

Book Review:
More Damned Lies and Statistics

The core tenets of
ICEAA Professionalism

ICEAAWorld

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.

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President's Perspective

Bob Hunt, ICEAA International President



On Being an ICEAA Professional

Many of us have had the experience of working diligently to complete an estimate on time only to have the decision maker reject it as being too high, too low, unrealistic, or How does this affect your attitude with respect to being an ICEAA professional? Does getting someone to agree with your estimate make you a professional? Acceptance should not be your main criteria. Presenting and explaining your estimate might be the subject of another article.

There are two definitions of being a professional.

Merriam Webster defines professional as (1) relating to, or characteristic of a profession; (2) engaged in one of the learned professions, (3) characterized by or conforming to the technical or ethical standards of a profession, and (4) exhibiting a courteous, conscientious, and generally businesslike manner in the workplace. Cost analysis is a learned profession characterized by technical and ethical standards, and a cost analyst works in a businesslike environment. Therefore, by this definition, cost analysis is a profession.

There is a second and more original meaning to professional. Historically, the essence of being a professional was to have made a public commitment to a high standard of performance, to integrity, and to public service. This should be the objective of every ICEAA member. For example, your Executive Vice President, **Christina Snyder**, is working to expand ICEAA's outreach into the science, technology, engineering, and mathematics (STEM) curriculum in public schools. When you demonstrate excellence and integrity, you are helping ICEAA members to be seen as a group of professionals.

The characteristics of an ICEAA Professionalism are:

- ◆ **Competence.** As an ICEAA professional, you get the job done. You deliver quality analysis. Your methodology identifies the requirements and the

purpose of the analysis. You manage your own and others' expectations, and ask for support when necessary.

- ◆ **Knowledge/Certification.** Professionalism involves developing specialized, detailed, and up-to-date knowledge. Your Cost Estimating Body of Knowledge (CEBoK®) and ICEAA Certification demonstrates this. ICEAA strives to keep CEBoK up-to-date and works to continually expand this body of knowledge as necessary. This year we are adding and improving the data analysis and machine learning sections of CEBoK. Your Vice President for Professional Development, **Jennifer Kirchhoffer** is leading the effort to keep CEBoK and our Certification current and we have automated the certification exam. The initial version of the Software CEBoK (compiled by **Carol Dekkers**) is complete and we are working on a Software Estimation Certification.
- ◆ **Conscientiousness.** By setting your own high standards, you demonstrate that you care about your job. It is not about long hours; it is about planning and prioritizing your work.
- ◆ **Integrity.** Integrity is what keeps us true to our mission.
- ◆ **Respect.** This is respect for yourself and the work you do. It is also respect for others.

There will be times when you are required to work under pressure. Your estimate will be challenged. Recognizing you are a professional and that you are part of a profession will help make you confident, and your confidence will help you influence and lead.

Being an active member of ICEAA will expose you to other professionals, provide numerous opportunities to grow and advance in your organization, and will keep you well informed in your industry.



Business Office Update

Megan Jones, ICEAA Executive Director



As I think about the past few months since our last issue, an unexpected theme for 2021 seems to be emerging: even if you missed it, you didn't *really* miss it.

All of you know by now that if you missed the 2021 Online Workshop was back in May, you can still sign up to see all 48 hours of continuing education until **November 15**. The 2021 Training Summit is no different. The live event may be over, but anyone who's looking for online PCEA[®] and CCEA[®] training to accompany their own studies of the CEBoK[®] curriculum, have until **March 15, 2022** to register for access to all of the recorded sessions presented back in September. More on the Training Summit in the pages to come.

Not long after the Training Summit, we held our Annual All-Member Meeting in its usual online format. This was 2021-2023 ICEAA Board President **Bob Hunt**'s first All-Member Meeting, on which he took a new and different approach to the annual state-of-the-association update by inviting the 2021-2023 Executive Committee to share their thoughts, ideas, and objectives for the years to come.


