Developed in 2004, the Program Excellence initiative was designed to honor programs and projects, their leaders and their teams for going beyond meeting requirements to exemplify the best in value creation, leadership, adapting to complexity and executing with excellence as evidenced by metrics that gauge the program’s goals.

The goal of this initiative is to recognize and promote program excellence in terms of performance, but also to identify lessons learned and best practices that will be shared broadly within the aerospace and defense community. ***By taking part in the submission process, nominees agree to be part of this program to share information.***

**Framework**

The criteria for this award are based on the best elements of program/project leadership excellence programs developed by the Strategic Project Leadership Program of the Technological Leadership Institute, the NIST Malcolm Baldrige National Quality Awards, and the NASA/USRA Center for Program/Project Management Research.

The award will examine four critical areas according to the following framework:

Within this framework, the 2016 awards process will focus on areas identified as key issues for the industry and that will be the focus of the Program Excellence Best Practices Seminars:

1. Reducing development cycle time compared with similar efforts or less than plan
2. Breaking the cost/learning curve
3. Integrating best practices into existing culture

Please keep these three issues in mind as you respond to the Phase I and Phase II applications.

Aviation Week and the Evaluation Team will determine finalists and winners by scoring your response to the Phase I and Phase II application forms. The winner(s) will be featured in *Aviation Week & Space Technology* and at [www.AviationWeek.com](http://www.AviationWeek.com), as well as honored at the annual Aviation Week Program Management Symposium and banquet to be held October 26, 2016 in Phoenix, Arizona.

Entries will be evaluated on the basis of performance for the ***previous 36 months***.

Nominations are encouraged from commercial aerospace, space (commercial and defense), defense and security sectors and should be made in one category only:

* Sub-System R&D/SDD
* Sub-System Production
* Sub-System Sustainment
* System R&D/SDD
* System Production
* System Sustainment
* Special Projects

Special Projects are one-time initiatives that are not defined in the traditional program lifecycle of develop/produce/sustain. Examples would be L-CROSS — a program in which Northrop Grumman and NASA purposely blew up a space vehicle into the surface of the moon —could only happen once. Or the transformation of a factory production line. Or the move of a nuclear facility across town, as was done by one of our finalists last year — Honeywell. This category was established to capture these one-time initiatives and initially addressed the need for a different category for science projects such as those undertaken by Darpa or NASA that had a one-time timeline.

Phase I submissions are gauged on making the case for excellence. This is a binary evaluation process of “yes” the program made the case or “no” it did not. In phase II the programs will address Value Creation, Organizational Processes/Best Practices, Adapting to Innovation and Complexity, and Metrics, Measuring Performance.

The Evaluation Team reserves the right to choose no winners and to name an Overall Winner, if the nominations so warrant, based on the combination of scoring against the criteria, best practices, and game-changing leadership.

**2016 Evaluation Team**

**Carol Armstrong,** Corp Director, Programs and Quality, Northrop Grumman

**Michael Bruno**, Sr. Business and Supply Chain Editor, Aviation Week

**Chris Gromek**, VP Programs, Honeywell Aerospace

**Greg Heesacker,** Director BDS Program Execution and Program Mgt Development, Boeing Defense, Space & Security

**Doug Lloyd,** Sr. Dir. Navigation Products, Rockwell Collins

**David Rogers,** Chief Operating Officer, Elbit Systems of America

**Aaron Shenhar**, Professor of Program Management, Diamond Leadership Institute

**Chris Seat,** Sr. Vice President, Program Management, General Atomics Aeronautical Systems Inc.

**Jesse Stewart**, Professor of Program Management, Defense Acquisition University

**Sam Yaksulis,** Director Engineering and Program Excellence, Lockheed Martin Corp.

**Intellectual Property**

Note: Individuals ***outside your company*** review award submissions. All information submitted should address the program’s management, leadership, and processes, and not any otherwise classified or proprietary topic**. *Do not include any materials marked Proprietary***. All documents will be copied and distributed via the Internet to the aforementioned Evaluation Team and will be considered as public knowledge.

***By submitting an entry to the Aviation Week Program Excellence Awards program, you are indicating agreement to participate in outreach efforts to share Lessons Learned/Best Practices*** in an effort to raise the bar on program leadership across the industry. Entries may be also used for comparative research among programs to draw conclusions and lessons learned across the industry.

# Format of Submission

The Program Excellence Awards process involves two phases of evaluation.

**Phase 1** – Nominees submit, in narrative format, their perspective on why the program excels and identify the teachable lessons in program execution within the past 36 months (beginning January 2013). The focus in this narrative should be how the program has successfully addressed challenging issues or met seemingly difficult requirements. ***Note that while the technology involved is an aspect of complexity, the technology itself is not being evaluated – the leadership and execution of the program are being evaluated.***

Limit this narrative to four pages, 12 point Times Roman typeface with 1” margins.

* Include with the narrative a one-page biography of the program leader, including what sets this individual apart as a leader.
* Identify by name a representative of the ***program customer***, and include phone and email information. Customers will be asked for go/no go decision regarding consideration of this program for the Aviation Week Program Excellence Award.
* Phase 1 is due April 1, 2016 to [chedden1@cox.net](mailto:c.r.hedden@att.net) .
* **Submit your document as a PDF file.**

**Upon completion of Phase 1, narratives will be reviewed for “fit for excellence” and qualified nominees will then be provided with the Phase 2 submission form by no later than April 15. The Phase 2 forms will be due June 30, 2016. Finalists and best practices will be identified by no later than September 1, 2016.**

**Submission and Questions**

Questions and submissions should be directed to

Carole Rickard Hedden

Executive Editorial Director

Aviation Week Executive Intelligence/Program Excellence

[chedden1@cox.net](mailto:c.r.hedden@att.net)

505.239.9520

Phase I Submission

Name of Program:

Name of Program Leader:

Phone Number:

Email:

Postage Address:

Name of Customer Representative:

Phone Number:

Email:

Category in which you are competing (choose one of the following):

* Sub-System R&D/SDD
* Sub-System Production
* Sub-System Sustainment
* System R&D/SDD
* System Production
* System Sustainment
* Special Projects

Bio for program leader:

(Click to insert text here)

Phase I Program Narrative - 1

Phase I Program Narrative - 2

(Click to insert text here – explain why your program qualifies for Excellence)

(Click to insert text here)

Phase I Program Narrative - 3

(Click to insert text here)

Phase I Program Narrative - 4

(Click to insert text here)