



JOHN DAVID DRIESSNACK

OLDE STONE CONSULTING, LLC

SECRET (PRIOR TS/SCI LIFE STYLE POLY)

Background Summary

John is a nationally known expert in Systems and Portfolio/Program/Project management and controls in the federal government, within and outside the Department of Defense (DoD) acquisition environment.

Professor Driessnack's consulting, writing, and lecturing has most recently focused in the areas of:

Federal Government Portfolio/Program Management, leadership and strategic strategy and change within complex, high-hazard endeavors. He recently completed, as the principle author, a strategic review of one of the largest federal health organization. He runs a cohort seminar series for senior acquisition professionals for another larger health related federal organization, while being one of the senior technical leads and facilitators for another cohortbased leadership program for the largest federal program. His most recent focus has been on team structures and expansion of the Integrated Product and Process Development (IPPD) and Integrated Product Team (IPT) concepts. He has taught the advance cost class in the master's program at NPS and developing videos for DAU (see list below). He has served as a Course Manager at Defense Acquisition University and American University as well as editor of Defense Acquisition Universities Acquisition Review Quarterly special edition on Risk Management, and was the founding editor of DAU's online Risk Community of Practice. A contributor to numerous government and industry guides and papers, and past chairperson for several National Defense Industry Association working groups. John was an original member of GAO's expert group which resulted in GAO-09-3SP guide and recently was a contributing author to The Guide to Lean Enablers for Managing Engineering Programs. He was a subject matter expert for the Section 809 Panel and on the PMI Core committee writing the ANSI standard for Earned Value Management. John continues a wide range of consulting, lectures, and research focused on complex systems management and control as well as team structures.

Background includes experience as a military officer on six major (ACAT1D) Aircraft, IT and Intelligence program(s), including PM on joint ACAT 1D Global Broadcast System. Within industry his experience includes Managing Director of senior consulting groups, researcher in economics of portfolio/program controls and industry structure, and instructor along with curriculum/program development and administration experience at American University's Key Executive Leadership Program, Defense Acquisition University (DAU), Naval Post Graduate School (NPS), and industry professional groups and companies. John's work over the past 15 years has included Federal Agencies including FAA, CMS, NASA, FRTIB, SBA, as well with numerous DoD/Intelligence services/agencies on federal and industry efforts. He most recently has been providing support to the Section 809 Panel with his portfolio management expertise.

Educated as an Industrial Engineer and Economist, John earned senior level qualification of defense program manager, acquisition logistician, and financial manager (DAWIA level IIIs) as well as industry certifications from Project Management Institute (PMI PMP and PfPM), International Cost Estimating and Analysis Association (ICEAA), and ScrumAlliance (CSM). He was selected as a Lt Colonel to lead the Defense Joint Global Broadcast System (GBS) major IT/Space program out of breach status, which he rebaselined and lead to successful deliveries within 18 months. Selected as a professor at Defense Acquisition University, John was lead instructor for DAU's new senior program management course (PMT-352) and was appointed to teach at the Defense Systems Management School for executive officers and senior civilian staff, including writing and teaching numerous cases (ACQ-401). He returned as an intermittent DAU professor in Jun 2015 with a focus on bringing quantitative analysis into the executive school. Since retiring from the Air Force, he's run senior consulting groups building diverse teams of nationally known experts to address a wide variety of program challenges. During this period John completed PhD course (but not a PhD) work in economics at George Mason University, conducting research that brought George Mason's Nobel Prize winning James Buchanan and Vernon Smith, as well as others' research into a new approach, resulting in several published papers and a process (US Patent Pending 2012/0215574 A1) for quantitative and qualitative analysis and assessment of program Challenges, Resources, Evaluation, Schedule, and Technical (CREST) performance data.

John lives with his wife of over 30 plus years on their 40-acre orchard/farm in Loudoun County Virginia. His 6 children have started their own careers and families. He enjoys developing the orchard growing dwarf fruit trees and restoring his two Willy's jeeps.

Education

Coursework for PhD (no PhD), George Mason University, Fairfax, VA, Economics, 2002-2006

MS, Wright State University, Dayton, OH, Economics, 1992

BS, Penn State University, State College, PA, Industrial Engineering, 1983

Video Examples

- ◆ [Driessnack - CAIRO/CREST \(3 videos\)](#)

1st Video - Professor John Driessnack introduces his two mnemonics, CAIRO (constraints, assumptions, issues, risks and opportunities) and CREST (Challenges, Resources, Evaluation, Schedule, Technical). He uses these mnemonics to help him assess and manage at all levels of programs, projects, and control accounts.

