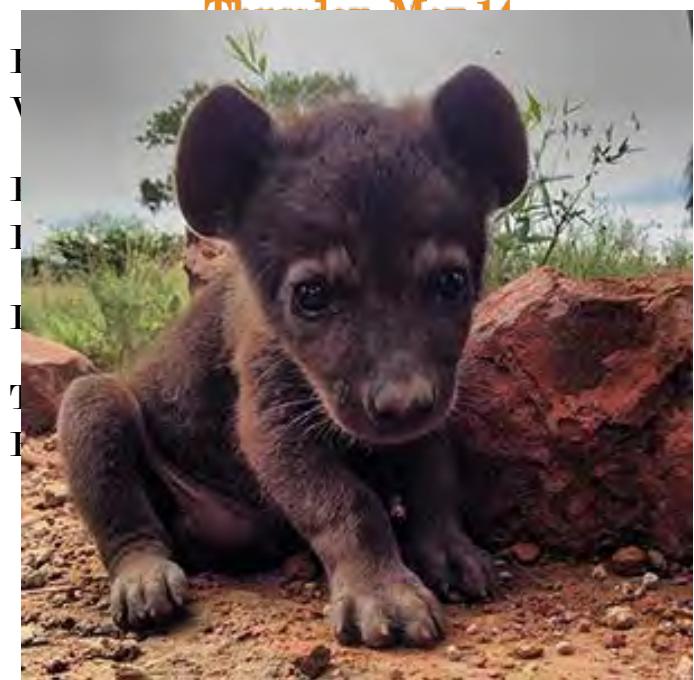


minutes on Cost Estimating Basics?) and to better





## Outline Schedule



# SCAF Newsletter

***Sanathanan Rajagopal, SCAF Chairman***



**H**appy new year to all of our members. Welcome to our first newsletter of this year. We had a very successful year last year and we as a committee worked hard and achieved what was set out for last year. May I take this opportunity to thank our committee members for the tremendous hard work and the selfless commitment to our society.

Going forward from this year we are going to have some common priorities which will allow SCAF to be one of the key Costing societies in UK.

These objectives are

1. SCAF, with support of the committee and the industries, will address the issues of engaging the next generation of Cost Estimators/Engineers/Analysts through our workshops and industrial discussions.
2. Look into the future of Cost Estimating such as Machine Learning, AI, Big Data analysis etc and look to the ways of adapting, incorporating and mapping into the current norms of estimating through our workshops, conferences and industrial partnerships.
3. Engage with ICEAA on a more regular basis and lay the framework for us to work together in the future.



*Luke Heley, Economic Advisor to the UK MoD*



*Russ Fowler, TP Group*



*February 2020 Workshop venue:  
The Royal United Services Institute*

**Dale Shermon**, in his new role as ICEAA UK and Europe Director, will be working closely with SCAF to add the international flavour to ICEAA and in particular to update CEBoK®, removing some of the Americanisms and US DoD out of the training materials used in Europe. To this end he has solicited the help and support of a number of individuals who will lead on various sections on the training to update these for European members.

Since the last newsletter we had a very successful joint workshop with the Operational Research Society on the theme of *Value for Money and Complex Decisions* on the 19<sup>th</sup> November at the BAWA Centre, Filton, Bristol. We had over 90 delegates in attendance for this workshop.

On the 11<sup>th</sup> February we had another successful workshop at the RUSI, London on the theme of *Cost Management at the Portfolio Level* which attracted speaker and delegates from both national and international organisations.

Our next workshop is the SCAF Challenge on the 21<sup>st</sup> of April at the Bristol Aerospace Museum where we will challenge our next generation of Cost Estimators in solving an estimating problem.

*Photos courtesy of Dave Hedley*



## DAU Partners with International Cost Estimating Analysis Association

By Beth Johnson

*Replicated with permission from DAU*

"The backbone to starting a Defense program on the right path is cost estimating," noted DAU president Jim Woolsey, who enthusiastically advocates DAU's opportunity to collaborate with the International Cost Estimating Analysis Association (ICEAA).

On February 10, Woolsey welcomed Rick Collins, ICEAA president to the DAU campus at Fort Belvoir, Virginia. In a ceremony at DAU headquarters, Woolsey and Collins affirmed a formal partnership between the two organizations. The non-profit ICEAA promotes the profession of cost estimating and offers certifications in cost estimating.

The two leaders acknowledged the occasion by signing a memorandum of understanding between DAU and ICEAA.

The joint effort with ICEAA positions DAU as a thought leader in the discipline. ICEAA is currently developing a specialty version of its well-known Cost Estimating Body of Knowledge (CEBoK®) to address software development/maintenance cost and schedule estimating best practices. Software CEBoK (sCEBoK) will enable creation of a certification program, a demand

that started with the international IT business community several years ago. The sCEBoK aligns with the Adaptive Acquisition Framework (AAF) and agile software development paradigms promoted by the software acquisition policy pathway, recently authorized by Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment.

The partnership with DAU will propel the development of a sCEBoK based on content provided in DAU's BCF 250 [Applied Software Cost Estimating] course.

Collins was equally pleased about the partnership. "DAU's BCF will be the foundation for sCEBoK and provide the basis for a sCEBoK specialty certification," he said.

A partnership between DAU and ICEAA benefits Defense acquisition professionals by improving their knowledge of software cost estimating capabilities, policies, and training.

"As part of the DAU's future of transformation, we are diligently moving forward in how we provide training to the Defense Acquisition Workforce," noted Sharon Jackson, Director of DAU's Center for Business, who spearheaded

*continued*

DAU's collaboration with ICEAA. "One way DAU is doing that is forming partnerships with non-Defense organizations that allow Defense acquisition professionals the opportunity to expand their knowledge outside of the Department of Defense." Acquisition professionals in DAU and ICEAA have interacted for more than a decade, however, the MOU marks the first formal agreement between the two organizations.

ICEAA's membership consists of 24 chapters across the country. Of the members, 85 percent reside in the United States and 15 percent reside in 20 countries (the majority in Canada, Australia and United Kingdom). More than 80 percent of ICEAA members come from industry and 20 percent are from government, affording defense

acquisition professionals exposure to industry's perspective of cost estimating.

Every year, ICEAA hosts an annual conference that attracts 450–600 participants, providing tremendous networking and learning opportunities with more than 70 technical presentations and 40 formal training sessions over a 3-day period.

ICEAA's flagship certification is the Certified Cost Estimator/Analyst (CCEA®), which requires practitioners to have at least five years of experience and a college degree. ICEAA also offers a Professional Cost Estimator/Analyst (PCEA®), an apprentice-level certification.



