

More on 804, and Really, Why?

James Boston

The National Defense Industrial Association (NDIA) sponsored the second in a series of Agile Scrum Workshops in November 2011. This event focused on responding to the National Defense Authorization Act 2010, Section 804 mandate to reform the acquisition of information technology and software. The workshop promoted *using* Agile methods to influence DoD's Agile solution, with three main objectives.

- Teach key agile software development values, and principles, with specific emphasis on scrum.
- Conduct an exercise using Agile practices to deliver a product of value in a short period of time. The "product" was content for a white paper wherein the participants would forward their written concerns directly to DoD leadership and policy makers.
- What our warfighters do matters to our country and shapes our world; therefore, their tools matter. Give our warfighters better tools—produce better outcomes. Successful implementation of Agile *will* give better tools. The true objective of this workshop was to change the world. This is not hyperbole. DoD's adoption of Agile can change the world.

In December 2011, the white papers were delivered to senior policy personnel in three different Office of the Secretary of Defense (OSD)-level offices. Unlike most position papers that originate far down the food chain and pass through multiple layers of coordination, the thoughts and concerns raised were not widely reviewed, coordinated, or polished. This provided a twofold value: *speed*—a 70 percent solu-

tion delivered quickly is infinitely better than the 95 percent solution that never gets delivered; and (b) *stakeholders' perceptions*—the ideas expressed in the papers reflect the perceptions of a significant sample of early adopters within the software acquisition and management population, now facing the daunting task of implementing new policies and practices.

Four Ideas

In Agile development, a story is an expression of a requirement. Ideas—the germs of user stories—were groomed and assigned to participant teams, who then collaborated to prioritize, refine, and task them out. The teams subsequently delivered presentations on the four highest priority stories to Dr. Steven J. Hutchison, Office of the Director, Defense Research & Engineering/Research Directorate, Principal Deputy, Developmental Test & Evaluation; and Mark E. Krzysko, Office of the Secretary of Defense (OSD) Deputy Director, Enterprise Information & OSD Studies. Ronald W. Pontius, Office of the Assistant Secretary of Defense for Networks and Information Integration/Director, C2 Programs & Policy, also participated. The central emerging concerns of the participants follow.

Culture Change In DoD Requires a Program Focused On The Middle Tier—Senior Executives and Program Managers in Charge of the Acquisition Process

The first concern focused on the perception that DoD's senior leadership "gets" the need to adopt a more agile set of capability delivery practices. However, it appears that the typical forces that threaten any change effort are not being adequately addressed. Agile is beginning to be thought of in the same manner as other historically significant change efforts, which failed miserably. Some resistance to change is good and well founded because it challenges and elevates



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reasonable concerns. For the DoD, however, such resistance generates monumental inertia. If a specific program adopting proven change management principles is not forthcoming, the probability is that this effort will fail. As a remedy, the participants suggested:

- **Leadership needs training.** Many in positions of authority harbor misconceptions on Agile and express fundamentally divergent opinions from the reality of truly Agile values/principles. A program of assistance/training is needed for senior executives and program managers charged with leading individual program efforts. Anecdotal evidence suggests program managers are valiantly attempting to implement Agile methods, yet are pounded to produce traditional documentation. The Staff Assistance Visit (SAV), a well-recognized device widely employed across DoD, would establish a needed feedback loop. The idea is to help a subordinate unit achieve its goals by sending a team to identify weaknesses, gaps, obstacles, and areas needing improvement. The team augments the unit's self-reporting in that they offer assistance now rather than waiting for a future inspection to declare the unit a success/failure. The SAV may be a near-term vehicle for assisting program managers/program executive officers who are trying to make desirable changes.
- **Good outcomes require an Agile environment.** One published intention of DoD policy makers is to designate pilot programs to promote Agile success. Program offices do not need pilot programs—they need pilot environments. To expect program managers to practice Agile within the realm under their control, with the expectation that elements outside of their control can be ignored, is unrealistic and unmanageable. The program manager is given the green light to “try Agile,” then any bad outcomes that result from an undereducated program office trying new practices are assumed to be related to the method itself. If DoD wants to generate wins in software acquisition management, then this expectation is folly.

