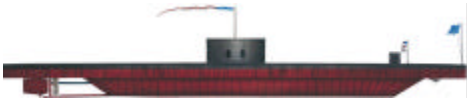


THE MONITOR AND MERRIMACK



Newsletter of the
Greater Hampton Roads Chapter
District 02 – Chapter 03
SOLE – The International Society of Logistics
April 2008
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Chapter Management Committee

Chapter Chairperson:

Carl Lilieberg

Member Chair – Membership:

Charlie Littleton

Member Chair – Admin:

Dan McLaughlin

Member Chair – Finance:

Rick Treto

Member Chair – Education:

Bob Morris

Member Chair – Professional &
Technical Development

Vacant

Logistics Education

Foundation (LEF) Liaison

Vacant

Newsletter:

Carl Lilieberg

Web Master:

District Director:

Jon Jay Buder DML

From the Chapter Chairman:

March was a great month for our local Hampton Roads Chapter with a superb Luncheon meeting held the 20th with record attendance. The following week we had the SOLE District 2 Professional Development Forum (PDF) 08 on the four phases of Configuration Management. The PDF had a broad attendance by both government representatives and contractors from both in and outside the Washington beltway, Patuxent River and our local Tidewater area. Our two instructors Jon Buder and Ed Donahue were superb and delivered highly interesting sessions highlighted by their many personal experiences in CM. Our thanks to them for an outstanding training event! We hope to have another District 2 event in the near future, so stay tuned.

This is the time for all members in good standing to nominate or self-nominate candidates for our Chapter leadership positions. We are especially in need of someone for our Professional and Technical Development position. Please see the special article in this issue by our Elections Committee Chairman, Charlie Littleton on page 10.

This month's Luncheon occurs on Thursday, April 17th at the #1 Chinese Buffet in Wards Corner. Our speaker is Mr. Mike Grimes of Life Cycle Engineering whose topic is "Ship Equipment Configuration Control During Overhauls" a topic vital to our fleet. This is a great follow up to last month's presentation on supportability analysis. I encourage you to take the opportunity to join us to interface with fellow SOLE members and logisticians from the entire Tidewater area.

SOLE International Conference and Symposium is the next big event on our calendar and occurs in Orlando, Florida (please see the call for papers on page 9). This year's conference topic is "Logistics Transformation and the Global Economy". There are some great articles in the recently distributed SOLE Logistics Spectrum for July-September 2007, discussing Logistics Transformation.

I want to **underline** that all our monthly GHRC Chapter meetings are open to all logisticians. You do not have to be a member to attend and all our meetings are free to the public to include spouses and friends. Our meetings are a great opportunity for networking and sharing experiences while hearing topics on the latest logistics trends and developments. See you on the 17th!

Carl Lilieberg

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Certified Professional Logistician Corner



The next CPL Exam
will be given in
May 2008

1. Meantime between maintenance (MTBM) is the average:
 - a. Time between all maintenance actions
 - b. Inherent maintenance time
 - c. Maintenance downtime
 - d. Active plus passive maintenance time
2. Reliability is an:
 - a. ILS discipline
 - b. Element of maintenance planning
 - c. Engineering design principle, influenced by ILS considerations
 - d. Acquisition planning cost constraint
3. Criterion to be met by a program phase should be:
 - a. Established after performance is measured
 - b. Described only in numerical terms
 - c. Set at the initiation of each phase
 - d. Kept secret until it is assured that a product meets them
4. In scientific decision making and problem solving, a step should be included in conjunction with implementation to:
 - a. Repute any opposition
 - b. Justify your move
 - c. Revise as necessary
 - d. Reconfirm constraints
5. Preliminary design is intended to:
 - a. Identify the problem
 - b. Demonstrate feasibility
 - c. Determine economic growth
 - d. Establish an overall concept for the project
6. The smallest "building block" in the following terms is:
 - a. System
 - b. Part
 - c. Subsystem
 - d. Assembly
7. Design goals should be stated in _____ terms.
 - a. General
 - b. Specific
 - c. Percentage
 - d. Relative
8. A single analytical logistics effort within the systems engineering process, which has replaced the maintenance engineering analysis for DoD program is:
 - a. RAMS
 - b. RAMQ
 - c. LSA
 - d. FMECA
9. In designing subsystems, the design is constrained primarily by:
 - a. Required inputs and outputs
 - b. System specifications
 - c. Economic parameters
 - d. Nothing
10. The chronological order of phases related to Primary design are:
 - a. Preliminary design, feasibility study, detailed design
 - b. Detailed design, feasibility study, preliminary design
 - c. Feasibility study, detailed design, preliminary design
 - d. Feasibility study, preliminary design, detailed design