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# ICEAA Chapter and Region Updates

## Central Virginia Chapter Report

*Nicole Robertson, Central Virginia Chapter President*

The Central Virginia Chapter has been busy reaching our goals and making it look easy! Our most ambitious goal of the year is to increase chapter membership within the Naval Air Station (NAVAIR) community and to achieve that goal the Chapter will host two meetings from the Patuxent (Pax) River in southern Maryland. I am pleased to share that we held our second quarterly CVA Chapter Members Meeting on February 12th, which was graciously hosted by our friends at Tecolote Research, Inc. in southern Maryland. This was our first time back to the Pax River area in over two years and our very first time hosting from two locations simultaneously!

Attendees chowed down on Chapter provided sandwiches as our very own **Britt Staley** taught us *How to Win Friends and Influence Programs – Harnessing the Power of Likeability*. Britt invited the attendees to shift their analytical mental framework to prioritize their coworkers' innate need to be understood, "ingratiating ourselves within the program office is critical to our efficacy as cost analysts. If everyone is fighting to be understood who is left to do the understanding?" A big thanks to Britt for facilitating this strategic and introspective look at how our interpersonal relationships affect our work as cost analysts! Finally, a thank you to my fellow Chapter Board members, **Cortney Collins** and **Paul Neubert** for working through the planning and logistics to make FY20Q2 meeting the success that it was!

The need for certified cost analysts has never been greater, and to help meet that need another goal of the chapter was to host two PCEA® and CCEA® exams before the end of the fiscal year. Our first exam is scheduled for February 29<sup>th</sup> and our second exam is scheduled for March 28<sup>th</sup>.

### The ICEAA Central VA Chapter 2020-2021 Board of Directors:

President:	<b>Nicole Robertson</b> <i>nicole.d.robertson@gmail.com</i>
Vice President:	<b>Cortney Collins</b> <i>cjcollins@technomics.net</i>
Treasurer:	<b>Paul Neubert</b>
Secretary:	<b>Catherine Dodsworth</b> <i>cdodsworth@technomics.net</i>
Membership:	<b>Katelyn Barbre</b>

Done and done! Thank you **Megan McDonald** and **Jeremy Goucher** for serving as proctors!

In other news, the Central Virginia Chapter wanted to raise our brand awareness outside of the DoD community. A fun first step in that endeavor was to vote on a chapter slogan and the winner was \*cue the drumroll\* *We're Statistically Significant!* A logo is in the works and will be available before the ICEAA World Summer issue so be on the lookout! We plan to include this in future marketing material and invites.



If you are in the Central VA area (Quantico, Dahlgren, Pax River), and are not affiliated with a Chapter yet – or would like to change your affiliation – please don't hesitate to reach out to any of our board members with your inquiries! As always, *the more the merrier* at the ICEAA Central VA Chapter!



# Chapter and Region Updates ICEAA

## Region 5 Report

*Kellie Scarbrough, Region 5 Director*

After a relaxing holiday season, Region 5 members gathered on February 10th to strategize how we might accomplish the following goals:

- Build momentum around membership engagement
- Add value for regional members
- Set attainable goals for 2020

We hope to see the revival of the Northwest/Washington chapter and to grow our community engagement by hosting happy hour events in early summer in both the Seattle and Denver areas. The 2020 ICEAA Workshop will provide an opportunity to meet regional members and hear more about what types of events would add value for them. In the meantime, look out for some virtual lunch-and-learn events and another town hall to plan our summer events!

I truly appreciate the support and efforts of all our volunteers! If you're contemplating getting involved, consider the following benefits:

- Volunteering makes you feel like you have more time
- Volunteering develops professional and personal skills
- Volunteering helps you live longer
- Volunteering counts as professional experience
- Volunteering increases the positive energy in your life and in the lives of those with whom you interact

Reach out to me anytime – I am here to serve!



# ICEAA Chapter and Region Updates

## Southern California Chapter Report

*Rich Harwin, Southern California (SoCal) Chapter President*

The SoCal Chapter's most recent workshop was held on 11 December at the Galorath Inc. facility in El Segundo, CA. The workshop had 40 attendees and featured the following presenters:

- Our Keynote Speaker was none other than **Dan Galorath**, CEO, Galorath Incorporated
- **Karen Richey** from the Naval Post-Graduate School provided an update on the *Masters in Cost Estimating at NPS*
- **Karen Mourikas**, Technical Fellow, Operations Analysis, Affordability, & Systems Optimization for The Boeing Company gave us an *Introduction to ICEAA AI/ML Working Group and Path Forward Update*
- **Doug Howarth**, CEO of MEE Inc, gave us a multidimensional presentation on *Self-Organizing Markets and Time*
- **Dr. Darin Hoffman**, Raytheon Space and Airborne Systems, presented *Cost Engineering in a Market-Based Acquisition Process*
- **Dan Cota**, Director, Systems Integration with Galorath Incorporated, spoke on *Cost Engineering is an Integral Element of Model Based Systems Engineering and the Digital Enterprise*
- **Brad Blair**, from New Space Analytics, came in from Colorado to discuss *Cost and Market Modeling for Lunar Mining and Drilling*

### The ICEAA Southern California Chapter 2019-2020 Board of Directors:

President:	<b>Rich Harwin</b> <i>harwin42@hotmail.com</i>
Vice President:	<b>Tom Bosmans</b> <i>Tom.L.Bosmans@leidos.com</i>
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Secretary:	<b>Karen Mourikas</b> <i>karen.mourikas@boeing.com</i>

- **Arlene Minkiewicz**, Chief Scientist, PRICE Systems, wrapped up the day with a presentation on *Cybersecurity Metrics*

Special thanks to **Brian Glauser**, **Chris Hutchings** and **Kelly Timko** for all their efforts in hosting and providing presenters for our workshop!

Our next workshop will be on 18 March at Tecolote in El Segundo and will feature a keynote and technical speakers. Our full agenda for March will include a newcomer to our chapter, The RAND Corporation, along with a special appearance by Dr. **Christian Smart**. Information is posted on the ICEAA SoCal Chapter page and the scrolling banner on the home page so please check and register.



*The SoCal Gang is all here!*

# IN MEMORIAM

**James E. Roberts**, 73, of Melbourne Florida, passed away on Friday, February 7, 2020 at the Cape Canaveral hospital. Jim was a senior cost analyst at NASA, first at Langley and then at Kennedy Space Center. He grew up in Pinehurst, Georgia, graduated from the University of Georgia with a BS in mathematics, and received a master's degree in business administration from Georgia State University. Jim held a CCEA-P® certification, was a co-author for the Best Paper in the 2014 Cost Management

Track at the ICEAA Workshop, and an active member of the ICEAA Central Florida Chapter.