2nd Video - Professor John Driessnack discusses his experiences over the past 40 years how the mnemonics CAIRO (constraints, assumptions, issues, risks and opportunities) and CREST (Challenges, Resources, Evaluation, Schedule, Technical) were developed and why.

3rd Video - Professor John Driessnack discussed how he implements the concepts of CAIRO (constraints, assumptions, issues, risks and opportunities) and CREST (Challenges, Resources, Evaluation, Schedule, Technical) across program, projects, and control accounts.

Work Experience

Defense Systems Management College (DAU) June 2015 – Present

John returned to Defense Acquisition University's Defense Systems Management College in Jun 2015 as an intermediate Professor. He is the Learning Asset Manager (LAM) for the PEO AICS and PAINS simulation, an up to today complex simulation for senior leadership training. He support Mission Assist efforts at F-35, Distributed Common Ground System (DCGS-A) among other programs. He helped create the DAU DAG Dialog video series. He most recently has specializes in team structures and dynamics with his currently work on an update to the DoD IPPD Handbook and general discussion about Integrated Product Teams (IPTs).

Olde Stone Consulting, LLC January 2014 – Present

John started Olde Stone Consulting (OSC) in February 2014 as a Veteran owned sole proprietorship with the vision of providing "gray beard" mentors to help teams solve challenges through "leading from the side." The goal is to not to move in on an organization, but to visit and provide key assistance in critical areas that have powerful impact on the challenges. OSC usually supplements existing teams and helps them to get to a tipping point for substantial change. Engagements are usually for more than a year, part time, and include training.

American University Key Executive Leadership Program May 2008 – Present

John joined the Key program at A as a Professorial Lecturer upon the executive director's request to develop a senior level FAC P/PM cohort program. The program, one of a few verified a compliant by the Federal Acquisition Institute, ran successfully from 2008 to 2013. John continues lecturing at Key's programs, most recently in the DHS TSA leadership program. He also teaches a Project Management course at the master level.

Management Concepts April 2011 – January 2014

Vice President, Center for Systems Management

John joined Management Concepts in April 2011 as the portfolio manager of FAC-P/PM curriculum. John quickly enhanced the MC training program at Entry and Mid-level by reviewing each course and linking and updating course material to the most current federal policies and environment. He also completed the development of the MC 16 day version of the AU Key Senior Program Management Certificate program. In fall 2011, John was also assigned as the Director of Executive consulting for Project and Program Management. He jump started efforts with an Earned Value Management System assessment for a major Defense Contractor and is currently working with leading industry program management tool vendors. In Spring 2012 John was assigned to run the management consulting efforts for all of Management Concepts. In 2013, John

was assigned as the Vice President for the Center for Systems Management, an emerging new division of Management Concepts.

MCR

August 2004 - April 2011

Senior Director, Project Solutions Group

John led the company's Integrated Program Management Solutions Group. He worked consulting efforts and workshops for Industry, Federal Agencies, including clients in DoD, Federal Aviation Administration (FAA), Intel programs, Raytheon, Northrop, SRA, and as well as several small firms and other federal agencies. His efforts concentrate on improving customers' integrated portfolio and program management processes through creative solutions. Mr. Driessnack has provided support to both OSD ARA and OSD CAIG on the implementation of advanced Earned Value techniques for improved situational awareness of major portfolios and programs. He has participated in the DUSD(S&T) and DASD (C3 & Space & Spectrum) Defense Support Teams as well as conducted numerous portfolio and program assessments for various customers. He led a multi-government and contractor team in the first successful program-wide Earned Value implementations at the FAA on both the Surveillance Broadcast System (SBS) and System Wide Information Management (SWIM) programs. His team's effort resulted in the only "fully compliant" GAO (GAO-08-756) assessment for FAA programs. His support ranged from providing personnel one-on-one lecture for the Component Acquisition Executive (CAE) and Defense Information Systems Agency (DISA) Commander, to mentoring a group of young officers at Space and Missile Center, to overseeing various implementations of management processes across industry and government.