Please see answers on page 3

Calendar of Events

| | | |
|------|-------------------|---|
| ASNE | Dinner Meetings; | Every 3 rd Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: Mary Morgan (757) 495-1970. |
| | 14-17 April 2008 | Shipbuilding in Support of the Global War on Terrorism” Mississippi Coast Coliseum Convention Center http://www.navalengineers.org/events/events.html |
| | 23-24 June 2008 | The Road to the CG (X) at ASNE Day 200 The Hyatt Regency Crystal City, Arlington, Virginia Technical Director for paper submission at 703-836-6727 or dsteveson@navalengineers.org |
| SOLE | 17-21 August 2008 | SOLE 2008 “Logistics Transformation and the Global Economy”, 43 rd Annual Intl. Logistics Conference and Symposium, Caribe Royale Orlando, Orlando, Florida |

| Answers | | | |
|---------|---|----|---|
| 1 | a | 6 | b |
| 2 | c | 7 | b |
| 3 | c | 8 | c |
| 4 | c | 9 | a |
| 5 | b | 10 | d |

March Management Committee Meeting

Our Management Board (Vice Chairs) will hold their monthly Business Meeting on Monday 7th from 5:00 to 6:15 PM, and discuss progress in our election nomination process for the 2008 to 2009 office year, continued planning events for the rest of 2008 to include updated progress in setting up workshops. Info on the actual cost of our planned buy of two sets of CPL/CML library books will also be discussed. Results of this meeting will be reviewed at our 17 April Monthly Luncheon.

All interested members or local logisticians are invited to join us.



**Greater Hampton Roads Chapter
SOLE- the International Society of Logistics**

presents:

**Mr. Michael Grimes
Life Cycle Engineering, Inc.
“Ship Equipment Configuration Control During
Availabilities”**

Luncheon Meeting

Thursday, April 17, 2008 (11:30 AM to 1 PM)

#1 Chinese Buffet, 7635 Granby Street

Norfolk, Virginia

Phone: (757) 423-8880

**Please RSVP by contacting our Membership Chairman, Mr. Charlie Littleton at clittleton@LCE.com or phone him at 757-857-1311 (4203) or Carl Lilieberg at 896-5335
NLT 4 PM Wed. 16 April 08.**

Please join us for a luncheon of great food, professional contact, and an informative logistics presentation. Spouses and guests, bosses and co-workers are welcome and you DO NOT need to be a SOLE member to attend!

Driving Directions: From 1-64 E through the HRT. Take the I-564 exit onto US 460W (Granby St/Naval Base). Take the left ramp to Granby. Turn right onto Granby and the restaurant is on your right after passing the railroad crossing. From 1-64 W: Take I-64W to VA 165-Little Creek Road off ramp onto Taussig Blvd. Turn left onto Granby St. and after crossing the railroad restaurant is on your right

How Healthy is Your Project?

(Reprinted from Defense AT&L, March-April 2008)

Wayne Turk

Is your project healthy, or does it have problems?

Do you have some niggling doubts that make you wonder if things could be better? Maybe there are latent “germs” just waiting to spring forth and sicken the project. The only way to tell is to have a project “physical.” The project physical—more properly known as the project management assessment—can help. Oh, it might be called a process review, project review, project audit, or some other title. But it isn’t the title that is important, only what is covered and how. It is related to, but not the same as, a CMM (capability maturity model) or CMMI (capability maturity model integration) audit, but they are narrower in scope and look only at whether there are processes in place and whether they are being followed.