ICEAA sends our deepest condolences to Jim's friends and family.



Jim Roberts (left) with former ICEAA President Brian Glauser (center) and Jim's co-author and friend Terry Lambing (right) accept their best paper award at the 2014 ICEAA Workshop

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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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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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# President's Perspective

## Rick Collins, ICEAA International President

B elated happy 2020 and new decade! I hope the year has started well for you and your colleagues and promises challenging, purposeful cost estimating and analysis opportunities that enable you to make a difference!

I'm excited about ICEAA's prospects for delivering greater value to you and new members in 2020. The

International Business Office (i.e., **Megan Jones**, **Sharon Burger** and **Chelsea Torres**), the Board of Directors and the Board's appointed principals and volunteers here and abroad are working hard to accomplish the five priorities that I have highlighted in my previous two *ICEAA World* articles:

1. **Improve CEBoK® and associated certification exams** (*improvement of the content and delivery mechanisms for both products*)
2. **Develop Software CEBoK® (aka sCEBoK) and associated certification exam** (*development of the content and delivery mechanisms for both products*)
3. **Stimulate increased level of U.S. Government (USG) cost analysis community engagement** (*examples: USG-only day at the 2020 Workshop in San Antonio; Engage-Collaborate-Advance webinar series featuring notable USG panelists; and additional chapter workshops featuring notable USG speakers*)
4. **Deliver greater value to public/private sector cost analysis community outside the U.S., aka make the "I" in ICEAA more meaningful** (*examples: routine ICEAA workshops outside the U.S.; non-U.S. versions of CEBoK; and non-U.S. certification exams*)
5. **Stimulate increased level of original equipment manufacturer (OEM) estimating, pricing, and engineering community engagement** (*example: OEM-specific CEBoK curricula that addresses affordability analysis and opportunities to engage with notable members of the USG cost analysis community*)

My article addresses but one of the very positive things that are happening, but I urge you to consume all the other articles that follow to gain an appreciation for everything that's going on inside and outside the U.S. I'm confident you'll see something that sparks your interest and sincerely hope it leads to action on your part to learn more and translate that knowledge into something good for you, your colleagues, organization and customers. In

short, there are lots of professional growth opportunities to be had when you take advantage of the ICEAA member network!

Now to the happening I'd like to highlight -- the May 2020 Professional Development and Training Workshop in San Antonio, specifically the inaugural **U.S. Government (USG) Only Day** on Monday, May 11<sup>th</sup>. Although details remain to be fleshed out,

*continued*

I am pleased to report that I have personally been working with the leaders of defense, intelligence and civil cost organizations to plan an agenda that provides a unique opportunity for cost analysts across the government to exchange knowledge, ideas, opinions and lessons-learned on a variety of topics.

The day will include a mix of panel discussions and presentations in which these leaders have committed to be active participants. The topics will be both strategic and technical in nature. The strategic-oriented topics are best characterized as challenges the cost community at-large faces, notably workforce and delivering the ‘right’ value to the enterprise. The panel sessions addressing these challenges (and associated solutions/opportunities) should be thought-provoking for all attendees, regardless of organization and experience level. The technical topics will include agile hardware/software development, improved source selection techniques, cost implications of cyber, and other topics of interest across the community. Additionally, the agenda will comprise technical topics that will likely appeal to a subset of the audience. For example, DoD attendees will likely want to attend a session on accelerated acquisition (i.e., Section 804) program lessons-learned and civil agency attendees may be less (or not) interested. Regardless, an afternoon of parallel sessions should prove interesting and deliver value to any/all attendees.

Although I believe the word regarding USG Day is spreading, I would greatly appreciate you advertising the day to your professional network. Since roughly 80 percent of ICEAA’s members are private sector employees, I am speaking primarily to you and hope that you will take the time to make

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your USG customers aware of this unique opportunity and, in doing so, likely generate some goodwill with them. By the way, I believe that USG Day will pay dividend for you too. The aforementioned government cost leaders have agreed to participate in panel sessions over the course of the workshop (i.e., Tuesday through Thursday), so you will have the opportunity to benefit from their perspectives. ☺

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# Business Office Update

***Megan Jones, ICEAA Executive Director***

**A**nd just like that, it's Workshop season again! For any of you who have never been to San Antonio, you're in for a treat. Our host hotel, the Hyatt Regency San Antonio Riverwalk got its name because it is literally (in the actual literal sense) on top of the Riverwalk, a subterranean network of meandering towpaths lined with restaurants, bars and shops.

As usual, we have a jam-packed schedule planned for our attendees that will likely leave you with little time and even less energy to spend exploring the city, but never fear, ICEAA has you covered. You can see the most famous landmark in town without leaving the registration table:



*Just don't ask if there's a basement.*

Every year we strive to make the Professional Development & Training Workshop the best one yet, and 2020 is no exception. We've got a whole mess of changes, updates, and improvements in store for y'all that we hope will provide more valuable content, make the most of our time, and show some of our thanks to the attendees. The Workshop Preview later in this issue, penned by yours truly, will tell you all about 'em.

As always, **Sharon Burger, Chelsea Torres**, and I have been hard at work on all things ICEAA, not just the three

days in May when we have the good fortune to see so many of you. We bragged about several new and exciting things in the last issue: the new YouTube video, the ICEAA events calendar, and the new Certification FAQ page. If you haven't checked those out, head on over to the ICEAA website to see for yourself!

Our two latest accomplishments are ones we're especially proud of. We had gotten some frustrating news from professors at AFIT, the Air Force Institute of Technology, that those of their students who are active military personnel did not qualify for reimbursement for their membership and certification fees.

To do something for those who do so much for all of us, ICEAA has enacted a policy to grant active military personnel the reduced student membership rate (currently \$45 per year) and a 50% discount on certification fees. If you or any of your military colleagues have been hesitant to get your CCEA® because of the cost, we hope this will go a long way to encourage our military members to get decorated with the letters that rank them among the best cost professionals in the world. Information on how to take advantage of this offer is on the certification application page at [iceaaonline.com/certification](http://iceaaonline.com/certification)

The next one is the big one. The one we've all been waiting for. A project five years in the making, and even more years overdue. A project that was the culmination of hundreds of donated volunteer hours, some smart investing of ICEAA's reserves, and I dare say it, a little bit of luck.

## CEBoK® is going online.

Many of you know about the time and effort ICEAA has been putting into taking the PowerPoints and PDFs that had been only available by mail on a USB thumb drive into a readable, Wikipedia-style website format. The result of the incredible output of effort is ready.

*continued*

Well, almost.