DoD Needs Multiple Agile Champions

The second concern identified the need for an empowered, Agile champion to promote and enable the cultural change supporting Agile adoption. An Agile champion could more readily facilitate buy-in from all organizational levels. Since DoD has no single acquisition organization, this champion needs to be cloned and distributed to every acquisition organization. When asked what attributes an Agile champion would have, the participants ascribed: Agile awareness (knowledge that goes beyond PowerPoint®); credibility (significant Agile expertise and experience); passion (an enthusiastic true believer); empowered (organizational influence and voice); and possessing courage, guts, and tenacity. The Agile champion would be able to operate and

communicate at all levels of the organization; describe the benefits of Agile with real data, case studies, and examples of customer satisfaction based on the early, visible delivery of working software; communicate the vision required to actually transform an organization, not simply reformat one; manage stakeholder expectations, including the resource providers, the users, and the implementers (those developing the software are stakeholders, too); and be unapologetic in support of Agile.

Establishing a champion addresses concerns about the effects of the transition by acting as the focal point for Agile's deployment. It provides a ready and primary source of information for the organization's Agile implementation, but most importantly, it gives someone cross-functional authority to remove obstacles.

Indisputably, such a champion—wise, powerful, of stellar character—would be an irreplaceable asset in the quest to establish an agile organization. But what are program managers and the software acquisition and management workforce really asking for, and is the request reasonable? Advocates of Agile solutions believe they are asking for leadership—the kind that can come in on a white horse and wipe away the bad knights of the current bureaucracy. We all want to believe there is someone with such power. The reality is that no such knight will charge in and rescue the effort. Adoption of Agile is going to require hard work from everyone, from the serfs to the king. We do need leadership, but we need it from everyone involved. Successful adoption of Agile solutions is not a one-champion job.

Evolve the Systems Engineering Concept in an Agile Development Model

The third concern focused on critical decisions about a program's deployment model, technology base, data structure, and other fundamental considerations in the arena of the systems engineer. To advance the concept of systems engineering in an Agile development model, the stakeholders must become comfortable proceeding without the false security of well-documented, yet ultimately irrelevant, requirements. Instead, a program needs a vision and roadmap. This sets the overarching goals of the project while allowing requirements definition to evolve during the execution. In an attempt to mitigate risk, traditionally executed software projects substantially delay development of the product until all major considerations are examined, discussed, vetted, determined, written down, and then codified in contract language. This execution of systems engineering places a chokehold on development and is a major factor contributing to the current inefficient methodology. Functional analysis

and design synthesis that refines requirements will happen, but not all up front.

Move away from one of the dogmatic tenets of acquisition faith: milestone reviews. The high-overhead Preliminary Design Review/Critical Design Review milestones are designed for a purpose that they do not achieve. Several alternatives have been suggested.

Systems engineers and embedded users must function within the team for the duration of the project, not as separate elements divorced from daily execution. They must understand and communicate to developers the challenges/risks the evolving system is encountering and creating. This has significant risk-mitigation effects, yet is one of the most overlooked elements in DoD software acquisition solutions. In the past, a large amount of systems engineering work has been accomplished prior to issuing an acquisition contract. However, when an Agile contract is let, prior to establishing those details the function of systems engineers must evolve to contribute their value continuously and collaboratively.

Contract Issues Must be Addressed

The fourth concern is like no other. Not unexpectedly, this is the arena where participants had many more questions than there were suggestions for answers or awareness of solutions. The entire paradigm of acquisition revolves around the government codifying requirements in a document called a contract, then each party to the contract rigorously adhering to the letter of the document. Agile will not change human (or corporate) behavior, but would it be folly to believe contract language exists that could leverage human behavior to achieve the common objective? These were the questions that dominated the conversation: How to adjust scope post-award? How to define deliverables and data rights to enable sustainment? How to ensure transparency and visibility into contractor performance? Is there a template?

These questions have been answered repeatedly by different contributors to the Agile cause. Perhaps the most relevant observation on this topic is the unfamiliarity that this constituency had with answers to the questions. The fact that so many are so unfamiliar implies that mistakes are being made with every new contract award. The knowledge of preferred Agile contract types, language, and clauses should already be widely known. This is not an area that each program manager should be faced with reinventing and advocating. The answers need to be disseminated.