Did you miss that one? Nope! Visit www.iceaaonline.com/townhall or our YouTube page to tune in to this year's meeting, featuring comments from Bob, Executive Vice President **Christina Snyder**, Treasurer **Madeline Teller**, Secretary **Arlene Minkiewicz**, Vice President of Professional Development **Jennifer Kirchhoffer**, Past President **Rick Collins**, and yours truly.

Exactly one week after the All-Member Meeting, another of ICEAA's Original Equipment Manufacturers'

Collaborative Opportunities Group, or the OEM COG, webinars came off the production line. *Affordability Benefits of Digital Engineering* helped demystify some of the latest terms acronyms swirling around the cost world, including MBE, MBSE, and all sorts of digital things. Guest speaker **Brian Beyer** from The Boeing Company then shared how all these pieces worked together on the T-7A RED HAWK APT program. You didn't miss this one either: a recording of this presentation is also on our YouTube channel, as well as at www.iceaaonline.com/oemcog

Something else you may have missed: we were delighted to announce the return of ICEAA's *Journal of Cost Analysis and Parametrics*, our peer-reviewed scholarly journal that so many of you have missed during its five-year hiatus. The Journal reboot kicked off with Best Paper Award winners from 2021 and 2020, as well as submissions from renowned experts in the field. The articles explore a variety of topics presented in a range of technical complexity from theoretical to meticulous. If you haven't already downloaded your copy, head over to www.iceaaonline.com/publications and look for the link at the top. You can't miss it.

There is one thing coming up that you don't want to miss: the abstract summary deadline for the 2022 ICEAA Workshop! This is your opportunity to tell our team of reviewers why your presentation is a must-feature at the Workshop in Pittsburgh, May 17-19, 2022. Make sure you get your summary in to us by **November 2, 2021** at www.iceaaonline.com/pit22cfp

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2021 ICEAA Training Summit:

A glimpse at the future of ICEAA training

ICEAA took several groundbreaking steps forward with our 2021 Training Summit. For years, members have been asking for CEBok®-based online training courses to support their individual study of the curriculum, and the Training Summit gave ICEAA the occasion and opportunity to provide. Our PCEA® and CCEA® candidates have always depended on the in-person training sessions at the Professional Development & Training Workshop as a key tool for achieving their ICEAA certification, and we needed a way to provide that training after two years without an in-person Workshop.

But the benefit to the membership of the Training Summit goes well beyond the three days in September that the sessions were being presented live. Like the 2021 Online Workshop, the sessions from the Training Summit will be available on our Workshop app for six months after the live event, and will eventually become a suite of online courses that we will offer for augmenting CEBok study.

If you are planning to sit for the PCEA or CCEA exams, you can sign up for the Training Summit until **March 15, 2022** to watch the 12 recorded sessions that cover all 16 CEBok modules. The Q&A periods aren't live anymore, but all of our instructors are linked through the app and will be more than happy to respond to your questions.

The second track featured at the Training Summit was another peek into the future: the Software Cost Estimating Body of Knowledge (SCEBoK) Pilot Program. ICEAA has been hard at work developing this new supplement to CEBok intended to provide users with an understanding of software estimating that will compliment and enhance their cost estimates and analyses. We reached an important milestone and decided it was time to get some outside opinions and feedback on the product and created SCEBoK Pilot Program, available only to Training Summit registrants, including those who sign up to watch the recordings after the live event.

The SCEBoK sessions at the Training Summit were presented by internationally renowned experts in software sizing and estimating, and cover the nine core lessons in the curriculum. Attendees and viewers of these sessions receive a special feedback survey to provide their detailed thoughts on the program, its format, how the content is organized, and more.