From now until September 9, 2020, a beta version of CEBoK®2.0 will be accessible online for **free to active ICEAA members**.

While ICEAA still has many plans and more work to improve CEBoK® for its next iteration, we can't keep what we've done from the membership any longer. What you'll see when you click the CEBoK®2.0 beta button

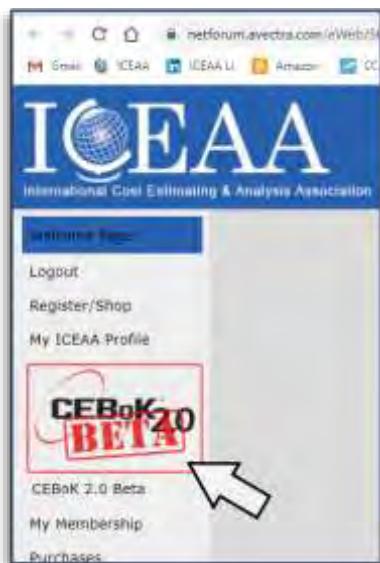
(after you log on to your ICEAA profile) will be very much of the same content that you're familiar with from versions 1.1 and 1.2, the biggest difference being the transition from bulleted slides to readable paragraphs.

Over the six months of free access, we want to hear from you: what works, what

doesn't, what's missing? Did we cut something that you found especially valuable, or are there still glaring omissions that we need to address? Did the changes we made make the content more useful or more confusing? Are the examples effective, or should we try to explain a topic differently?

While we collect your feedback, we will continue to work on the content to replace outdated information and examples, and reorganize the lessons to cluster the information that is used and useful in all situations, and separate those lessons used in specific countries to their own modules, making CEBoK®2.0 more valuable across industries and around the world.

ICEAAWorld 2020: Issue #1



IF: MEMBER - THEN: SEE BUTTON

# I WANT MY ICEAA WORLD

But only current ICEAA members will have access to the CEBoK®2.0 beta! If you don't see the CEBoK®2.0 beta button when you log in, you need to renew (or join!). For six months, members won't just get to see the future of CEBoK®, but will have a chance to shape it.

While you're logged on to your profile and looking around at the CEBoK®2.0 beta, take a moment to update your ICEAA profile. Addresses, employers, and email addresses change over time, and we have added some demographic information fields to help us understand you and your needs more accurately (who doesn't love some shiny new data).

There's one field that you'll want to pay attention to, especially if you're reading this. In the interest of cutting costs and saving trees, we're asking members to indicate whether you want to keep getting hard copies in the mail, or if you're just as happy with a PDF. All of our issues (complete with rad 80's references) are available at [iceaaonline.com/publications](http://iceaaonline.com/publications)

And if you're *not* reading this, you can carry on blissfully unaware that we plan to stop mailing a magazine to your trash can twice a year. ☺

The advertisement features a dark background with a repeating hexagonal pattern. In the center is a large, stylized red and white logo consisting of a red circle with a white outline and a white 'G' shape inside. Below the logo, the text "The Future. Delivered." is written in a large, bold, white sans-serif font. Underneath this, in a smaller white font, is the tagline: "It's hard to make predictions, especially about the future. At Galorath, we make understanding future outcomes possible." At the bottom, the text "Join us. Become an employee-owner." is followed by the website "GALORATH.COM" in a large, bold, white font.

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

***Book review by David Peeler***

After being absent from the past couple of issues, the book review series is back. This month's selection is philosophical in nature and delves into the question of social science relevancy. This topic is important if you think, like many do, that cost estimating is as much, if not more, art than science. Where and how does social science fit and intermesh with physical science? The ancient philosophers have worthy insight for cost estimators today.

Review  
Book  
Review  
Book

*Making Social Science Matter* is the lead chapter in a United Nations Educational, Scientific and Cultural Organization publication entitled *Social Science and Policy Challenges: Democracy, Values, and Capacities*. Brent Flyvbjerg is the author of this chapter and an accomplished analyst of cost estimating projects, impacts, and over-runs at both operational and strategic levels.

As the foundation for the paper, the reader is introduced to Aristotle's three intellectual virtues: *episteme*, *techne*, and *phronesis*. "*Episteme* concerns universals, and the production of knowledge that is invariable in time and space and achieved with the aid of analytical rationality." The modern ideal of the natural sciences. *Techne* is objectively the application of technical knowledge and skills according to a pragmatic rationality governed by a goal. *Episteme* concerns theoretical know-why and *techne* denotes the technical know-how. Now for the social science part. *Phronesis* emphasizes practical knowledge and practical ethics, a.k.a. common sense or prudence. Prudence is neither science or its application, but a determination of good or bad, ...smart or not.

## **Making Social Science Matter**

Brent Flyvbjerg

The first chapter in "Social Science and Policy Challenges: Democracy, Values, and Capacities," edited by Georgios Papanagnou for the United Nations Educational, Scientific and Cultural Organization. UNESCO Publishing: Paris, France; 2012.

As cost estimators/analysts, we have an implicit duty to be honest in the numbers and what they mean for not only the program but often also for the bigger picture. On some projects the impact is societal, environmental, or economical, *writ large*. As the most important of the three intellectual aspects, *phronesis* is the virtue that ensures the ethical employment of science and technology. Admittedly, this is a larger social science application than mere cost estimating; however, the coster plays a role and provides a check on the program manager/scientist (*episteme*) and the engineer (*techne*). Often in the modern tech-driven world, *phronesis* is marginalized. As cost estimators, we must not allow ourselves to be thusly pushed aside, especially when we have critical input.

*continued*

Above all other skills/tools, *phronesis* requires experience. Bringing the social science art to bear requires the importance of perspective, which is obtained not only from a grasp of the science and technology but also its broader implications. Other things to be taken from this philosophical piece is the importance of independence for the cost estimator – tactical vs. strategic; selling vs. evaluating; actions vs. words; the actuals vs. the hope. A cost estimate is a story with a technical plot. Estimators must be able to tell the story in context, while practicing the art of analysis with many perspectives. The analysis is just that... analytical, not theoretical; the interplay between science, capability, and common-sense prudence. The social science portion is to clarify and deliberate on problems, possibilities, and risks as outcomes are sought.

I know we, as practicing estimators/analysts, don't peer into the philosophical very often. However, a familiarity with how social science operates alongside natural science delivers perspective regarding the import of active interplay among the three intellectual virtues. This issue's selected work, "Making Social Science Matter" is worth some study. It isn't a casual read; but the piece is short and informative, providing a philosophical foundation for what we experience every day. I jotted many cost-related thoughts/comments in the margins of my copy.