Agile methodology requires a collaborative effort between the contractor delivering the vision, and the government customer recognizing and communicating that vision through

the contract vehicle. If the contract is written such that the developer does not have a stake in the vision—only in the specified provisions of the contract—then the contractor's behavior will be akin to that of a mercenary. However, if the desired outcome is delivery of a vision, the contractor must be recognized as a key stakeholder, not simply the provider of a service.

Conclusions

Currently, DoD is bereft of a program focused on culture change, Agile champions, new ideas for systems engineering, and sorting out the contracting issues. Admittedly, no issues are raised here that are not discussed elsewhere—and by more eloquent and learned practitioners. The objective of this workshop was to support DoD's movement toward the goals of NDAA 2010, Section 804 acquisition reform. A refrain heard in every conference and conversation on the topic for the last two years is that this reform requires culture change. If DoD accepts this premise, then it must accept that change efforts must be focused on the organization's personnel, not merely on its processes. People support that which they help to create. This NDIA-sponsored workshop was designed to give DoD Agile practitioners an unfiltered voice directly to the DoD policy makers. That voice is saying, "We believe in this and we want to be part of the change process."

A second takeaway from this workshop should be the recognition that what the DoD acquisition practitioners search for is leadership. The DoD software acquisition management community believes that, at its very core, Agile is the application of sound leadership principles in a software development and acquisition construct. Demonstrate it, enable it, and demand it.

The third takeaway of the workshop is really the rallying vision. There is nothing exciting about acquisition reform, but there is nothing naïve or overly idealistic about occasionally reminding ourselves why we are here.

Section 804 is not really about DoD software acquisition reform. Our warfighters change our world daily, sometimes in small ways, and regularly in very visible, large ways. Better tools drive better outcomes for them and us. Agile development will provide them better tools.

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Invitation to Attend International Standardization Workshop

The Defense Standardization Program Office (DSPO) will host an International Standardization Workshop May-15-17, 2012, in McLean, Va.

This workshop is designed to present an overview of U.S. domestic and international standardization policies, procedures, and practices. Also, attendees will have an opportunity to learn more about U.S. participation with its partners and allies—the American, British, Canadian, and Australian Armies (ABCA); Air and Space Interoperability Council (ASIC); European Defense Agency (EDA) Materiel Standards Harmoni-

zation Team (MSHT); and North Atlantic Treaty Organization (NATO)—as they jointly pursue standardization and interoperability.

The workshop is intended for military, DoD civilian, federal government personnel, and DoD contractors.

Advanced registration is encouraged, as seating may be limited. For more information, visit the DSPO website at www.dsp.dla.mil or e-mail Mirko Sohn at mirko.sohn.gib@dla.mil.

Program Protection Workshop

The National Defense Industrial Association System Assurance Committee, in conjunction with the Department of Defense Office of the Under Secretary of Defense for Acquisition, Technology and Logistics/Systems Engineering, is pleased to convene a workshop on “Strategies for Program Protection—Identifying Risks and Setting Requirements.” The workshop will be held May 1-2, 2012, at the Software Engineering Institute in Arlington, Va. Program Protection is the integrating process for managing risks to advanced technology and mission-critical system functionality from foreign collection, design vulnerability, supply chain exploitation/insertion, or battlefield losses throughout the acquisition life cycle. Program Protection is an accepted business practice within the DoD. The newly revised Program Protection Plan is intended to be the consolidated security perspective for a program throughout its life cycle. The workshop will examine the challenges in implementing an effective Program Protection strategy and produce prioritized recommendations and a timeline for action. For more information, contact Allison A. Doherty at adoherty@ndia.org or 703-247-2570. Register online at www.ndia.org/meetings/287D/Pages/default.aspx.

