



# Program Management and Facilities Engineering

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**The Program Manager's Course (PMT-401)**

**Improving acquisition outcomes . . .  
one graduate at a time**

# What I learned about PM vs FE

- As a CEC officer, I had been doing “program management” since I was an Ensign
- Concepts, principles, and macro processes are pretty much the same
  - Terminology is different
  - Dollar value may be higher
  - Decision points different



# What I learned (cont)

- Attracts a lot of attention
  - Lots of “help”
- Lots of stakeholders
  - Lots of rules and regulations
- High impact – to mission and others
- More about Leadership & Management
  - Technical is still important (and expected!)

# *What Makes a Good PM*



Program Executive Office, Ships

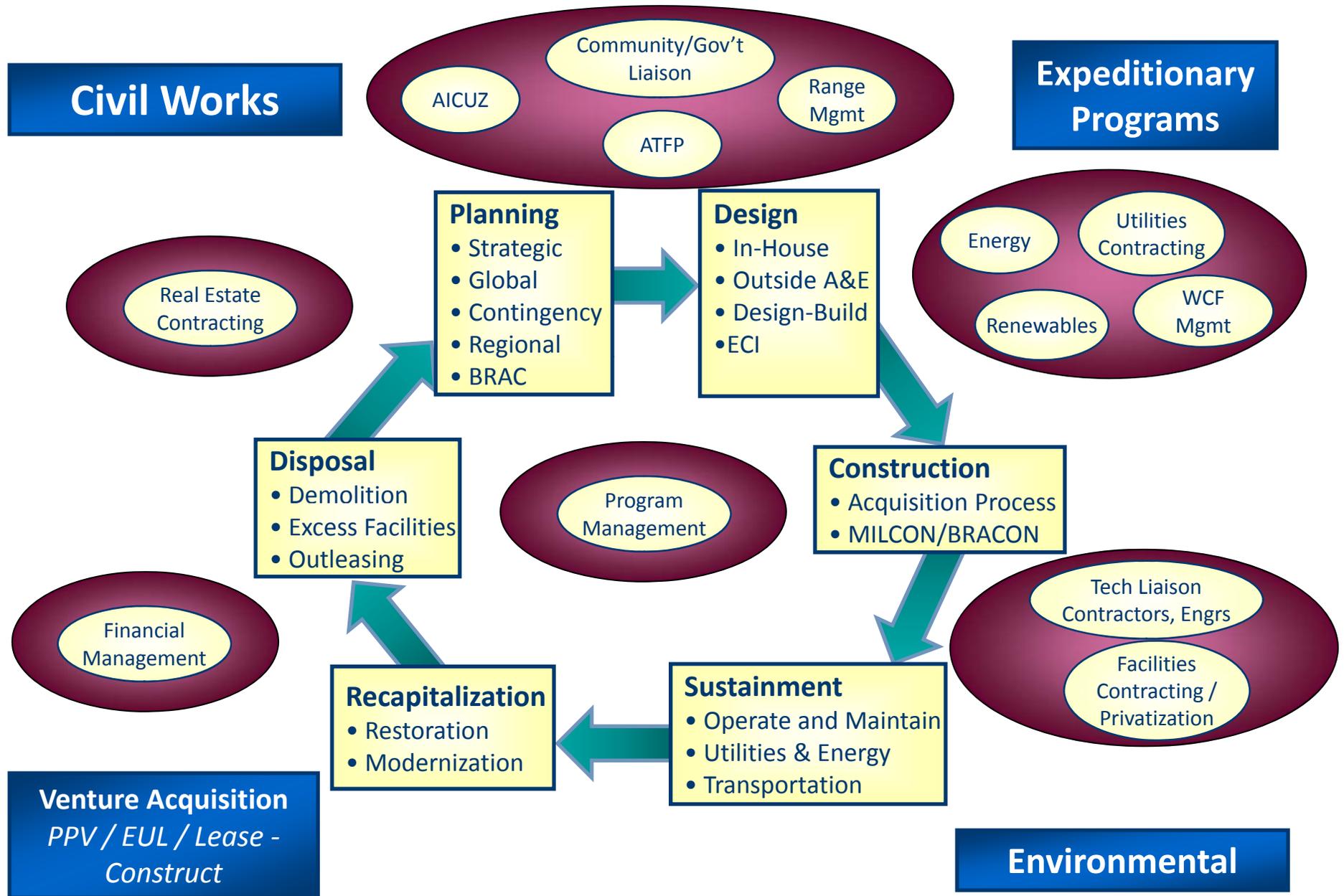
- Follow the Money – Know the numbers
- Know your contractors and how you can impact their performance
- Think Strategically
- Make your plans Bold, Decisive and Simple.
- Everyone Works for You – It is all about leadership
- Always be unflinchingly positive and forward leaning
- Celebrate your victories – even if you have to manufacture them
- Establish relationships during the good times – It will pay off when things get tough
- It is a partnership with the contractors – be an active, equal partner
- Stand up for your people and your decisions

**Your job is to superbly execute your program – Always know how you are doing and how you are going to do it better**

# What is “Program Management?”

- **Integrative.** Like PM, FE is about the integration of all the functions to deliver a capability
  - **Contracting**
  - **Funding**
  - **POM**
  - **Real Estate**
  - **Utilities**
  - **Environmental**
  - **Construction**
  - **Facilities Services**
  - **Technical**
  - **Engineering**
  - **Design**
  - **Planning**
  - **Transportation**
  - **Maintenance**
  - **Requirements**

# Facilities Engineering Lifecycle





# Functions Integrated in PMC

- Engineering & Systems Theory
- Financial Analysis
- Logistics
- Contracting/Control
- Accounting & ROI
- Lean Manufacturing
- Marketing
- Public Relations
- Systems Engineering
- Acquisition Initiatives
- Program Management
- Concept Formulation
- Spiral Development
- Testing
- Technology Insertion
- Critical, Creative, Strategic Thinking
- Investment Theory
- Partnering
- Information Technology
- Negotiation
- Law
- Dispute Resolution
- Self Awareness
- Acquisition Policy
- Team Building
- Transformation
- Simulation
- Research & Development
- Product Development
- Joint & International Management
- Life Cycle Cost
- Ethics
- Cost Accounting
- Leadership
- Problem Solving
- Integrated Product Teams

# Some thoughts to leave you with

- FE, like PM, is a contact sport
  - Relationships matter
  - Can't do it effectively by email
  - Can't do it effectively without electronic tools
- Engineer's delight
  - Problem-solving
  - But it's not all technical
  - Competing interests, expectations and requirements
  - People matter → Leadership
- Attracts a lot of attention
  - \$\$ & impact

# Final thought

- You are in or aspiring to senior positions
- Early in your career, you succeeded by doing things right
  - Make widgets
    - cost effectively **Cost, Schedule, Performance**
    - efficiently
    - quality
- Now you are expected to do the right things
  - Should we be making widgets?  
**Business & Leadership Skills**

**YOU ARE THE LEADERSHIP OF DOD  
ACQUISITION.**

**- YOUR LEGACY IS NOT HOW WELL YOUR  
PROGRAM DOES,  
BUT HOW MUCH YOU IMPROVE  
THE ABILITIES OF THE WARFIGHTER  
AND THE PEOPLE WHO WILL FOLLOW YOU**