If philosophy isn't your forte or idea of fun, look to these pages in the next issue as we return to less esoteric material and take a look at statistics in the everyday world. Don't expect a stats lesson, but a look into understanding numbers in context.



*David Peeler is Deputy Director emeritus of Financial Management and Comptroller for the Air Force Life Cycle Management Center. He is a certified cost estimator/analyst and a DoD certified acquisition professional in financial, program, and test management. He is a member of both the American Society of Military Comptrollers and the International Cost Estimating and Analysis Association.*



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If you're already CCEA® certified, make sure you stay active and connected in the field by attending chapter events, networking opportunities, attending trainings, giving presentations and of course attending the ICEAA Professional Development & Training Workshop. These activities and more help you earn points toward recertification so you can avoid retaking the exam in order to maintain your certification.

## **CCEA® Achievers:**

**Michail Bozoudis**, NATO Communications and Information Agency (NCIA)

**Anil Divvella**, Technomics, Inc.

**Troy Hammond**, MCR

**Nathan Horak**, Technomics, Inc.

**Jacek Pachocki**, NATO Communications and Information Agency (NCIA)

**William Sarmiento**, Technomics, Inc.

**Kellie Scarbrough**, Cobec Consulting

**Dan Wahl**

Another important reminder: Be sure to show off your accomplishment appropriately in your email signature line, LinkedIn profile, and on other social media sites by using the registered trademark symbol like this:

CCEA® and PCEA®

Let's now recognize our ICEAA certified members who volunteer their time to proctor the exam for others. Thanks go out to the following CCEA®'s who proctored the exam between November 2019 and January 2020: **Stu Dornfeld, Robin Hackett, Richard Jenkins, Adrienne Propp, Ken Rhodes, William Russell and Chris York.**

## **PCEA® Achievers/CCEA® Eligible:**

**Cadence Doyle**, Technomics, Inc.

**Lindsey Jones**, Technomics, Inc.

**Maxwell Moseley**, Herren Associates

**David Santez**, Technomics, Inc.

## **PCEA® Achievers:**

**Kevin DeStefano**, Herren Associates

**Richard Duenas**, US Census Bureau

**Lindsay Lawrence**, Integrated Finance & Accounting Solutions, LLC

**William Lewandowski**, Kalman & Company, Inc.

**Spencer Pfeifer**, RAND Corporation

The following recertified between November 2019 and January 2020:

**William Barfield**

**Jennifer Flanagan**

**John Leahy**

**Dale Sherman**

**Gregory Brink**

**Dale Gillam**

**Daniel Mask**

**Mary Ann Scully**

**Kevin Cincotta**

**Steven Glogoza**

**Kelly Ann Meyers**

**Eric Wishon**

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**Kevin Hewitt**

**Robert Ogrodnik**

**David Holm**

**Craig Reineck**

# Professional Development Update

**Christian B. Smart, VP Professional Development**



I hope you all had a good holiday season. The ICEAA board has been working hard on making some big changes, some of which you will see at the San Antonio workshop in May. The principals for certification and training, namely **Kevin Cincotta** and **Kellie Scarbrough**, have been doing excellent work and making major strides towards establishing a software cost estimating certification, moving the ICEAA certification exam to an online system, moving and updating CEBoK® to a Wikipedia-style online format, and re-vamping conference training.

Regarding the establishment of a software cost estimating certification, ICEAA has entered into a strategic partnership with Defense Acquisition University to leverage material from their new software cost estimating course. While the material is DoD-centric, it has all the topics we need, and we believe we can adapt it to fit our needs. Our next steps are to work to make the material suitable for an international certification, as well as including valuable material from the volunteer efforts that Nesma has been coordinating over the last few years. We still have a lot of work to do, but we are moving ever closer towards our goal, and hope to establish a certification by the end of this calendar year. For the workshop in San Antonio, we will teach the Defense Acquisition University course material, since we will not have time to fully amend it to a software cost estimating body of knowledge before May.

For ICEAA certification, we have found an online exam provider, are working to upload the exam to this new format, and plan to start offering the exam online this year as well. This solution will provide online proctoring, so exam takers will be able to take the exam from any location without the need to find

a proctor, and will help us track question analytics to improve the exam.

By the time you read this, you should have access to the CEBoK® 2.0 Beta site. This is a polished and edited version of the current CEBoK® material that has been moved from the PowerPoints and PDFs we've been using for years to a readable, narrative style like you would see on Wikipedia or other websites.

The most notable change you will be able to see, and we are sure you will appreciate, is the change to conference training. We are combining and condensing some courses, offering new topics, including training on the statistical programming language R and an introduction to machine learning, and clarifying which training sessions are intended for certification exam preparation from those for continuing education. We are working to make the certification training sessions more hands-on and interactive, which should improve this training significantly.



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# 2020 Workshop Preview



Howdy pardners! The 2020 Professional Development & Training Workshop is right on yonder horizon, and if you ain't already looking forward to it, these here pages should spur you in the right direction!

We've got a bunch of new improvements for 2020 that we're excited to reveal: some changes to the schedule, some changes to the content, and a brand new day of sessions for our attendees employed by the United States Government.

Does Uncle Sam sign your paycheck? If that's a yes, be sure to make your way to San Antonio in time to join us for our first US Government Day, starting bright and early on Monday, May 11. Employees of the United States Government (and only employees of the United States Government) will be able to enjoy panel discussions and breakout sessions focused on the needs of and challenges facing our US Government employees in a dedicated space isolated from the private sector that will allow for open conversations. Leaders and innovators from cost organizations in defense,

intelligence, and civil service will be well represented on our to-be-determined agenda. Keep an eye out and another on the ICEAA website for more information as it comes available.

For the rest of us, the 2020 Workshop starts as usual on Tuesday morning, with coffee and chow with our sponsors and exhibitors. To give everyone a taste of the outstanding paper presentations scheduled for the days to come, we'll start with the 2020 Best Paper Awards presentation. A team of judges scored the narrative/white-paper formatted papers first to choose the best in each category, then from the category winners, scored the Best Paper Overall. These winning papers will definitely be ones to check out in the days ahead!

We've got a whole mess of presentations this year - 70 to be precise - and have grouped them into eight tracks, organized to help guide attendees to the presentations they will find most applicable, and arranged (as best we could) to keep similar topics from being scheduled at once. As always, the best way to keep track of which presentations you

*continued*



**ICEAA  
2020** **May 11<sup>th</sup>** **US Federal Government Day**

- ★ Panel discussions featuring leaders of cost divisions in the US defense, intelligence, and civil organizations
- ★ Attendance restricted to employees of the United States Government
- ★ Share challenges, best practices, and solutions with your peers

Details and agenda coming soon to [www.iceaaonline.com/govday20](http://www.iceaaonline.com/govday20)



## 2020 Workshop Committee

### Workshop Chair

Britt Staley

### Workshop Deputy Chair

Christina Snyder

### Papers Chair

Karen Mourikas

### Training Chair

Kellie Scarbrough

### Awards Chair

Erin Barkel

### Best Paper Chair

Mike Thompson

want to see and when is by using the ICEAA App. If you still have it installed on your device from last year, all you'll need to do is update to get access to the 2020 content. If you are a first-timer, or deleted the app, search "ICEAA" in the App Store or Google Play to download.

