

Performance Management Association
President's Report / History

22 March 1987

BACKGROUND The Performance Management Association's true start was at a meeting in my office at Perkin Elmer where a project management system vendor and my staff were discussing problems with the vendor's system being tested. I became irritated by the fact that even though several vendor's proclaimed that their systems supported C/SCSC, they all used different terminology, and implemented features of their systems in different ways. In my frustration, I made the comment that we ought to start a group to get all the industry and government users together with vendors and discuss how C/SCSC should be used, and try to get some standardization among vendors in their implementation of systems. After the meeting, we got to discussing this possibility and decided that we ought to investigate it further. We started attending Project Management Institute meetings, but found that their orientation was to the power and construction industry, not to the aerospace community. At the time, Perkin Elmer was not a member of NSIA, so we had no entry into their activities. Continued discussion led to my requesting my Director, J. B. Trattner, if the company would finance a meeting designed to investigate the reality of setting up a professional society. The request was approved, and we started contacting people around the industry and in the government to determine their interest. Enough interest was shown that we organized a two day meeting at the Marriott LaGuardia Hotel in New York in July 1985; Perkin Elmer financed the meeting, which included meals; the only cost to attendees was travel and lodging. About 100 people from government and industry attended. M. A. Cramer, the newly appointed Senior Vice president of Perkin Elmer's Government Systems Sector was the keynote speaker. He startled all of the attendees by using the example that the previous day he had fired two Vice Presidents for poor management of programs, to emphasize how important the use of tools like C/SCSC were in effective program execution. A number of attendees offered to give papers, which we bound into the proceeding of the conference, a tradition that continues. At this meeting, which I chaired, we invited people from the Institute for Cost Analysis (ICA), National Security Industrial Association (NSIA), and Project Management Institute (PMI) to address the issue of an organization devoted to the practitioners of C/SCSC; each of the individuals spoke in favor of affiliating with their organization. A discussion ensued in which the question of affiliation versus establishment of an independent professional society was raised, and voted on; the result was that the Performance Management Association (PMA) was established as an independent organization with the question of affiliation with another group deferred until the success of PMA could be judged at least two years out. The name of PMA was not decided at this time. The meeting was judged a success by the attendees, who appointed a temporary Board of Officers whose job it was to organize PMA formally.

FORMATION A mailing list was developed from the list of attendees at the July 1985 meeting, and these individuals were asked to provide the names of others as potential members. The first year was directed at growing the membership through a series of newsletter mailings. Bob Bailey, at that time of ESL, Inc., was asked to organize the next conference to be held in Santa Clara, California in February, 1986. I issued a call for papers, and selected the presentations and organized the agenda. The format was: the first morning was devoted to a welcoming speech, and keynote address by Robert Kemps of the Department of Energy, and a business meeting. Luncheon both days, and dinner the first day was included in the conference fee. The presentations were limited to one hour, and there were two presentations given simultaneously, so that attendees had the selection of which of two topics to attend. Of a total membership at the time of about 200, 100 attended this meeting, which was again judged to be very successful by the attendees. A discussion of what the organization should be named ensued, at which the name Project Management Association was selected. A nominating committee was set up, chaired by Ian Seeds of Batelle; at the election, held at this conference, the following were elected:

President	Frederick H. Marchionna
Executive Vice President	Anthony Caseria
Vice President, Finance	Robert Liotta
Vice President, Communications	Elaine DiLisio
Secretary	David W. Darlington
Eastern Regional Vice President	Donald Bryant
Central Regional Vice President	Thomas Hogan
Western Regional Vice President	Robert Bailey

To formally organize PMA, a Constitution committee was established, chaired by Mary Devon O'Brien, and consisting of Bob Liotta, Jack Tauber, and Herb Weisblatt. A detailed Constitution and By-laws was prepared by this committee for review at the 1987 Annual Conference.

Shortly after this conference, Elaine DiLisio accepted a new position with a company outside of the aerospace/defense industry, and resigned her position. Vince Pearce was asked to fill out the remaining term of office, and accepted. Vince was given a very tight schedule to start publishing a quarterly journal. Through an outstanding effort, Vince Pearce met his milestone, and has continued to do an outstanding job of publishing this journal, entitled IN CONTROL, each quarter. To assist in this publishing process, Vince requested that PMA purchase a Macintosh computer with appropriate software to help in his efforts to publish quarterly; this request was approved and of this date, the expense has been repaid in savings in typesetting costs by our printer. The computer is in Vince's possession as of April, 1988.