His intellectual focus has been improving transparency in portfolio and programs through the linkage of quantitative methods across Cost, Risk, Earned value, Schedule and Technical performance (CREST). His concept of linking analysis has been captured in Linked CREST Assessment and Analysis methodology. He has been asked to present papers and teaches on various topics at various Economics, Society for Cost Estimation and Analysis (SCEA), and Program Management Institute (PMI) related conferences as well as at various industry forums, including Aviation Week Management Forum on Risk Management. He has co-chaired NDIA PMSC's joint Industry/Government Risk Management Working Group.

Defense Acquisition University

June 2001 – August 2004

Professor

John efforts at DAU included instructing a broad range of mid-level and senior acquisition management courses at Defense Acquisition University (DAU). He became the University's expert on acquisition policy, risk management, and integrated control tools and was the first to offer the PM Tools (PMT-250) course to integrated product teams (IPTs) in a live, rather than online, format. The System Program Director considered the effort highly successful. Mr. Driessnack was selected lead instructor for the first section of a new program office course (PMT-352). He was the case writer and facilitator in PMT-401 case based, senior PM course. He conducted over half of the introductory sessions for one-on-one training of Generals and Senior Executive Service personnel. He was the principle instructor for all executive courses on

Acquisition Policy and Risk Management. Mr. Driessnack was the senior editor for program management and risk areas on Knowledge Management Community of Practice web-based collaboration tools. He Conducted research on two DAU approved topics involving major program oversight processes and defense industry efficiencies. He supported various consulting efforts, including OSD Industrial Policy “story board” efforts, National Defense Industry Association Earned Value/Risk integration project, and Missile Defense Agency senior working group. The University President stated on John’s last evaluation, “One of DAU’s best, razor sharp and ready to run another ACAT ID program.”

Global Broadcast System, Joint Program Office February 2000 – June 2001

Senior Program Manager

John managed a \$735M joint Global Broadcast System communications portfolio of programs. He led 11 officers, 14 civilians, and 51 contractor personnel during transition of program from Los Angeles AFB to Hanscom AFB. The portfolio had breached its baseline schedule and was being considered for cancellation by the Senior Acquisition Executive. John rebaselined the program over a 9 month period. The Commander assessed Mr. Driessnack’s performance during this transition period as “visionary-adroitly restructured a complex contract to give users incremental functionality for the best costs. Team builder/mentor, he took a 50% smaller team and still delivered well ahead of schedule—amazing results.” John rapidly assessed the flaws in the portfolio structure, identified and isolated the various complex issues and overcame each obstacle with a new team that was more junior and less experienced. During this period, the team operated three uplinks in Sicily, Hawaii and Virginia and broadcasted data and video worldwide in various operations improving the service each month. He orchestrated efforts to better define network interfaces and security protection procedures as well as developed concepts and laid out executable plan to redeploy software onto common combat servers reducing logistics burdens and overall costs. He ran the portfolio’s Integrated IPT and briefed the Overarching IPT (O-IPT), OSD/C3I, and numerous other senior executives on the rebaselining plan. The effort required close coordination with operational users and relentless attention to detail to obtain two Joint Requirement Oversight Council (JROC) memos allowing for incremental deliveries and spiral development of the system. The Center Commander noted John’s performance as an “Unstoppable force [that] consistently overcomes all obstacles.”

US Air Force October 1983 – January 2000

Mr. Driessnack held various leadership positions: Lead programmer for Electronic System Center, responsible for portfolio resource (POM) development for over \$4 billion annual operation; Chief Financial Officer for Global Combat Support System (GCSS), responsible for day to day operations of half billion dollar annual budget and established POM estimates for integrated AF logistics systems valued at over \$8 billion; Chief of the Program Control Division at Air Weather Service, supported acquisition and logistics of weather systems for Army and AF field operations world-wide; Deputy Program Manager for Logistics on V-22 at Naval Air Systems Command, supported the design phase of the V-22; Deputy Program Manager for Logistics on Airborne Self Protection Jammer (ASPJ) at Naval Air Systems Command, supported transition to production; Chief of Technology Transfusion Information Branch; AF Coordinating Officer for Logistics

Research ran AF Blue Two visit program and developed various technical publications; Program Manager for Automatic Test Equipment (ATE) which included the Depot Automatic Test System for Avionic (DATSA) in support of B-1B and various older aircraft avionic systems.