After Tuesday morning's Best Paper Awards, we'll be treated to a keynote presentation from a speaker who uses many of the same methods, disciplines, and theories you do every day, but in a different market for a different result.

After a few years of exploring these outside-the-ordinary keynote presentations, we've learned that our attendees enjoy starting their full day of heavy-duty cost learning with a less conventional topic and perspective. Last year we looked at data analytics as used in baseball, social media, and customer relations; get ready for three new spins on the usual yarn.

It won't be long into Tuesday before you stumble upon the next change for 2020: lunchtime presentations. With a whole gang of government executives on hand for US Government Day, we'll be taking advantage of their time and presence to put them on the main stage at lunchtime to share with us their perspectives on the opportunities, challenges, and resulting solutions the government is up against today.

At the end of the day on Tuesday, we'll wrap with the first of our two main networking events in the exhibit hall. Year after year, our attendees tell us the most valuable part of the Workshop is all of the opportunities you have to make new connections, ask an extra question of a presenter, or get to know our sponsors. You'll

have plenty of chances to meet face to face with colleagues and peers between sessions, during beverage breaks, or at the receptions on Tuesday and Wednesday evenings.

There's one more change that will make itself known on Tuesday: drink tickets (this one deserves an exclamation point)! All registrants will receive two tickets when they collect their badge for drinks that they can use on the beverage of their choice at either reception. This was another comment that kept making its way into attendee feedback surveys, and we hope their inclusion will make things a little easier for everybody.

All that and we're just at Wednesday morning! Most of Wednesday will be the same or similarly-different to Tuesday: keynote speaker, lunchtime panel discussion, drink tickets (if you didn't use them both on Tuesday) at the reception.

## 70 Papers in 8 Tracks:

- ★ Agile
- ★ Analytical Methods
- ★ Data Management
- ★ Machine Learning
- ★ Modeling
- ★ Processes & Best Practices
- ★ Software
- ★ Strategy

*continued*



We'll also be continuing our tradition of honoring ICEAA's standout stars with the Annual Association Awards presentation on Wednesday morning. ICEAA members across the globe go above and beyond to make a difference in the community. From the Junior Analyst of the Year to the Frank Freiman Lifetime Achievement Award, ICEAA is proud to take the time to honor and thank these individuals (and teams) for their efforts and contributions. Learn more about the award categories and read up on previous years' winners at [iceaaonline.com/awards](http://iceaaonline.com/awards)

On Thursday morning, we will open once again with a keynote presentation, a morning full of training and presentations, and our now-traditional Best Paper Overall general session right before lunch. Back in the old days, the winning Best Paper Overall presentation was mixed in with the rest of 'em, which meant that room was overcrowded while the sessions scheduled against it were empty. For the fifth year in a row, we'll be dedicating time on the main stage for all attendees to see and enjoy the year's best paper.

And without further ado, the biggest change for 2020: the schedule.

Once again, papers presentations will be scheduled all day Tuesday and Wednesday with the final papers of the Workshop concluding on Thursday afternoon. But the training sessions will also be running from Tuesday morning through Thursday afternoon. Eagle-eyed ICEAA members may have noticed the dates listed for the 2020 Workshop are one day shy of how long the Workshop has been

## 30 Training Sessions in 3 Tracks:

- ★ CCEA® Prep
- ★ Practitioner
- ★ BCF-250 Software Training

since, well, since forever. The Friday sessions have always been unpopular, and left us closing the Workshop after a slow trickle of departures and no fanfare or farewell on Friday afternoon.

The solution? Pull in the reins and give the whole hootenanny a whoa-boy in the form of a closing general session on Thursday afternoon. After the final breakout sessions Thursday, rustle yourselves back to the general session room for a panel discussion among leaders in government posses and some words of thanks from ICEAA before we wrap the Workshop up for the year.

How will that work, veterans of the training sessions may ask? How can we lop a half-day off the schedule and still cover what's needed to prepare for the PCEA® or CCEA® certification exams? By culling the herd that's how.

ICEAA has taken a good hard look at our training program and realized it's past due for an update. We'll be combining some of the usual training modules into new sessions to make the best of everyone's time (did we really need to spend 90 minutes on Cost Estimating Basics?), and to better use the time we have to spend on the topics that need more hands-on support and reinforcement than candidates can get from studying CEBoK® on their own.

**continued**

View speaker bios, paper abstracts, training session descriptions, and hotel information on our website. Download the latest detailed schedule, featuring session dates and times at:

**[www.iceaaonline.com/sat2020](http://www.iceaaonline.com/sat2020)**



## Outline Schedule

We've made it easier to distinguish which training courses are intended for those looking for CCEA® Prep and those designed for experienced Practitioners by renaming the training tracks accordingly. In the Practitioner track, sessions will make their debut on emerging topics that will be valuable to both experienced and less-experienced professionals. More information on the new and improved training courses can be found at [iceaaonline.com/sat20training](http://iceaaonline.com/sat20training)

It's not just the CCEA® Prep and Practitioner tracks that are getting a makeover. ICEAA recently *pardnered* with the Defense Acquisition University (DAU) to work together to modify their existing BCF-250 training curriculum into a Software Cost Estimating Body of Knowledge. The resulting product will not just be valuable to those working in and around the United States Department of Defense, but to the wide range of audiences that ICEAA represents as well. The partnership is just getting started, and lots of work still needs to be done. This May in San Antonio, we will be offering six modules of the BCF-250 software training curriculum as it is now. We encourage everyone who may be interested in the final Software CEBoK curriculum and the eventual Software Cost Estimator Certification to attend these sessions and send us your feedback. We are especially interested in your thoughts on the areas most in need of generalization and what topics need to be added to ensure our Software CEBoK is relevant both industry and worldwide.

Don't let it be said that ICEAA spends too long in the same saddle! With all the new features and improvements we have in store, you've got no choice but to come on down to San Antonio to see it all for yourself.



