
Conferences, Workshops & Symposia

24TH ANNUAL NATIONAL LOGISTICS CONFERENCE AND EXHIBITION

The 24th Annual National Logistics Conference and Exhibition will be held March 10–13, 2008, at the Hyatt Regency Miami, Miami Convention Center, in Miami, Fla. This year's theme will be "Synchronizing Global Defense Logistics: Partners, Performance, and People." Share insights with senior DoD leadership, top industry executives, project directors and program managers, information technology providers and developers, government policy makers and regulators, defense contractors and design professionals, third party logistics providers, and equipment suppliers and manufacturers. For more information on the 2008 conference, contact Kari Deputy, meeting planner, kdeputy@ndia.org or call 703-247-2588. To register online, visit <<http://eweb.ndia.org/eweb/DynamicPage.aspx?Site=ndia&Webcode=EventList>>.

DLA STRATEGIC PARTNERS CONFERENCE

The Defense Logistics Agency Strategic Partners Conference will be held March 19–20, 2008, at Waterford Receptions in Springfield, Va. As it becomes available, conference information will be posted online at <http://www.acq.osd.mil/dpap/ops/outreach_and_communications.html>. Media contact is Britt Bommelje, meeting planner, at bbommelje@ndia.org or 703-247-2587.

6TH U.S. MISSILE DEFENSE CONFERENCE AND EXHIBIT

The 6th U.S. Missile Defense Conference and Exhibit will be held March 31–April 3, 2008, at the Ronald Reagan Building and International Trade Center in Washington, D.C. The conference—hosted by the American Institute of Aeronautics and Astronautics in cooperation with The Boeing Company and supported by the Missile Defense Agency—will provide delegates access to the current state of the Ballistic Missile Defense System, including a review of national policies, Service priorities, technical advances, and related issues that may affect the deployment of a BMDS able to meet stated requirements. Conference participation will be restricted to delegates from U.S. government and industry who have demonstrated a valid need-to-know and who have a valid SECRET or higher security clearance. For instructions on submitting a paper or to learn more about the 2008 conference, visit the conference Web site at <<http://www.aiaa.org/content.cfm?pageid=230&lumeetingid=1810>>.

DOD ENTERPRISE ARCHITECTURE

The Department of Defense Enterprise Architecture Conference will be held April 14–18, 2008, at the Florida Hotel and Conference Center in Orlando, Fla. Sponsored by the Association for Enterprise Integration in cooperation with the director of Architecture and Interoperability, Office of the Deputy Chief Information Officer, DoD, and co-hosted by U.S. Central Command, this year's event focuses on "DoD Missions and the Architectural Vision." The purpose of the conference is to provide the DoD architecture community with a way to bridge the gap between architecture and programs and drive architecture into DoD organizations. For more information on the conference, contact Nicole Peterson at 703-247-9474. Register online at <<http://www.afei.org/brochure/8a05/index.cfm>>.

9TH ANNUAL SCIENCE & ENGINEERING TECHNOLOGY CONFERENCE DOD/TECH EXPOSITION

The 9th Annual Science & Engineering Technology Conference DoD/Tech Exposition will be held April 15–17, 2008, at Embassy Suites Hotel/Charleston Convention Center in North Charleston, S.C. Registration information will be posted as it becomes available at <<http://eweb.ndia.org/eweb/DynamicPage.aspx?Site=ndia&Webcode=EventList>>.

43RD ANNUAL ARMAMENT SYSTEMS: GUN & MISSILE SYSTEMS CONFERENCE & EXHIBITION

The 43rd Annual Armament Systems: Guns and Missile Systems Conference and Exhibition will be held April 21–24, 2008, in New Orleans, La. The 2008 conference will present topics that demonstrate how our nation's current gun, munition, and missile system technologies can be adapted and evolved to meet tomorrow's missions and operations. For more information on the conference, contact Casi Antolock, meeting planner, at cantolock@ndia.org or 703-247-2570. To register online, visit <<http://eweb.ndia.org/eweb/DynamicPage.aspx?Site=ndia&Webcode=EventList>>.

DOD PROCUREMENT CONFERENCE

The next DoD Procurement Conference will be held May 12–15, 2008, in Orlando, Fla. Conference information will be posted online as it becomes available at <http://www.acq.osd.mil/dpap/ops/outreach_and_communications.html>. Media contact is Chris Isleib at 703-695-6294 or chris.isleib@osd.mil.