What is a PM Assessment? The term means different things to different people. The title conjures up a picture of someone coming in to grade the project manager—which scares many PMs to death. Sure, that is a minor part of it, but it shouldn’t scare anyone. It’s just a review of what is being done throughout the project. The method could be an online survey, a printed questionnaire, interviews, an internal review, an external review, or some or all of the above. Let’s take a brief look at each and then discuss the pros and cons.

The **online survey** and **printed questionnaire** are similar in concept. A standard set of questions is answered by select members of the project staff. It is usually multiple choice but may consist of open-ended or gap-fill questions. The questions generally cover actions, processes, attitudes, adherence to the schedule, and similar areas. The survey doesn’t take long to fill out, but it really isn’t that deep.

The **internal review** is carried out by someone (or more than one person) on the current project staff. (Occasionally it might be a borrowed resource, but that is usually considered an external review.) The review consists of an analytic look at all or specified areas of the project. It may include a questionnaire or **interviews**.

The **external review** is normally done by an objective outsider who looks at the management, processes, products, or the whole project. It may use questionnaires and will certainly include interviews. The external review may be voluntary or directed from outside.

Why Have One?

Well, we can start at the top with the President’s Management Agenda for fiscal year 2002. President Bush called for “a bold strategy for improving the management and performance of the federal government. Government likes to begin things—to declare grand new programs and causes. But good beginnings are not the measure of success. What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises.”

The PM assessment—being results-driven—can help the project meet two of the three guiding principles of the President’s Management Agenda. It helps with the results and performance for a project.

A reality of life for today’s PMs is a tight budget. The operational costs of Iraq and Afghanistan and funding cuts for other reasons (disaster relief and border support, for example) have had a great impact on available dollars. You therefore need to ensure that projects are being run as efficiently and effectively as possible, getting the most out of each buck spent.

Those niggling doubts that were mentioned earlier are another reason for an assessment. While you think things are fine, there may be ways to improve. Project management, to repeat an old cliché, is an art, not a science. No one knows it all, and being caught up in daily crises, the project manager doesn’t always have the time to look at things deeply, thoughtfully, and objectively. Managers certainly want to resolve potential problems before they happen. A little help can’t hurt.

(Continued on page 6)

Project Health (Continued from Page 5)

Then there is the case of the project that already has problems. Yes, *all* projects have problems, but we are talking significant problems here. Managers need to resolve them and their underlying causes before it's too late. They also want to resolve potential problems before they happen, as mentioned earlier. Problems can kill a project (and a career). That is especially true of schedule and budget problems.

Occasionally, the assessment has been directed from above. Upper management may be doing reviews of some or all projects, and yours is one of the lucky ones. They are doing it to identify best practices and problems, look for area to consolidate or share resources, look for redundancies, and identify ways to cut costs. Don't be insulted, and don't take it personally. It's a chance to highlight the good things in the project. Of course, it also identifies areas for improvement. It's a time to learn.

And finally, the assessment may have been directed by an outside agency. Hopefully the project isn't in that category. Normally there is no joy in Mudville if Congress, the Government Accountability Office (GAO), or the inspector general (IG) has directed or is doing the assessment. It usually, but not always, means that someone thinks that there are major problems. Don't panic, which is the typical reaction. Again, it is a chance to highlight the good things and show that the problems aren't as great as perceived. Some process, action or methodology, within the project could even end up proclaimed a best practice and touted to the rest of DoD or the whole government.

According to Warren Suss, president of Suss Consulting, a company that performs PM assessments, "A good project management assessment will improve almost any project and can literally save a project that is in trouble. Of course that means implementing the recommendations. If the assessment is just shelf ware, the assessment was wasted effort."

What is the Best Methodology?

Surveys and questionnaires are a good start to an assessment. Bear in mind that there can be a problem with honesty. It may not be intentional, but people want to put the best light on what they do. It can be the same in an interview, although there is more flexibility with a face-to-face interview. Questionnaires are also limited in what they ask, how much they ask, and the understanding of the recipient. But they can and do identify some problems and potential problems, as well as good processes.

