



Fostering Partnerships in T&E and Acquisition

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 (Dostaler, 2009; Thorn, 2003)
- Balancing cost, schedule, and performance requires control
- T&E cannot guarantee outcomes so more control may be desired

Theory of Operations (Cont.)

- 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)

Valle, Matthew. 1999. Crisis, culture and charisma: The new leader's work in public organizations. *Public Personnel Management* 28 (2): 245-257.
Staber, Udo, and Jorg Sydow. 2002. Organizational adaptive capacity: A structuration perspective. *Journal of Management Inquiry* 11 (4): 408-424.

Theory of Operations (Cont.)

- Right and wrong way to collaborate
 - Metrics \neq collaboration
 - Remember those outside the physical office
 - Accountability
- Culture affect project outcomes (Andersen, Dysvik, & Vaagaasar, 2009)
 - 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