Global Explosive Ordnance Disposal Conference & Exhibition

The National Defense Industrial Association and the Explosive Ordnance Disposal (EOD) Memorial Foundation present the Global Explosive Ordnance Disposal Conference & Exhibition, May 2-3, 2012, at the Emerald Coast Convention Center in Fort Walton Beach, Fla. The theme of the 2012 conference will be “Partnership Strategies-Post Iraq & Afghanistan.” The purpose of the event is to provide a public forum

to discuss the utility of Army, Navy, Marine, and Air Force EOD forces across the full spectrum of conflict—particularly in the areas of homeland defense, irregular warfare, stability operations, security force assistance, and major combat operations. Attendees will gain a greater understanding of the role of EOD forces in U.S. national security strategy; how these forces are integrated within the nation’s military structure; and how they conduct joint, interagency, and multinational interoperability operations. The conference will facilitate contact and cooperation between industry and the EOD community with the goal of ensuring EOD forces have access to the ideas and technologies that originate in the nation’s industrial and academic base. Further, the 2012 conference will facilitate the sharing of industry and academic viewpoints, recommendations, and advice on EOD support concepts, policies, plans, programs, requirements, and technologies; and assess the potential impacts of pending legislation, regulations, and procedures. For more information, contact Christy J. Mason at cmason@ndia.org or 703-247-2586. Register online at www.ndia.org/meetings/2950/Pages/default.aspx.

NDIA’s Annual Missile Defense Small Business Programs and SBIR/STTR Programs Conference

The National Defense Industrial Association and the Missile Defense Agency (MDA) have joined forces to bring you the National Defense Industrial Association’s Annual Missile Defense Small Business Programs and Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) Programs Conference. The theme of the 2012 conference is “Bringing Small Business Opportunities Together.” This annual event will be held May 8-9, 2012, at the Von Braun Center-Convention Center in Huntsville, Ala. Par-

Participants will receive information relevant to MDA program requirements, an overview of MDA's 12.2 SBIR research areas and solicitation topics, and opportunities for networking with MDA personnel and MDA prime contractors. This conference will provide small businesses with a "one-stop shopping" opportunity to learn as much as they can about MDA programs from program executives. Attendees will also gain insights from SBIR research area leads, directors of contracting, and the Office of Small Business Programs. For more information, contact Rebecca Danahy at rdanahy@ndia.org or 703-247-2561. Register online at www.ndia.org/meetings/2160/Pages/default.aspx.

Joint Armaments Conference, Exhibition & Firing Demonstration

The 2012 Joint Armaments Division Conference for Small Arms, Gun and Missile, and Unconventional and Emerging Armament (U&EA) systems will be held May 14-17, 2012, at the Washington State Convention Center in Seattle, Wash. The theme of the joint conference is "21st Century Weapon Systems—Providing the Right Response." Its purpose is to bring together the government and industry community to participate in presentations and exhibits representing activities supporting the evolving joint armaments requirements, technologies, systems, and ongoing production. Tutorial and poster sessions will address key topics of interest in requirements, acquisition, International Traffic in Arms Regulations, program management, etc., and may be expanded to reflect attendee interest. The joint conference will also include a firing demonstration. For more information, contact Kelly A. Seymour at kseymour@ndia.org or 703-247-2583. Register online at www.ndia.org/meetings/2610/Pages/default.aspx.

2012 Insensitive Munitions and Energetic Materials Technology Symposium

The U.S. National Defense Industrial Association (NDIA) and the NATO Munitions Safety Information Analysis Center (MCSIAC) are sponsoring a joint industry/government symposium on Insensitive Munitions (IM) and Energetic Materials (EM) at the Planet Hollywood Resort and Casino, Las Vegas, Nev., May 14-17, 2012. The symposium theme is "Insensitive Munitions and Energetic Materials Advancements and their Benefits to the Warfighter." New IM technologies, EM, and formulations are being deployed into the field. This symposium will look at the benefits of these new solutions on the warfighter, logistics, cost, and safety of operations. The 2012 IM and EM Technology Symposium is the premier international gathering for the exchange of information on advancements in IM and EM and their benefits in theater. For more information, contact Julie Veldkamp at jveldk@ndia.org

or kamp@ndia.org or 703-247-2577. Register online at www.ndia.org/meetings/2550/Pages/default.aspx.