Internal reviews have their good and bad aspects. One of the best is that the reviewer(s) know the program and the people. They frequently know where the bodies are buried. They often have preconceived notions of what is wrong and what changes are needed. That's good if what they recommend is right, and bad if not. The other real problem is that sometimes they themselves may be a part of the problem or just can't see it because they are too close to it. Finally, there may also be some fear of retribution if problem areas are identified. All of that said, an internal review is, overall, a good thing.

A review by unbiased outside experts is usually the best idea. It could be voluntary (initiated by the project) or directed. The outside experts could be GAO, IG, contractors, experts from within upper management's chain, or borrowed resources. Having outside experts usually leads to the best assessment. They have no axe to grind and can be totally objective. They can look at the project with a fresh set of eyes, bringing in experience from other projects and seeing other (or the same) mistakes. On the bad side, review by the GAO or IG may lead to bad publicity or to someone being fired, but there is no choice if they come in. The final bad points are that the assessment can be relatively expensive when compared to an internal assessment or a survey, and it does impact the work staff to a certain degree for a short period. But the results can be worth it.

When and How?

The when for an assessment is almost any time. When the project is just getting started may not be the best because processes aren't all in place, staffing may not be complete, and the bugs in the project may not all be worked out. Toward the end of the project doesn't work too well either. It's too late. But any time in between is good. Once staffing is complete, processes are in place, and everything is moving forward, consider having an assessment done. That way, bad processes are not too ingrained, problems are still in their infancy, and there is time to fix any discovered issues.

What should the assessors look at? The more comprehensive the review, the better it is for the project. That way everything has been looked at and analyzed. What follows is a list of suggested areas for review. As you can see, they cover the full spectrum.

Requirements • Planning
 Documentation • Schedule
 Budget • Staff
 Other resources • Risk management
 Configuration management • Processes
 Overall management • Metrics
 Communication • Security
 Training • Contracting Technology
 Conflict and conflict management
 Any others specific to the project. (Continued on page 7)

(Continued from page 6)

Sometimes, for financial, time, resources, or other reasons, the assessors may look only at selected areas. While that is not optimum, it is a start and can be very helpful. That is especially true if certain areas have already been identified as having problems or needing improvements. Sometimes, you have to take what you can get.

The Outcome

When all is said and done, the assessors have peeked into all of the project's nooks and crannies, and they have had a chance to analyze the findings. The results should come back as a report, briefing, or both. Honesty and a complete reporting of problems are necessary, so don't get defensive. Accept the findings with an open mind. Some recommendations may not be possible to implement or may have to wait until a later date. Review and implement the recommendations as soon as possible.

Areas in the report should cover at least the following:

What was reviewed/analyzed?

Who was interviewed (not necessarily by name)?

Examples of any questionnaires or surveys

What documents were reviewed?

Identification of best practices and things done well

Identification of good processes in place

Identification of processes that need changing

Problems existing now

Potential problem areas

Improvements or changes that should/could be made

Recommendations for improvements/changes.

The final and most important outcome—implementation of changes to improve the project. Identifying those is what the assessment is for. Use it and reap the benefits.

Turk is an independent management consultant with Suss Consulting. A retired Air Force lieutenant colonel and defense contractor, he has supported information technology projects, policy development, and strategic planning projects for DoD, other federal agencies, and nonprofit organizations.

GHRC Executive Board Officers:

Carl Lilieberg 757-896-5335
Chairman

Charlie Littleton 757-857-1311(4203)
Membership Vice Chairman

Rick Treto 757-578-3338
Finance Vice Chairman

Lee Morris 757-464-5252
Education Vice Chairman

Dan McLaughlin 757- 462-4316 (365)
Administration Vice Chairman



Our March 20, 2008 Luncheon sets record for attendance!