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INSTITUTE OF INDUSTRIAL ENGINEERS CONFERENCE AND EXPO 2008

The most significant industrial engineering event of the year is the Institute of Industrial Engineers Conference and Expo 2008. This is the ideal place to gather your tools for today, fuel for tomorrow, and network with the best and brightest in your field. Educational sessions will address virtually every aspect of the profession, and awards will be presented to recognize superior achievement of top professionals and students. An exhibit hall will feature products from companies that value industrial engineers. Enjoy opportunities to build your network and reconnect with professional acquaintances. This year's conference will be held in Vancouver, Canada, May 17–21, 2008. For more information, contact the Institute of Industrial Engineers at 1-800-194-0460 or fax 770-449-0460.

OUUSD(AT&L) BUSINESS MANAGERS' CONFERENCE

This year's Business Managers' Conference is scheduled for May 20–21, 2008, at the Defense Acquisition University, Fort Belvoir, Va. Sponsored by the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, in cooperation with the business, cost estimating, and financial management functional advisor, the annual conference is targeted toward senior DoD acquisition and comptroller executives as well as program executive office/program manager/systems command business managers and Service headquarters program and business staff. It offers two full days of high-level speakers, training opportunities, and exhibits, with valuable information and demonstrations of a variety of tools for managing organizational challenges. The yearly conference is an excellent way to stay abreast of current acquisition and business initiatives, and it provides opportunities for wide-ranging discussions with key leaders. Registration information for the 2008 conference will be published as it becomes available at <<http://www.acq.osd.mil/dpap/ops/docs/procurement-conference-2008.pdf>>.

AIR FORCE PRINT NEWS (NOV. 23, 2007) AMC COMMANDER DISCUSSES MODERNIZATION, RECAPITALIZATION ISSUES

Maj. Dave Huxsoll, USAF

WASHINGTON—Modernization of its aging fleet is one of the top priorities for Air Force leaders, but it is complicated by program delays and budget limits, the commander of Air Mobility Command told members of the Logistics Officer Association in a speech recently.

The rising costs of modernizing the C-5 Galaxy fleet, congressional prohibitions on retiring some older aircraft, and the urgent need for a new tanker were among the topics Air Force Gen. Arthur Lichte covered during his remarks.

“When program timelines start slipping, we start losing money. We have to move our programs along on time and get them right the first time,” the general said. “I’m tired of seeing our programs drag on and on, then having the Air Force have to respond to ‘Why didn’t you have this done sooner?’”

Using the KC-10 Extender as an illustration, he explained the impact program delays and cost overruns can have on the mission.

“Ten years ago we said ‘If we modernize the KC-10, that will be our bridge to the next KC-X (aerial tanker),’” he said. “(But) we attempted that, and we failed three times.

“\$153 million dollars has gone into a black hole, and KC-10 hasn’t been modernized. We can’t do that anymore. We need to play hardball,” Lichte said.

The general said he favors modernizing and re-engining all of the command’s C-5B aircraft, if they can be delivered at a reasonable cost; and acquiring a commensurate number of C-17 Globemaster IIIs to maintain a congressionally mandated fleet of inter-theater airlifters to meet worldwide mission requirements.

“I think we’ve passed the window to [modernize C-5A aircraft], because they will be too old, and we won’t get much payback out of them,” he said.

Lichte also said the C-5 and C-17 are inextricably linked “because if we can’t modernize the C-5s, we have to get more C-17s. It’s our only alternative to meet our nation’s airlift needs.”

Lichte said another challenge facing the Air Force and Air Mobility Command officials is congressional restrictions on retiring some older aircraft.

“This is tough,” the general said. “This is affecting each and every one of us, and it’s affecting the airmen responsible for maintaining these aircraft out in the field. We need the authority to manage our inventory. For example, we need to retire our KC-135 [Stratotanker] E models—their struts need repair. At the end of this year, we’ll have 85 of them parked on our ramps, and we don’t fly them.”

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Despite the aircraft being parked, he said, every seven days their tires must be rotated and every 45 days they must be towed and their engines run to keep them in a flyable status, as directed by law.

“This type of maintenance of old aircraft is costing money. As a matter of fact, it costs about \$100,000 per aircraft per year. We need some relief from this,” the general said.

Lichte also addressed the importance of the KC-X, the replacement for KC-135 tankers, which has an average age of 46 years.

He said that even if the first (KC-X) aircraft is delivered on time in 2011, and 15 a year are delivered after that, the last KC-135 will leave the fleet in 2048, at an age of about 87 years. However, if the program runs into any problems and slips by just three years, and if Air Force officials are unable to procure 15 aircraft a year, the last KC-135 will retire in the year 2082, when it is more than 120 years old.

“Each of us needs to articulate to our communities and our elected officials: tanker modernization is vitally important to national security,” Lichte told the officers.

Air Force tankers, he said, give the United States the unique ability to hold any target at risk, anywhere in the world, or reach out with an open hand to provide humanitarian aid.