1st Annual Systems Engineering in the Washington Metropolitan Area (SEDC 2012) Conference

The 1st Annual Systems Engineering in the Washington Metropolitan Area (SEDC 2012) Conference, sponsored by the International Council on Systems Engineering (INCOSE) Washington Metropolitan Area Chapter, will be held May 14-16, 2012, at the George Mason Inn and Conference Center in Fairfax, Va. Distinguished speakers will include Acting Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall; and National Aeronautics and Space Administration Chief Engineer Dr. Michael Ryschkewitsch. The conference will focus on reducing complexity of systems design and analysis through disciplined systems engineering practices. The intent of this conference is to increase awareness of how systems engineering can reduce costs and improve system effectiveness. Register online at www.sedccon.org/about.

56th Annual Fuze Conference

The 56th Annual National Defense Industrial Association Fuze Conference will be held May 14-16, 2012, at the Hilton Baltimore in Baltimore, Md. Participants will include both domestic and allied fuze designers, manufacturers and component suppliers, along with government representatives. This year's theme is "Next Generation Fuzing for Next Generation Weapons," which encompasses new fuzing solutions for size, cost, precision, safety, and reliability that meet current and future needs of the users. This 56th conference will provide the opportunity to discuss and share ideas to help advance the state-of-the-art for the next generation of fuzing. For more information, contact Cindy Moore at cmoore@ndia.org or 703-247-2540. Register online at www.ndia.org/meetings/2560/Pages/default.aspx.

U.S. Air Force Advance Planning Briefing to Industry (Training)

The National Training and Simulation Association (NTSA) is once again hosting the annual U.S. Air Force Advance Planning Briefing to Industry (APBI) on May 15, 2012, at the Holiday Inn Dayton Fairborn, in Fairborn, Ohio. At the invitation of the NTSA Ohio Chapter, the U.S. Air Force Training Systems Product Group and several Air Force major commands will give presentations on upcoming Air Force training system procurement actions, as well as projections of future training system needs. For more information, contact Patrick T. Rowe at prowe@ndia.org or 703-247-9471. Register online at www.ndia.org/meetings/21A0/Pages/default.aspx.

2012 International Hazardous Materials Response Teams Conference

The 2012 International Hazardous Materials Response Teams Conference will be held May 17-20, 2012, at the Baltimore Marriott Waterfront in Baltimore, Md. This event will feature breakout sessions; subject matter experts; and hands-on, offsite, field-based training on all aspects of hazardous materials, including transporting them while keeping the public safe, weapons of mass destruction, protective gear, terrorism, bioterrorism, and mass decontamination. Register online at <http://s36.a2zinc.net/clients/iafc/hazmat12/public/enter.aspx>.

Twenty-Third International Defense Educational and Acquisition Arrangement Seminar

The Twenty-Third International Defense Educational and Acquisition Arrangement (IDEAA) Seminar will be held at the Institut Des Hautes Études De Défense Nationale IHEDN campus in Paris, France, May 21-23, 2012. The theme for this year is "Acquisition Affordability—How to Achieve it, How to Train it."

The overall seminar objective is to improve the economy, efficiency, and effectiveness of international training and education for acquisition/procurement management by active cooperation among national defense educational institutions with similar goals.

The seminar will be a theme-based format, with seminar panels, will include an industry day, provide for individual participation, and will provide positive information exchange and feedback.

The seminar is sponsored by IDEAA, which consists of defense acquisition educational institutional representatives from the United States, United Kingdom, Germany, France, Spain, Sweden, and Australia.

Attendees are Defense Department/Ministry and defense industry employees from the seven sponsoring nations who are actively engaged in international defense acquisition and training programs. Other nations may participate by invitation, and it is anticipated that several Pacific countries will attend this year.

Contact an IDEAA team member for additional seminar information:

- Comm: (U.S.): 1-703-805-2308 or 5151
- E-mail: internationalseminars@dau.mil

Updated information can also be found on the IDEAA website: www.pro-academia.de/ideaa/.