Our Greater Hampton Roads Area Chapter of SOLE – The International Society of Logistics Monthly meeting held on Wednesday, March 20th at the Hampton Golden Palace Restaurant set a record for attendance. Even more significant is the fact that we had an even mix of logisticians from both south side and the Peninsula! Our speaker, Mr. Paul Ferree of Northrop Grumman/AMSEC, LLC gave a superb overview of Supportability Analysis for CVN Platforms and fielded a variety of questions. Paul highlighted new initiatives and processes critical to focusing on Life Cycle Management sustainability analysis and also how Performance Based Logistics methods fit into current and future system support processes.

This luncheon was a precursor to our next luncheon on 17 April which deals with “Ship Configuration Control During Availabilities” with Mike Grimes of Life Cycle Engineering as our featured speaker.

CALL FOR PAPERS



SOLE – The International Society of Logistics

presents

SOLE 2008

Logistics Transformation and the Global Economy

43rd Annual International Logistics Conference and Exhibition

Caribe Royale Orlando

Orlando, Florida

17 – 21 August 2008

Workshops: 17 - 18 August 2008

Conference: 19 - 21 August 2008

SOLE - The International Society of Logistics (SOLE) presents the 43rd Annual International Logistics Conference and Exhibition at the Caribe Royale Orlando, Orlando, Florida from 17-21 August 2008. Representatives from Government, Industry, Business and Academia will be in attendance.

With a conference theme of “**Logistics Transformation and the Global Economy,**” the symposium will, from both strategic and operational perspectives, horizontally examine the issues and relationships surrounding logistics transformation. Participants will focus on its role both as a driver of economic security within the global economy; and as a key enabler to the achievement of collaborative information exchange, human capital development, information transparency, asset visibility, industrial cohesiveness and productivity, penetrating global market share, technology capitalization, operating footprint maximization, inter/intra-enterprise integration, and globalization.

SOLE 2008 will offer paper presentation sessions that address all aspects of logistics and logistics transformation as an investment vehicle, from both a national and global perspective. If you are interested in submitting a paper for consideration, please submit an abstract by **15 April 2008**. If accepted for **SOLE 2008**, the paper must be submitted no later than **31 July 2008** – with the slide presentation to be submitted by **15 August 2008**. For additional information and submissions, please contact either *John (Jay) Erb, SOLE 2008 Deputy Chair*, at (703) 246-0756 or *SOLE Headquarters* at (301) 459-8446. Only electronic submissions will be accepted at john.erb@gdit.com.

Chapter Elections

Nominations for Chapter Management Committee:

If you would like to participate as a Management Committee Member, please send your reply indicating the position that you would like to self-nominate. Your willingness to self-nominate for one of these Management Committee positions will open doors to learn and share more about the topic of logistics with fellow SOLE Members, persons interested in becoming SOLE members and the Logistics Community of Hampton Roads. Your response can be sent to:

Chairman, Nominations and Elections Committee

GHRC-SOLE

c/o Life Cycle Engineering, Inc.
5301 Robin Hood Rd. Suite 108
Norfolk, VA 23513

Or Email to: CLittleton@LCE.com or CLittleton@GHRC-SOLE.org

Filling a Chapter Management Committee position also fulfills one of the requirements to be recognized as a SOLE Senior Member. The Elections and Nominating Committee will be accepting nominations up to 14 May 2008.

Elections will be held 16 - 30 June 2008, with the new Chapter Management Committee taking office on 1 October 2008.

If you would like more information please contact Charlie Littleton or Carl Lilieberg.

Greater Hampton
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District 02 Chapter 03

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We're On the Web!
www.ghrc-sole.org

Workshop Updates:

The two workshops that look closest to the formation are the RCM Level I/II Certification and the ICAPS Training session. The two workshops are still in the infancy stage of planning so please feel free to contact Charlie Littleton or Carl Lilieberg and let us know if you are interested. The chapter's web site will be posting more information as the plan develops.

SOLE Information

SOLE-The International Society of Logistics is a nonprofit professional society composed of individuals devoted to enhancing logistics technology, education, and management. For further information on SOLE or this chapter, contact any of the individuals listed on the front page of this newsletter.