Program Office Perspective on T&E

Collaboration Between Testers and Program Management: It’s Not Always Bad

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Topics

• Why do some program offices have poor relationships with T&E

• An example of a high-functioning relationship

• Factors that affected outcomes
Theory of Operations

- Pressure to perform can create adversarial relationship (Dosteler, 2009; Thorn, 2003)
- Balancing cost, schedule, and performance requires control
- T&E cannot guarantee outcomes so more control may be desired

• Each area affected when any one of the three variables change (Valle, 1999)

• Increased control means increased need for collaboration

• Increased collaboration allows one to better anticipate and adjust to changes (Staber & Sydow, 2002)


• Right and wrong way to collaborate
  – Metrics ≠ collaboration
  – Remember those outside the physical office
  – Accountability

• Culture affect project outcomes
  – Pervasive (good or bad)
  – Expectations
  – Collaboration/Isolation
  – Defining event may provide change opportunity
Operations

• Event occurred with CH-46E Helicopter
  – Loss of A/C
  – Phrog (H-46) to be around longer than expected
  – Required significant upgrades and thus a dedicated T&E capability
Operations (cont.)

- Re-establish dedicated T&E capability
- Innovation required given lack of personnel and capability resources
  - Engineering
  - Pilot
  - Aircraft
  - Logistics
  - Funding
Operations (Cont.)

- High expectations
  - Critical need
  - Fast turnaround
- Activated team (Walsh & Glynn, 2008)
- Momentum build

Lessons Learned

- Focusing event
- Good foundation
- Clear direction
  - No right/wrong answers – just data
  - Do what is right for the Marines in the field
Questions