### Tuesday, May 12

Breakfast buffet available	7:00 - 8:00
Welcome & Best Paper Awards	8:00 - 8:30
Keynote Speaker	8:30 - 9:30
Papers & Training	9:45 - 11:45
Lunch & Panel Discussion	11:45 - 12:45
Papers & Training	12:45 - 4:45
Welcome Reception	4:45 - 7:00

### Wednesday, May 13

Breakfast buffet available	7:00 - 8:00
Welcome & Association Awards	8:00 - 8:45
Keynote Speaker	8:45 - 9:45
Papers & Training	10:15 - 12:00
Lunch & Panel Discussion	12:00 - 1:15
Papers & Training	1:15 - 5:15
Networking Reception	5:15- 7:00

### Thursday, May 14

Breakfast buffet available	7:00 - 8:00
Welcome & Keynote Speaker	8:00 - 9:00
Papers & Training	9:15 - 11:00
Best Paper General Session	11:15 - 12:00
Lunch & Panel Discussion	12:00 - 1:15
Training/Papers	1:15 - 3:00
Farewell General Session with Panel Discussion	3:15 - 4:30



# SCAF Newsletter

***Sanathanan Rajagopal, SCAF Chairman***



**H**appy new year to all of our members. Welcome to our first newsletter of this year. We had a very successful year last year and we as a committee worked hard and achieved what was set out for last year. May I take this opportunity to thank our committee members for the tremendous hard work and the selfless commitment to our society.

Going forward from this year we are going to have some common priorities which will allow SCAF to be one of the key Costing societies in UK.

These objectives are

1. SCAF, with support of the committee and the industries, will address the issues of engaging the next generation of Cost Estimators/Engineers/Analysts through our workshops and industrial discussions.
2. Look into the future of Cost Estimating such as Machine Learning, AI, Big Data analysis etc and look to the ways of adapting, incorporating and mapping into the current norms of estimating through our workshops, conferences and industrial partnerships.
3. Engage with ICEAA on a more regular basis and lay the framework for us to work together in the future.



*Luke Heley, Economic Advisor to the UK MoD*



*Russ Fowler, TP Group*



*February 2020 Workshop venue:  
The Royal United Services Institute*

**Dale Shermon**, in his new role as ICEAA UK and Europe Director, will be working closely with SCAF to add the international flavour to ICEAA and in particular to update CEBoK®, removing some of the Americanisms and US DoD out of the training materials used in Europe. To this end he has solicited the help and support of a number of individuals who will lead on various sections on the training to update these for European members.

Since the last newsletter we had a very successful joint workshop with the Operational Research Society on the theme of *Value for Money and Complex Decisions* on the 19<sup>th</sup> November at the BAWA Centre, Filton, Bristol. We had over 90 delegates in attendance for this workshop.

On the 11<sup>th</sup> February we had another successful workshop at the RUSI, London on the theme of *Cost Management at the Portfolio Level* which attracted speaker and delegates from both national and international organisations.

Our next workshop is the SCAF Challenge on the 21<sup>st</sup> of April at the Bristol Aerospace Museum where we will challenge our next generation of Cost Estimators in solving an estimating problem.

*Photos courtesy of Dave Hedley*



## DAU Partners with International Cost Estimating Analysis Association

By Beth Johnson

*Replicated with permission from DAU*

"The backbone to starting a Defense program on the right path is cost estimating," noted DAU president Jim Woolsey, who enthusiastically advocates DAU's opportunity to collaborate with the International Cost Estimating Analysis Association (ICEAA).

On February 10, Woolsey welcomed Rick Collins, ICEAA president to the DAU campus at Fort Belvoir, Virginia. In a ceremony at DAU headquarters, Woolsey and Collins affirmed a formal partnership between the two organizations. The non-profit ICEAA promotes the profession of cost estimating and offers certifications in cost estimating.

The two leaders acknowledged the occasion by signing a memorandum of understanding between DAU and ICEAA.

The joint effort with ICEAA positions DAU as a thought leader in the discipline. ICEAA is currently developing a specialty version of its well-known Cost Estimating Body of Knowledge (CEBoK®) to address software development/maintenance cost and schedule estimating best practices. Software CEBoK (sCEBoK) will enable creation of a certification program, a demand

that started with the international IT business community several years ago. The sCEBoK aligns with the Adaptive Acquisition Framework (AAF) and agile software development paradigms promoted by the software acquisition policy pathway, recently authorized by Ellen Lord, Under Secretary of Defense for Acquisition and Sustainment.

The partnership with DAU will propel the development of a sCEBoK based on content provided in DAU's BCF 250 [Applied Software Cost Estimating] course.

Collins was equally pleased about the partnership. "DAU's BCF will be the foundation for sCEBoK and provide the basis for a sCEBoK specialty certification," he said.

A partnership between DAU and ICEAA benefits Defense acquisition professionals by improving their knowledge of software cost estimating capabilities, policies, and training.

"As part of the DAU's future of transformation, we are diligently moving forward in how we provide training to the Defense Acquisition Workforce," noted Sharon Jackson, Director of DAU's Center for Business, who spearheaded

*continued*

DAU's collaboration with ICEAA. "One way DAU is doing that is forming partnerships with non-Defense organizations that allow Defense acquisition professionals the opportunity to expand their knowledge outside of the Department of Defense." Acquisition professionals in DAU and ICEAA have interacted for more than a decade, however, the MOU marks the first formal agreement between the two organizations.

ICEAA's membership consists of 24 chapters across the country. Of the members, 85 percent reside in the United States and 15 percent reside in 20 countries (the majority in Canada, Australia and United Kingdom). More than 80 percent of ICEAA members come from industry and 20 percent are from government, affording defense

acquisition professionals exposure to industry's perspective of cost estimating.

Every year, ICEAA hosts an annual conference that attracts 450–600 participants, providing tremendous networking and learning opportunities with more than 70 technical presentations and 40 formal training sessions over a 3-day period.

ICEAA's flagship certification is the Certified Cost Estimator/Analyst (CCEA®), which requires practitioners to have at least five years of experience and a college degree. ICEAA also offers a Professional Cost Estimator/Analyst (PCEA®), an apprentice-level certification.



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# ICEAA Chapter and Region Updates

## Central Virginia Chapter Report

*Nicole Robertson, Central Virginia Chapter President*

The Central Virginia Chapter has been busy reaching our goals and making it look easy! Our most ambitious goal of the year is to increase chapter membership within the Naval Air Station (NAVAIR) community and to achieve that goal the Chapter will host two meetings from the Patuxent (Pax) River in southern Maryland. I am pleased to share that we held our second quarterly CVA Chapter Members Meeting on February 12th, which was graciously hosted by our friends at Tecolote Research, Inc. in southern Maryland. This was our first time back to the Pax River area in over two years and our very first time hosting from two locations simultaneously!