Regional Conferences - At the annual Executive Committee meeting held in conjunction with February 1986's Conference II, President Fred Marchionna asked that the regional VP's each organize quarterly regional conferences. These conferences were intended to enhance

PMA's information interchange activities by providing local forums for members in the region, act as a kind of "farm team system" to develop presentors and presentations for the Annual Conference, and start activities leading to the formation of local chapters. After much discussion, it was decided that quarterly regional meetings would be a goal, but that each region would hold a meeting once the first year. The first series of these were held in September and October, 1986, and again were well received. From these, efforts were initiated which resulted in the first local chapter being established in the Twin Cities (Minneapolis/St. Paul) area, closely followed by chapters in Boston, Washington DC, Mid-Ohio, and Los Angeles. Efforts are continuing to build this local chapter network, which is the foundation of PMA's future plans. Local chapters would rotate the hosting and planning of quarterly regional meetings in the future. The second series of successful regional meetings was held in September, October, 1987.

Conference III - Most of the planning was accomplished by President Marchionna, as Tony Caseria was heavily involved in a C/SCSC validation for his company. This meeting was held in the Sheraton National Hotel in Arlington VA, just outside of Washington DC. General Whitey Dreissnack was an outstanding and very well appreciated keynote speaker. Again, the meeting was judged to be successful by the attendees, numbering about 100. In conjunction with Conference III, a combined Board of Directors/Executive Committee meeting was held. Because the then current slate of officers was the first, President Fred Marchionna also acted as Chairman of the Board of Directors. The Board of Directors consisted of Robert Kemps, as the senior member, Mary Devon O'Brien and Herb Weisblatt of the Copnstitution Committee, and Fred Marchionna. At Conference III, Ray Canapini was selected as the Member at large by drawing, for a one year term. The plan is that after Conference IV, the Board of Directors will be enlarged, slowly and carefully, and act as a true independent Board. The Constitution and By-laws were presented to and accepted by the members attending, to be reviewed and voted upon by mail ballot for final approval. This was accepted as official in late 1987. Bob Bailey, Western Regional Vice President had to submit his resignation due to the pressures of a new position with Hexcel Corporation. Nancy Mehrmann, who started the successful Los Angeles Chapter agreed to step in and take over this position.

Conference IV - Because the burden of planning the annual conference was too much for President Fred Marchionna to carry alone, and because Executive Vice President Caseria was still tied up with his company's C/SCSC Validation, Fred decided to try to spread the burden by asking others to help organize the Annual Conference scheduled for Denver, Colorado in April, 1988. John Bronn and John O'Neil were asked and accepted the job of selecting the hotel to be used. After extensive survey of potential facilities, the Stouffer Concourse hotel was selected as the site for April 25, 26, and 27, 1988. One new feature added to Conference IV as an experiment was a vendor show, where vendors of various tools used to support Performance Management were invited to display their wares on Monday, April 25th; Herb Weisblatt organized this function. As of

this date, 12 vendors had signed up. After the Conference results are evaluated, a determination as to the continuance of this practice will be made. Susan Allen of JPL accepted the job of issuing the Call for Papers for Conference IV, and heading up the paper selection process. These two subcommittees provided much needed relief to President Fred Marchionna; I recommend that this practice of spreading out the workload among the members be continued and expanded. The terms of all officers expired with this conference, so this would be the first election held under the Constitution and By-Laws. The Nominations Committee, again chaired by Ian Seeds, came up with a complete slate of officers, with the only competition being for President. Unfortunately, one member pointed out that the way the ballots were being handled violated the process decreed by the Constitution and By-laws. The Constitution committee (Mary Devon O'Brien and Herb Weisblatt) were asked to rule on whether the process was legal, and ruled that the election process would have to be followed to the letter, including sufficient time for members to petition to be on the ballot. This process was put in place, and the election process re-started, with the result that the official annual business meeting was not able to be held in conjunction with Conference IV in April, 1988. The announcement of election results and the official transfer of responsibility to the new officers is now scheduled for late June, 1988.

Another innovation to be tried at Conference IV was to hold the business meetings during the lunch period, to permit more papers to be presented at the conference. Again, post conference evaluation will determine if this practice should be continued. As of April, 1988, PMA has 550 members, with more being added monthly. With the planned proliferation of local chapters, continuation of regional meetings, it is my hope that PMA will have at least 1000 members by the time Conference V is held.



Fred Marchionna
Chairman of Board, President

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John Bronn (John Bronn Assoc.) both coordinated arrangements for and presented at PMA Annual Conference IV



Bob Kemps (DoE) held a workshop on the basics of C/SCSC at PMA Annual Conference IV