ICEAA will begin a thorough review of the SCEBoK material, incorporating viewers' feedback, as we prepare to officially release the new product in mid-2022. If you're interested in participating in the pilot program, or are just curious about SCEBoK, you can sign up at the link below to watch all of the videos as many times as you like until **March 15, 2022.**





CEBoK®

Modules

Basics & Techniques

(Modules 1-3)

Data Collection & Normalization

(Module 4)

Inflation

(Module 5)

Risk Analysis

(Module 9)

Analysis, Probability, & Statistics

(Modules 6 & 10)

Learning Curves

(Module 7)

Regression Analysis

(Module 8)

Manufacturing Cost Estimating

(Module 11)

Software Estimating

(Module 12)

Economic Analysis

(Module 13)

Contract Pricing

(Module 14)

Cost Management and EVM

(Modules 15 & 16)



SCEBoK

Pilot Program

Setting the Stage for SCEBoK

(Lesson 0)

**Introduction to Software Cost
Estimating**

(Lesson 1)

Software Paradigms

(Lesson 2)

**SCEBoK 5-Step Estimating
Process**

(Lesson 3)

**Estimating Custom Software
Development**

(Lesson 4)

Software Sustainment

(Lesson 5)

Estimating Procured Solutions

(Lesson 6)

Software Size

(Lesson X)

Productivity

(Lesson Y)

Commercial Estimating Models

(Lesson Z)

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

Book review by David Peeler

Our previous review was of Christian Smart's excellent book, *Solving for Project Risk Management*, a book that should be on your bookshelf. In this edition, we again examine motivations in the use and application of statistics. While the book doesn't directly address the statistical operations within the profession of cost estimating or schedule analysis, many relevant lessons can be gleaned by thinking of a recent, favorite, or infamous project as you read this discourse on how numbers are influenced, valued, and used. Statistics are critical to our profession, so understanding their many and varied difficulties is beneficial.

Book Review

In what might should have been (smile) a double book review with the one done on this book's predecessor in these pages for the Fall/Winter 2020/21 edition, we now take a look at more confusion around numbers. *More Damned Lies and Statistics* advances the idea of statistics as social constructions meant to simply a complex world. Before you stop reading, consider the author's point that statistics can be and likely are biased by a number of factors. In the book, Best takes the reader on a journey surrounded by the kinds of numbers that produce statistics and the statistics numbers produce (inputs and outputs).

In six of the seven chapters, Best addresses the fact that people count and don't just find statistics but create them. In the final chapter, he delves into the notion of statistical literacy. The bulk of the book focuses on helping the reader think critically about numbers, as well as strengths and flaws of numbers. The numbers he discusses are: Missing Numbers; Confusing Numbers; Scary Numbers; Authoritative Numbers; Magical Numbers; and Contentious Numbers.

Missing numbers include the incalculable, the uncounted, the forgotten, and the

MORE DAMNED LIES AND STATISTICS: HOW NUMBERS CONFUSE PUBLIC ISSUES

JOEL BEST

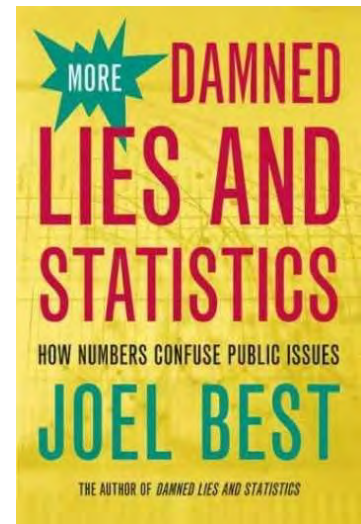
University of California Press: Berkeley; 2004.

legendary. Thus, bad statistics produced by not what they contain but what they are missing. Confusing numbers for many people (but certainly not us – smile) include means, medians, and modes, percentages, and correlations – causal or spurious. Additional confusion emanates from truncated, unscaled, or pretty graphs. Scary numbers get to the issue of risk. This chapter deals with describing and measuring problems. Authoritative numbers grow out of scientific research and from official recordkeeping. However, even the best numbers cannot speak for themselves; rather they must be interpreted. Magical numbers are figures we imagine to be accurate, transforming ambiguity into certainty. But, do they? Thus, we should be wary of the uses of magic. Finally, contentious numbers exists

continued

when the science isn't settled in the construction of the statistics or the picking of a number. They are subject to spin and cherry-picking. [I know that's never happened in association with a program you're familiar.] As far as statistical literacy is concerned, this audience can skip this chapter without loss of contextual content, but it's worth reading for references to sources and methods of teaching better statistics understanding.