Environment, Energy Security & Sustainability

The Environment, Energy Security & Sustainability (E2S2) Conference will be held May 21-24, 2012, at the Ernest N. Morial Convention Center in New Orleans, La. The theme of the conference will be "Government & Industry Partnerships: Addressing the Challenges of Our Resource-Constrained Times." E2S2 is focused on providing participants with critical information and interaction on the challenges of the national security departments and agencies. Participants will benefit from the opportunity to share ideas and create partnerships to meet and achieve environmental, energy security, and sustainability objectives across government and industry. Register online at <http://e2s2.ndia.org/Pages/Default.aspx>.

DoD Procurement Conference and Training Symposium

The 2012 Department of Defense (DoD) Procurement Conference and Training Symposium is scheduled for May 21-24, 2012, in Orlando, Fla. This invitation-only annual event, jointly sponsored by the Director, Defense Procurement and Acquisition Policy, the Director, Defense Pricing, and the President, Defense Acquisition University, will provide approximately 1,600 entry-, journeyman-, and senior-level participants from DoD, industry, and federal agencies with the opportunity to receive training in over 30 different contracting subject areas. Training at this year's event will focus on the Under Secretary of Defense for Acquisition, Technology and Logistics Better Buying Power initiatives, including affordability and cost growth control, productivity and innovation, competition, negotiations, small business participation, and services acquisition. The event will kick-off May 21. A combination of general sessions and course-specific training sessions will be offered through May 23. Component-specific sessions and a Pricing session will be offered on May 24. Updates to the agenda will be posted at www.dpapevents.com as they become available.

Product Support Manager's Conference Spring 2012

The Product Support Manager's (PSM) Conference will be held June 5-7, 2012, in the Howell Auditorium, Scott Hall, Building 226, at Fort Belvoir, Va. The Spring 2012 PSM Conference's intended audience is government and industry personnel. The purpose of the conference is to stimulate dialogue among government officials, industry executives, and academia on integrating government and industry for improved product support. The three-day conference will feature government and industry keynote presentations, a panel discussion on "Product Support Expectations and Challenges," and workshops on "Logistics Integration through the Acquisition Process and Performance-Based Logistics." Attendees can register by completing the regis-

tration form at www.acq.osd.mil/log/mr/PSM_conference.html no later than Friday, June 1, 2012.

Any questions regarding the PSM Conference may be addressed to the Office of the Deputy Assistant Secretary of Defense (Materiel Readiness) conference coordinators: Lisa P. Smith, ODASD (MR), 703-614-8339/DSN 224-8339, Lisa.Smith@osd.mil; or John Boyce, ODASD (MR), 571-256-7070/DSN 260-7070, john.boyce.ctr@osd.mil.

Aerospace Today ... and Tomorrow-An Executive Symposium

Aerospace Today ... and Tomorrow-An Executive Symposium will be held June 7, 2012, at the Kingsmill Resort in Williamsburg, Va. This symposium is sponsored by the American Institute of Aeronautics and Astronautics. Since 1989, Aerospace Today ... and Tomorrow has provided a forum for executive discussion on the aerospace industry, from government and corporate perspectives. Participants will gain valuable insight from key industry leaders, who will address current business and technical issues affecting the aerospace community. Speakers have been selected based on their position and their ability to interact with the exclusive audience this conference attracts. Each one will offer their perspective on current business opportunities and challenges for the aerospace industry. For more information, contact Grant Belden at grantb@aiaa.org. Register online at <https://www.aiaa.org/ATT2012/>.

Navy-Industry International Dialogue (NIID)

The Navy-Industry International Dialogue (NIID) will be held June 7, 2012, at the Army Navy Country Club in Arlington, Va. This one-day event provides a Navy-Industry-Attaché-Foreign Procurement Group forum to address issues involving security cooperation and sea service concepts and programs that help drive future capabilities for international maritime partnerships. The 2012 NIID will focus on Littoral Combat Ship (LCS) capabilities and mission modules. The LCS is a fast, agile, and networked surface combatant, optimized for operating in the littorals. LCS has the capability to deploy independently, remain on station for extended periods, either with a battle group or through a forward-basing arrangement, and replenish while underway. LCS is envisioned to be used in a number of military roles that include conducting intelligence surveillance and reconnaissance missions; supporting joint special operations forces; supporting joint mobility within littoral waters; interdicting other ships; and defending the homeland. For more information, contact Alexis Schwartz at aschwartz@ndia.org or 703-247-9463. Register online at www.ndia.org/meetings/247G/Pages/default.aspx.