Attendees chowed down on Chapter provided sandwiches as our very own **Britt Staley** taught us *How to Win Friends and Influence Programs – Harnessing the Power of Likeability*. Britt invited the attendees to shift their analytical mental framework to prioritize their coworkers' innate need to be understood, "ingratiating ourselves within the program office is critical to our efficacy as cost analysts. If everyone is fighting to be understood who is left to do the understanding?" A big thanks to Britt for facilitating this strategic and introspective look at how our interpersonal relationships affect our work as cost analysts! Finally, a thank you to my fellow Chapter Board members, **Cortney Collins** and **Paul Neubert** for working through the planning and logistics to make FY20Q2 meeting the success that it was!

The need for certified cost analysts has never been greater, and to help meet that need another goal of the chapter was to host two PCEA® and CCEA® exams before the end of the fiscal year. Our first exam is scheduled for February 29<sup>th</sup> and our second exam is scheduled for March 28<sup>th</sup>.

### The ICEAA Central VA Chapter 2020-2021 Board of Directors:

President:	<b>Nicole Robertson</b> <i>nicole.d.robertson@gmail.com</i>
Vice President:	<b>Cortney Collins</b> <i>cjcollins@technomics.net</i>
Treasurer:	<b>Paul Neubert</b>
Secretary:	<b>Catherine Dodsworth</b> <i>cdodsworth@technomics.net</i>
Membership:	<b>Katelyn Barbre</b>

Done and done! Thank you **Megan McDonald** and **Jeremy Goucher** for serving as proctors!

In other news, the Central Virginia Chapter wanted to raise our brand awareness outside of the DoD community. A fun first step in that endeavor was to vote on a chapter slogan and the winner was \*cue the drumroll\* *We're Statistically Significant!* A logo is in the works and will be available before the ICEAA World Summer issue so be on the lookout! We plan to include this in future marketing material and invites.

Our membership has six approved abstracts for the 2020 ICEAA Professional Development and Training Workshop in San Antonio. But before we head on down to Texas, our chapter will be hosting our own workshop in April to serve as a dry run and training opportunity for our presenters and chapter membership.

If you are in the Central VA area (Quantico, Dahlgren, Pax River), and are not affiliated with a Chapter yet – or would like to change your affiliation – please don't hesitate to reach out to any of our board members with your inquiries! As always, *the more the merrier* at the ICEAA Central VA Chapter!



# Chapter and Region Updates ICEAA

## Region 5 Report

*Kellie Scarbrough, Region 5 Director*

After a relaxing holiday season, Region 5 members gathered on February 10th to strategize how we might accomplish the following goals:

- Build momentum around membership engagement
- Add value for regional members
- Set attainable goals for 2020

We hope to see the revival of the Northwest/Washington chapter and to grow our community engagement by hosting happy hour events in early summer in both the Seattle and Denver areas. The 2020 ICEAA Workshop will provide an opportunity to meet regional members and hear more about what types of events would add value for them. In the meantime, look out for some virtual lunch-and-learn events and another town hall to plan our summer events!

I truly appreciate the support and efforts of all our volunteers! If you're contemplating getting involved, consider the following benefits:

- Volunteering makes you feel like you have more time
- Volunteering develops professional and personal skills
- Volunteering helps you live longer
- Volunteering counts as professional experience
- Volunteering increases the positive energy in your life and in the lives of those with whom you interact

Reach out to me anytime – I am here to serve!



# ICEAA Chapter and Region Updates

## Southern California Chapter Report

*Rich Harwin, Southern California (SoCal) Chapter President*

The SoCal Chapter's most recent workshop was held on 11 December at the Galorath Inc. facility in El Segundo, CA. The workshop had 40 attendees and featured the following presenters:

- Our Keynote Speaker was none other than **Dan Galorath**, CEO, Galorath Incorporated
- **Karen Richey** from the Naval Post-Graduate School provided an update on the *Masters in Cost Estimating at NPS*
- **Karen Mourikas**, Technical Fellow, Operations Analysis, Affordability, & Systems Optimization for The Boeing Company gave us an *Introduction to ICEAA AI/ML Working Group and Path Forward Update*
- **Doug Howarth**, CEO of MEE Inc, gave us a multidimensional presentation on *Self-Organizing Markets and Time*
- **Dr. Darin Hoffman**, Raytheon Space and Airborne Systems, presented *Cost Engineering in a Market-Based Acquisition Process*
- **Dan Cota**, Director, Systems Integration with Galorath Incorporated, spoke on *Cost Engineering is an Integral Element of Model Based Systems Engineering and the Digital Enterprise*
- **Brad Blair**, from New Space Analytics, came in from Colorado to discuss *Cost and Market Modeling for Lunar Mining and Drilling*

### The ICEAA Southern California Chapter 2019-2020 Board of Directors:

President:	<b>Rich Harwin</b> <i>harwin42@hotmail.com</i>
Vice President:	<b>Tom Bosmans</b> <i>Tom.L.Bosmans@leidos.com</i>
Treasurer:	<b>Melissa Winter</b> <i>melissa.winter@pricesystems.com</i>
Secretary:	<b>Karen Mourikas</b> <i>karen.mourikas@boeing.com</i>

- **Arlene Minkiewicz**, Chief Scientist, PRICE Systems, wrapped up the day with a presentation on *Cybersecurity Metrics*

Special thanks to **Brian Glauser**, **Chris Hutchings** and **Kelly Timko** for all their efforts in hosting and providing presenters for our workshop!

Our next workshop will be on 18 March at Tecolote in El Segundo and will feature a keynote and technical speakers. Our full agenda for March will include a newcomer to our chapter, The RAND Corporation, along with a special appearance by Dr. **Christian Smart**. Information is posted on the ICEAA SoCal Chapter page and the scrolling banner on the home page so please check and register.



*The SoCal Gang is all here!*

# IN MEMORIAM

**James E. Roberts**, 73, of Melbourne Florida, passed away on Friday, February 7, 2020 at the Cape Canaveral hospital. Jim was a senior cost analyst at NASA, first at Langley and then at Kennedy Space Center. He grew up in Pinehurst, Georgia, graduated from the University of Georgia with a BS in mathematics, and received a master's degree in business administration from Georgia State University. Jim held a CCEA-P® certification, was a co-author for the Best Paper in the 2014 Cost Management

Track at the ICEAA Workshop, and an active member of the ICEAA Central Florida Chapter.

ICEAA sends our deepest condolences to Jim's friends and family.



Jim Roberts (left) with former ICEAA President Brian Glauser (center) and Jim's co-author and friend Terry Lambing (right) accept their best paper award at the 2014 ICEAA Workshop

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