This book is an easy read, both in length and textual flow, presenting topics of interest to the general reader. If you keep our arena of cost estimates for projects and programs in mind, the discussion throughout is easily applicable. The material reminds us about the inputs to statistical analysis and the implications of missing data, sources of data, as well as the agenda for outputs and the statistical literacy of our co-workers or product consumers. The book is a rapid read with many reminders for the practicing statistician.



David Peeler is an associate with Dayton Aerospace and 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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iceaaonline.com/publications/#journal

SCAF Newsletter

Sanathanan Rajagopal, SCAF Chairman



Another turbulent year has gone past us and we are returning to some sort of normality. We are also watching the Covid levels across the UK and they seem stable however we are seeing slight increase in the case due to schools going back. This was reflected in attendance to our first physical workshop and Annual General Meeting (AGM) on 21st September 2021 since the start of Pandemic. We are continually assessing the best possible ways to deliver the workshops.

At our AGM, we published our accounts which is in a strong position and was able to introduce our new committee member. I take this opportunity to extend my gratitude and thanks to the gone committee members who worked extremely hard to keep the boat floating and progressing to full speed ahead. I extended my gratitude to **Antony March** who stepped down from the committee as Deputy Chair due to his new work commitment. We wish him good luck and hope to see him in the committee in the future.

Many congratulations to **Cheryl Latimer** on her new appointment as Deputy Chair and **John Phillips** on his appointment as new SCAF Treasurer.

We in SCAF are still committed to deliver our three core objectives:

1. SCAF with support of the committee and the industries 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 more regular basis and lay the framework for us to work together in the future.

Our next workshop will be held in Bristol on Disruptive Technologies. Some of the key SCAF dates are listed below.

Many thanks to your continuing support to SCAF and see you all at our next SCAF events.



2021-2022 SCAF Events Schedule:

Date	Event Type	Topic	Location
23 rd November 2021	Workshop	<i>Disruptive Technologies</i>	BAWA Centre, Bristol
9 th February 2022	Workshop	<i>Our Digital Future</i>	QEII, London
29 th March 2022	Challenge	<i>Additive Manufacturing</i>	Aerospace Bristol
8 th June 2022	Workshop	<i>Project Controls</i>	RR Derby
20 th July 2022	Summer Reception		Bailbrook House, Bath
20 th September 2022	AGM	TBD	TBC



Certification Congratulations

Sharon Burger, ICEAA Certification Manager

ICEAA Certification saw a minor slowdown this summer but if I were a betting woman, I would say that this was due to the anticipation of the ICEAA Training Summit held in September and the opportunity it presented to help prepare for the certification exams this fall! This first-time online training event with live instructors covered all 16 CEBok modules!

Did you miss the Training Summit? Don't worry! You can still register to view the recordings as well as watch the SCEBok pilot program presentations until March 15, 2022! As an added bonus, if you attended the 2021 Online Workshop held in May, you qualify for a discount of \$100 off the registration fee! Please contact iceaa@iceaaonline.org for your discount code.

Did you miss the live online Workshop in May? Don't worry! You can also still register and view presentations of the 48 breakout sessions and 4 keynote addresses until November 15, 2021!

Both the 2021 Online Workshop and the Training Summit offer plenty of opportunities to earn recertification points from the comfort of your own home or office. Please contact the International Business Office if you have questions about recertification or check out the Certification page or FAQ section on our website.

