

PURPOSE AND OBJECTIVE OF THE NTDC/INDUSTRY CONFERENCE

Dr. H. H. Wolff
Technical Director

Welcome to the Naval Training Device Center/Industry Conference. We at the Naval Training Device Center have been looking forward for quite some time to meet with you and discuss with you mutual problems that relate to the procurement of training devices on a broad, general basis rather than to discuss individually with you detailed problems as they confront us from day to day in specific procurements.

Though such an idea of meeting and discussing general problems with the industry has been simmering here at NTDC for quite some time, it was only early this year, when Captain Dunn of DCNO-AIR suggested a meeting of this kind, that we decided to put an all-out effort on arranging such a conference.

While the initial suggestion was a meeting concerned with the delivery of trainers for the air warfare program, we felt that this conference should cover the whole program NTDC is involved in and that we should have the whole trainer industry participate in this conference.

I am sure that all of you will agree with me that a close cooperation between the vendor and customer, trainer industry and NTDC, and a mutual understanding and appreciation of each other's problems is necessary if the trainer industry wants to stay in business, which is obviously only possible if the Government is a completely satisfied customer.

If this conference shall fulfill its purpose, it is necessary that we exchange our ideas and present our problems with complete frankness, without hesitancy. The presentations made by NTDC personnel reflect the opinions of the individuals and since we have not censored any of the presentations, you may find, occasionally, contradicting thoughts expressed. It may happen that I will be just as much surprised as you may be at one occasion or another, but if we would have a definitive solution for all our problems, there would not have been a need for such a conference.

NTDC's management gave to NTDC personnel, as I mentioned before, freedom to express their thinking, and we hope that you ladies and gentlemen of the industry will do likewise.

In order to give industry's thinking sufficient space in this conference, we have invited you to present papers relating to the development, procurement and support of training devices and systems. We have also tried to find out from you what areas you would want to discuss and we have asked for your comments and suggestions for any additional items to the program we had outlined tentatively.

Ladies and Gentlemen, we have made every attempt to satisfy your desires both by the papers that will be presented and by discussion periods that follow each part of the program. We feel, furthermore, that a general panel discussion will allow us to tie together the many aspects of development, production, procurement and support problems. To make this general panel discussion on Thursday afternoon fruitful, I invite you to submit questions and subjects you would like to see discussed (on 3 x 5" cards, if possible, please; they are available in the foyer).

A few years ago it became evident that it would be necessary to make considerable changes in our procurement cycle philosophy if we wanted to meet the needs of the fleet in every respect. Some of these changes have taken place during the last few years. Some are in the process of being introduced but beyond that we will have to continue to improve our procurement system. At the same time, we have to assure sufficient flexibility to be able to adjust our procurement cycle to the continuously changing circumstances. Only then can we ascertain that we will be always in a position to determine

requirements with sufficient accuracy and early enough to develop and produce trainers in a timely manner in satisfactory quality, and at a reasonable cost. Only then will we be able to take the responsibility for training systems from the "cradle to the grave".

To achieve our goal of perfection we have gone through major changes in our own organization, since Captain Sloatman came on board.

One of these is a reorganization of the Engineering Directorate, which has received a broader basis such that the Department Heads have now a much better control over the programs under their cognizance than they had two years ago. The introduction of the Project Manager principle allows us to pursue top priority programs without delay.

Another change is a complete reorganization of the Maintenance Engineering and Support Directorate, which had to take over a considerable additional workload as the consequence of the CTS-GTS Conversion Program.

This expansion of our Maintenance Engineering and Support Directorate enables us to insure that training equipment and systems are available when needed and that equipment can be kept current with operational equipment on a short notice.

I would like to mention also the establishment of the Plans and Programs Directorate, which is the out-growth of reorganizational changes in the Plans and Programs and the Requirements Departments. The establishment of the Plans and Programs Directorate will result in a considerably increased effectiveness in our all-encompassing short and long range planning.

This overall reorganization has broadened the basis of top management such that all areas of prime importance to the Naval Training Device Center are controlled directly by high level personnel. The end result is that NTDC is today a much stronger organization than it has been in the past, and it is visibly gaining strength every day. All these facts make it much easier for the contractor to deal with us, for the operational principles and the operation philosophy of NTDC have become better defined and will be better understood by everyone concerned.