Training & Simulation Industry Symposium

A Training & Simulation Industry Symposium will be held June 13-14, 2012, at the Renaissance Orlando Resort at Sea World in Orlando, Fla. Learn about the latest requirements for Training and Simulation products and services being procured by the Army, Marine Corps, Navy, and Air Force. Presentations will identify near-term and mid-term requirements, and acquisition strategies. Participants will enjoy numerous opportunities to network with key government and other industry partners in the Training and Simulation business community. For more information, contact Samantha J. Riemer at sriemer@ndia.org or 703-247-9490. Register online at www.ndia.org/meetings/21T0/Pages/default.aspx.

Stability, Security, Transition & Reconstruction Operations (SSTRO)

The 2012 Stability, Security, Transition & Reconstruction Operations (SSTRO) Conference will be held June 18-19, 2012, at the Ritz-Carlton Pentagon City, in Arlington, Va. The theme of the 2012 conference will be "Preventive Stabilization: Identifying and Replicating Success." Participants at this year's event will look at stability efforts through the entire spectrum, completed operations that show successes that are being replicated in other situations, current trouble spots, and expectations for the future of SSTRO. Although Afghanistan and Iraq will continue to be of tremendous importance and considerable challenge, other countries are also undergoing profound transitions where political and resource-based attention will make a significant difference in terms of their stability and well-being. This year's conference will also explore the policies, programs, and practices that helped Liberia and Colombia transform into more stable, peaceful, prosperous, and resilient states. Identifying and replicating lessons and good practices from these success stories will hopefully contribute to whole-of-government/whole-of-society approaches toward preventing and responding to crises and conflict. For more information, contact Kelly A. Seymour at kseymour@ndia.org or 703-247-2583. Register online at www.ndia.org/meetings/2450/Pages/default.aspx.

9th National Small Business Conference

The National Defense Industrial Association, supported by the NDIA Great Lakes Chapter, is hosting the 9th National Small Business Conference at the Donald E. Stephens Convention Center, Chicago, Ill., June 20-21, 2012. The theme for the 2012 conference is "Accelerate Your Growth in Today's Contracting Climate." This 9th National Small Business Conference comes at a time when the world and its global economy are experiencing vast change. The United States needs to accelerate its global economy learning curve, its ability to respond quickly, and its strategies to provide

unparalleled service to customers worldwide. It is a challenging time for Small Business, and an ideal time for Small Business to accelerate its growth within today's contracting climate. Join participants from all walks of the Small Business community to learn from highly regarded government and industry personnel who have made significant strides in accelerating growth in the complex world of federal contracting. Small Business is the driving force of the nation's economy, and this conference will provide tools for achieving success utilizing strategies in relationship building, partnering, marketing, contracting, as well as the latest information on readiness, budgets, transparency, legislation, and more. For more information, contact Rebecca Danahy at rdanahy@ndia.org or 703-247-2561. Register online at www.ndia.org/meetings/2140/Pages/default.aspx.

NDIA Mastering Business Development Workshop

The National Defense Industrial Association is sponsoring a Mastering Business Development® Workshop at the Westin Westminster in Westminster, Colo., June 26-27, 2012. Mastering Business Development® is an educational and professional development program, which focuses on the thinking, process, and discipline required for professional business development. This two-day workshop fosters participants' understanding of the core competencies required for success. Business Development is primarily a relationship and intelligence-gathering process. Thus participants learn how to leverage the principles of behavioral psychology to identify valid prospects, qualify them as opportunities, and develop win-win business relationships for their organizations, their clients, and themselves. Through the skilled Socratic teaching techniques of the instructors, participants acquire the knowledge, thinking, skills, and discipline required for proactive business development from a program management perspective. For more information, contact Rebecca Danahy at rdanahy@ndia.org or 703-247-2561. Register online at www.ndia.org/meetings/207C/Pages/default.aspx.