Now for those who met the challenge of the certification exams, congratulations are extended to the following individuals for passing either the CCEA® or PCEA® exam between June and September 2021:

CCEA® Achievers:

Clint Collins, Cybersecurity and Infrastructure
Security Agency

Ashley Faria, Booz Allen Hamilton

Timothy Manning, Booz Allen Hamilton

Tianyang Yu, Toscano Clements Taylor,
LLC.

PCEA® Achievers/CCEA® Eligible:

Axel Grissa, Treasury Board of Canada Secretariat

PCEA® Achievers:

Kimberly Adams, Tecolote Research, Inc.

Sherida Bonton, Booz Allen Hamilton

Marikhande Sissoko, US Customs and Border
Protection (CBP)

Alex Thibault, Technomics, Inc.

The following individuals recertified between
June and September 2021

Peter Andrejev

Amy Fox

Ellen Barber

Nayeema Hoq

Rick Battle

Kelly Kane

Stephanie Casserly

Pamela Keller

Steven Cedotal

Tina McMillian

Michael Clay

Ralph Mitchell

Southern California Chapter Report

Karen Mourikas, Southern California (SoCal) Chapter President

Upcoming Events:

The SoCal Chapter is currently planning our 4th quarter lunchtime webinar for early December. Stay tuned for details.

Please get in touch with any of the board members if you are interested in presenting or have requests for topics.

Recent Events:

On August 19, 2021, the SoCal Chapter of ICEAA hosted a virtual lunchtime webinar with the theme of *Bugs, Bugs, and more Bugs!* with two presentations related to different types of “bugs”! You may be wondering “How many types of bugs are there?” Well, you are in luck! Before hearing either of the presentations on bugs, we posed just that thought as a trivia question. Some of the responses included insects, software defects, viruses, cartoons (i.e. Bugs Bunny), concealed listening devices, and the name of a river in Europe.

Back to the webinar: we first learned about software bugs during the presentation on the *Bug Bounty Program Pricing* by **Bryce Downing**, currently a Researcher at The Rand Corporation, who studied this topic independently. Then we heard about another type of bug, viruses - in particular, the infamous COVID-19, with *A Cost-benefit Analysis of Fiscal Stimulus Packages for Mitigating Covid-19 Pandemic* by Dr. **Wali Mondal**, Professor of Economics from National University.

Both presenters, as well as the trivia winners, **Brent Larson**, **Nathan Honsowetz** and **Steve Sterk**, were recognized with our own chapter-designed ICEAA SoCal Chapter Commemorative Coin.

Overall, the webinar was well-attended, with people from all regions of the country, and included both ICEAA members and non-members. One advantage of holding virtual webinars instead of in-person events is that folks from all corners of the globe can attend! But we all miss the face-to-face interactions of our community and hope to return to in-person events soon.

And for those of you who actually read the last edition of *ICEAA World*, we challenged you to answer the trivia question from our Spring webinar: “Where does the theme of our meeting, *Machine Learning in Spaaaaace*, come from?” For those of you too shy to respond, the play of words came from the Muppets skit called “Pigs in Spaaaaace!” from the 1980s.

Other:

SoCal Chapter Vice President **David Bloom** is spearheading a team to develop a Design-to-Cost training module, a topic likely to be of interest to the ICEAA community. We plan to share a draft version with the community in order to receive feedback on content, format, flow, etc. Stay tuned for an update in the next *ICEAA World*.



ICEAA Southern California Chapter 2021-2022 Board of Directors:

President: **Karen Mourikas**

Vice President: **David Bloom**

Treasurer: **Melissa Winter**

Secretary: **Nicole Leighton**

Board Members: **Hank Apgar**,
Lisa Colabella, **Darin Hoffman**,
Justin Knowles, **Mike Pfeifer**,
Steve Sterk

Region 7 Director: **Danny Polidi**

Volunteers: **Tom Bosmans**,
Kurt Brunner, **Matthew Ramirez**

New England Chapter Report

In the wake of the ongoing 2020 Coronavirus pandemic, a new panel of leadership emerges from the shadows of their predecessors. With the last board leaving - having paved the way with virtual workshops - this new board of directors is prepared to lead with honor, dignity, and poise. The NE Chapter is pleased to announce their new Regional Director and Board of Directors (and their vision!) for 2021-2023:



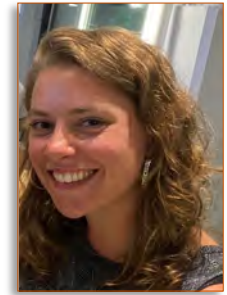
Cari Pullen

Cari Pullen, Region 1 Director
(Northeast U.S.):

“I am very excited to play a larger role in ICEAA and work with the New England Chapter! I've always loved the cost estimating training, camaraderie, and networking that comes with being a member of ICEAA and I look forward to building upon that in my new role.”

Annie Bagay,
NE Chapter Treasurer

“After having been a board member for the past two years, I can't wait to be joining this time as treasurer and help my fellow board members to organize, plan, and budget for some exciting events to come!”



Annie Bagay



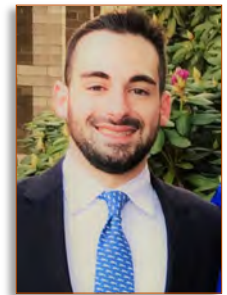
Andy Walker

Andy Walker, NE Chapter President:

“I've been on the board for many years and am very excited to become President; I'm eager to try and recover some of the continuity we've lost with workshops, luncheons and social gatherings due to Covid. I'm looking forward to the next two years and trying to bring some fun and unique topics for the New England chapter.”

James Monopoli,
NE Chapter Secretary - **New!**

“As an engaged member of ICEAA for the last 6 years and now first time elected board member, I'm thrilled to join the team as Secretary for the NE Chapter. I look forward to facilitating events planned by the board and use my experience at MITRE to bring synergy between MITRE staff and ICEAA members at Hanscom.”



James Monopoli



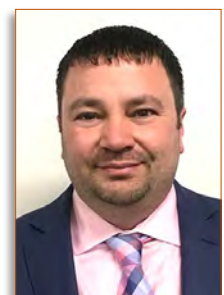
Jon Lister

Jon Lister, NE Chapter Vice President :

“I'm excited to be serving my second term as Vice President for ICEAA's New England Chapter and facing the challenges ahead of providing cost analysts the support they have received in the past but within a new hybrid work environment. With the leadership of Andrew Walker as president, I'm confident we will meet all our goals for the coming term.”

Bill Lane, Board Member

“I am thrilled to remain a member of the board and to collaborate with our new leadership to combat these new challenges.”



Bill Lane

ICEAA Chapter and Region Updates



Edmund DiVito

Edmund DiVito,
Board Member - **New!**

"I am thrilled to be joining the board of directors for the ICEAA New England chapter. This is an exciting time to be working in the cost industry and I am eager to start collaborating with the rest of the leadership team. In my nearly 20 years as a cost analyst, I have worked in numerous programs offices, as well as in a staff position. I hope that my background and experience can help facilitate meaningful relationships within the ICEAA organization."

John Walsh,
Board Member - **New!**


"After years of being a member, I'm excited to join the board for the first time in my career. As one of three new members on the board, I hope to contribute creative and new ideas to help the NE Chapter put together some great events for the cost community at Hanscom."



John Walsh

Kelly Kane, Board Member

"I am honored to have been elected to serve on the New England BOD for what will be my 13th & 14th years and am looking forward to what we can do in those years as we're able to get together and collaborate again."

Our new ICEAA BoD has a great challenge ahead... as we move forward out of the pandemic: the landscape has changed significantly - with most of our membership working remotely the majority of the time. In-person events have always been the lifeblood of our chapter, but moving forward we will likely need to experiment with our event formats and determine the best way to meet the needs of our membership in the new environment. The excitement in the air is electric! The board is optimistic and ready to lead the NE Chapter to greatness. 

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