Security Clearance

Secret (held by DAU as DoD employee) Note: TS/SCI Lifestyle polygraph expired Jan 2015

Specialized Training

- ◆ Several Defense Acquisition University Faculty courses, including Consulting and Case Facilitation/Writing, 2001-2003
 - ◆ James Buchanan Public Choice Workshop, George Mason University, 2002
 - ◆ Certificate in Myers Briggs (MBTI) Instrument, 2001
 - ◆ Society of Cost Estimating and Analysis, Cost Estimating and Analysis certificate, 1997
 - ◆ DAU Advance Program Management Course, 1996
 - ◆ Program Management Institute, Project Management Professional (PMP) certificate, 1996; Portfolio Management Professional (PfMP) certificate, 2014
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Honors and Memberships

Mr. Driessnack was awarded several Defense Acquisition Workforce Improvement Act (DAWIA) certificates to include Level III for Program Management (1994), Acquisition Logistics (1994), Financial Management (1998) and Level II for Information Technology (old Comm-Computer) (1996). He is a member of the Society of Cost Estimating and Analysis (SCEA) and was awarded their certificate, Cost Estimating and Analysis, in 1997. A member of Program Management Institute, he was awarded their certificate, PM Professional (PMP) in 1996, Portfolio Management Professional (PfMP) in 2014

Publications

- ◆ Mahon, Charles R, Driessnack, John D., “Winning in the 21st Century, Command by Negation within a Portfolio, Program, Project Structure, A Point Paper to the Section 809 Panel,” Project Management Institute Acquisition Point Paper, September 2017
- ◆ Driessnack, John D., “Time to Update OMB Capital Programming Guidance,” Project Management Institute White Paper, February 2017
- ◆ Driessnack, John D., “Using PMI Standards Framework to Improve U.S Federal Government Capital Investment Outcomes,” Project Management Institute White Paper, March 2015
- ◆ *The Guide to Lean Enablers for Managing Engineering Programs*; Oehmen, Josef; Oppenheim, Bohdan W.; Secor, Deborah; Norman, Eric; Rebentisch, Eric; Sopko, Joseph A.; Steuber, Marc; Dove, Rick; Moghaddam, Kambiz; McNeal, Steve; Bowie, Mark; Ben-Daya, Mohamed; Altman, Wolf; Driessnack, John; Joint MIT-PMI-INCOSE Community of Practice on Lean in Program Management, May 2012

- ◆ King, David R, Driessnack, John D. Analysis of Competition in the Defense Industrial Base: An F/A-22 Case Study, Contemporary Economic Policy. Volume 25, Issue 1, January 2007.
- ◆ Driessnack, John D., Evans, Brian M., “Most-Likely Sum, Not Likely the Most-Likely.” The Measurable News, Fall 2006, 10-13.
- ◆ Driessnack, John D., 2004 “US Military-Industrial Complex Transactional Cost Analysis integrated with Public Choice tenants: Air Force Tanker Lease Case Study, “Western Economics Association International 79th Annual Conference, July 2004, Vancouver, Canada.
- ◆ King, David. Driessnack, John D., 2004 “Competition and the Defense Industrial Base: An F/A-22 Case Study, Western Economics Association International 79th Annual Conference, July 2004, Vancouver, Canada.
- ◆ Editor, Acquisition Review Quarterly, Edition 33, Spring 2003, Special Edition on Risk Management, including the introductory article.
- ◆ Driessnack, John D., 2003 “A New Institutional Economics view of the Consolidation of United States Defense Firms: An Initial Look,” Institutions and Change 7th Annual Conference, Sept 2003, Budapest, Hungary.
- ◆ Driessnack, John D., King, David., “An Initial Look at Technology and Institutions on Defense”
- ◆ “Industry Consolidation.” Acquisition Review Quarterly, 33(1), 2004, 62-77.

Conference Presentations

John has spoken and/or taught at these and other conferences/events over the past 15 years. Events included:

- ◆ PMI PMO Symoisum
- ◆ PMI College of Performance Management (CPM) annual conferences
- ◆ NDIA/PMI/SCEA Integrated Program Management annual conferences
- ◆ BAE Program Management Conference, Nashua NH
- ◆ Society of Cost Estimators annual conferences
- ◆ Aviation Week workshop on Risk Management
- ◆ Strategic Thought Active Risk Managers user’s conference
- ◆ PMI Risk Sig annual conference
- ◆ Naval Post Graduate Acquisition Research Conference
- ◆ Western Economics annual conference