Development of training equipment and systems pose technical problems that are unlike those associated with the development of the operational items. For almost always, the trainer has to precede the operational equipment in the field. This requires the Center/Industry team to acquire data on the operational equipment prior to its design freeze and to keep data and design of equipment updated until the trainer is turned over to the fleet. NTDC's and Industry's job does not stop there. The design of the equipment must be such that further changes in the characteristics of the operational equipment can be introduced into the trainer in an expeditious manner. For it is extremely important that the trainer is continuously updated to reflect the changes in the operational equipment.

I hope that this conference will give to industry some aspects of the overall program cycle in the procurement of training devices. We plan to develop this cycle during this conference from the planning, through the procurement, to the maintenance engineering and support.

In order to give industry the opportunity to exchange their views with the Center we have arranged the program such, that after each major portion of the program there will be time for discussion. It is most important that industry representatives as well as the various military commands present and members of the technical groups of the Center identify and define their problem areas so that we can try to find solutions for these problems.

I repeat for your information: Copies of all papers presented during the next three days will be mailed to your offices after the conference so that you can go over the presentations made and discuss the changes that are taking place here at the

Naval Training Device Center with your own organization.

Gentlemen, I cannot over-emphasize the importance of fair, unbiased, and calm exchange of thoughts among representatives of Industry, the supplier; of the military commands represented, the user; and of NTDC, the procurement agency.

When I looked over the printed program I found to my amazement, that no one had made the problem of quality of training devices the main topic of his presentation and since I feel that we should not part without having looked at it, I decided to give you before the general panel discussion on Thursday afternoon, as an unadvertised special, some of my thoughts about reliability problems in training devices and systems.

Thank you for your attention.

THE NTDC PROGRAM CYCLE

Mr. E. X. Blaschka
Head, Program Control Department

A new word was introduced to the Department of Defense jargon only five years ago to describe a different planning/budgeting system. Today, it is impossible to discuss the Department of Defense planning/budgeting system without using this particular word again and again either as a noun, as a verb or as an adjective. This one word has expanded into a descriptive vocabulary without which we would be unable to communicate our thoughts relative to the Defense Budget process. This key word in our vocabulary is the word - PROGRAM. We use this word in so many descriptive ways - PROGRAMMING, PROGRAMMED, PROGRAM CALL, PROGRAM CHANGE REQUESTS, PROGRAM ELEMENTS, PROGRAM OBJECTIVES, PROGRAM PACKAGE, PROGRAM DIRECTOR, PROGRAM MANAGER, PROGRAM SPONSOR and PROGRAM CYCLE which is the topic of my address to you today.

How did the word "PROGRAM" become part and parcel of our planning/budgeting vocabulary? All stories must have a beginning - this one began when Secretary of Defense Robert S. McNamara and his comptroller, Charles J. Hitch, were resolved in 1961 to create something entirely new in the Pentagon: orderly procedures for translating strategic objectives into budgets. Hitch, who had been the Rand Corporation's chief economist, proposed a "programming system", in which military plans were divided into broad "program packages" (e.g. strategic retaliatory forces, continental defense forces, airlift and sealift forces, research and development), when subdivided into hundreds of "program elements" (e.g. the Fleet Ballistic Missile System, VTOL Aircraft, Marine Divisions, and Recruit Training) are typical program elements. The plan was to be kept five years ahead; thus each year's set of programs was, in effect, only the first slice - out of a five year plan. This DOD Programming System was introduced in the Spring of 1961 for application to the development of the FY 1963 budget. This new planning - programming - budgeting system is a noteworthy systematic procedure for translating strategic requirements into budgetary requests - something that had not been accomplished during the previous thirteen (13) years in DOD despite the ministrations of some of the most highly regarded professional managers in the U.S. What happened each year, according to Comptroller Hitch, was "a process of bargaining among officials and groups having diverse strengths, aims, convictions and responsibilities." It would be hard to argue that the new planning - programming - budgeting system is not a great deal more rational.

What is this thing called a "program"? There are three definitions. First, a "program" is a plan or scheme of action designed for the accomplishment of a definite