

Meet the DoD AT&L Workforce

Jenna Noble

Chief, Program Control
PEO-STS
Defense Information Systems
Agency



What does your job entail?

As the program control officer for the director of the Program Executive Officer for SATCOM, Teleport and Services, Defense Information Systems Agency, I support the PEO-STS portfolio of systems by standardizing and streamlining acquisition reporting mechanisms to effectively advocate for assigned programs with the PEO and throughout DISA. I also keep the PEO apprised of cost, schedule, and performance changes within the PEO and assigned programs. In addition, I develop and implement reporting initiatives in the areas of contract management and budgeting.

What do you find most fulfilling about your job?

The opportunity to build a PEO acquisition management function that is truly value-added to the portfolio of program offices and initiatives supported by the PEO-STS.

And what do you find most frustrating?

The most frustrating aspect of my job is crafting that effective "sound byte" that will validate the work that the PMs and the PEO staff are doing and ensure sufficient resourcing support.

What do you think makes you successful at what you do?

I think it's a combination of dogged determination, creative solutions to complicated problems, and the great people with whom I work.

What are your interests and pastimes when you're not at work?

I have many. They include reading mystery novels; making beaded jewelry; playing Sudoku to keep my mind alert; music (listening and performing); attending movies and Broadway musicals; and keeping up with what is happening in the aftermath of Hurricanes Katrina and Rita, particularly in the New Orleans area because I lived in New Orleans for four years.

Do you have an employee you'd like to see recognized in "Meet the DoD AT&L Workforce"? See page 74 for submission instructions.

the greater the likelihood that a thorough quantitative assessment will be required.

Establish an Implementation Plan

Planning is essential to a successful project and an inherent responsibility of any IPT. This axiom applies to the pursuit of an opportunity as well. Planning cannot be limited only to a primary plan but must also include a secondary or fall-back plan. It is during this stage that the following determinations/recommendations are made:

- How will you capture the opportunity in question?
- Who is most capable of implementing the opportunity once it is captured?
- What is the impact of disregarding a positive risk the program might desire to leverage?
- What strategy is best suited for taking advantage of the opportunity: exploit it, share it, enhance it, or accept it?

In our first article, we compared and contrasted an opportunity-response strategy to a risk-management strategy. You may recall that we acknowledged as a best practice four strategies for handling opportunities from the *PMBOK (Project Management Book of Knowledge)*: exploit it; share it; enhance it; or accept it.

An exploiting strategy would be the approach taken if a program wishes to pursue an opportunity and ensure its realization. A sharing strategy would be the approach taken if a program needs to shift the ownership of the opportunity to another element of the organization or an external resource because they are better suited to achieving the benefits. An enhancing strategy would be the approach taken if a program desires to maximize its key drivers, thereby increasing the probability that the opportunity will be realized and/or increasing the positive impact (i.e., the benefit) of the opportunity that will be achieved. An accepting strategy would dictate no significant efforts on the program's part to pursue the achievement of the opportunity since the positive impact is very limited.

Validate all Assessments and Plans

This step is the responsibility of the oversight committee, which can be chaired by the PM, the assistant PM, or a designated representative. After an area has been identified and assessed and a handling strategy has been established, all aspects of the proposed approach are validated by the PM. All major programs have existing risk management boards whose role it is to oversee the conduct of risk management for the program team. A theme that we have emphasized in this article is that you consider leveraging your existing risk management program to support your opportunity management program. We urge you to develop your opportunity management plans and strategies and validate them against your risk management construct already in place. There are opportu-