Huxsoll writes for Air Mobility Command Public Affairs.

AIR FORCE PRINT NEWS (DEC. 4, 2007) TECHNOLOGY CONFERENCE POWERS DOWN

Tech. Sgt. Larry A. Simmons, USAF

ORLANDO, Fla.—More than 500 exhibitors set up various displays to show off their cutting-edge technology to American military members the last week of November at the Interservice Industry Training, Simulation and Education Conference at the Orange County Convention Center.



Air Force Capt. Matt Poisson (left) tries out some of the newest technology on an F-35 Joint Strike Fighter simulator while Air Force Maj. Jeff Simons studies his fellow pilot's actions Nov. 30 during the Interservice/Industry Training, Simulation and Education Conference in Orlando, Fla. Simons and Poisson are F-16 Fighting Falcon pilots from Luke Air Force Base, Ariz.
U.S. Air Force photograph by Tech. Sgt. Larry A. Simmons, USAF

The latest in simulation and virtual reality from all over the world merge each year at this conference—the largest technology exhibition of its kind anywhere.

“The goal of the conference is to share with [military and industry] and other government agencies the types of expertise that is out there in modeling and simulation from learning how to fly an airplane to driving a tank [and responding to] emergency situations and medical situations,” said June Taylor, the director of the 677th Aeronautical Systems Group at Wright-Patterson Air Force Base, Ohio.

Officials from the 677th AESG helped sponsor this year's conference. Together, military and industry professionals demonstrated how simulation technology is rapidly becoming indispensable to human learning for all situations.

Military and industry leaders are also learning from each other. Events such as natural or man-made disasters can be predicted in a simulation and modeled in advance.

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Authorities can now learn from the virtual world how best to plan for the real thing.

Many airmen at the conference were interested in the latest advances in airplane simulation.

“The technology is way ahead of what we are using right now,” said Capt. Matt Poisson, an F-16 Fighting Falcon pilot at Luke AFB, Ariz. “I was checking out the avionics usage and the systems they have to see how they integrate in the future. Currently, we have several different displays that you have to look at individually. In the future, so much information will be displayed to you. It will all be sensor management for the pilot.”

Simulators also offer very valuable training opportunities for today’s Air Force pilots who continually prepare to support America’s ongoing war effort.

“There are things an aircrew can do in simulators that they absolutely cannot do in the airplane. It is very difficult to train an engine out scenario and have the pilot come back alive unless it is in a simulated environment,” Taylor said.

The conference is in its 29th year. This year’s theme was “Maintaining the Edge—Transforming the Force.” The information shared between military, industry, contractors, and countries will quickly get to its main objective—the warfighter, Taylor said. “The technology is already out there on the battlefield, and the cutting-edge technology will be there in the near future.”

Simmons writes for Air Force News Agency.

AMERICAN FORCES PRESS SERVICE

(OCT. 29, 2007)

INDUSTRY, ACADEMIC LEADERS POOL BRAINPOWER TO ADDRESS IED THREAT

Donna Miles

COLLEGE PARK, Md.—The head of the Defense Department’s counter-improvised explosive device effort challenged some of the best minds in industry, academia, the national laboratories, and the military to come up with better ways to thwart these deadly weapons.

Retired Army Gen. Montgomery C. Meigs, director of the Joint Improvised Explosive Device Defeat Organization, opened a two-day conference Oct. 29 designed to spark better solutions to the IED problem.

The conference is focusing on three parts of the attack plan against what’s become terrorists’ weapon of choice in Iraq and, increasingly, in Afghanistan: attack the network, defeat the device, and train the force. Meigs thanked the roughly 750 participants for technological advances they’ve helped develop, particularly in the intelligence and training realms. What’s needed now, he said, are better technologies so troops can identify IEDs sooner, before they inflict damage.

Defense Department officials say IEDs have caused nearly half of all casualties in Iraq and nearly 30 percent of those in Afghanistan since the start of combat operations. “I am so convinced that the way you take the initiative away from the enemy is to find the IED, locate it before the soldier, sailor, airman, or Marine, or perhaps in the future, a civilian, gets within the blast range of the thing,” Meigs said during the unclassified opening session. “When the individual is within the blast range of an IED, we have lost all opportunity for our initiative. The initiative is in the hands of the enemy,” he said.

Meigs acknowledged that the easy answers already have been explored. “We have all picked the low-hanging fruit in this area,” he said. “If we are going to develop that capability, it is going to require a full-court press by the scientific and technical base of our country and our allies.”

Robin L. Keese, deputy director of the Joint IED Defeat Organization, told reporters technical conferences like this one help focus some of the best brainpower in the country and among U.S. allies on the scope and complexity of the IED challenge. The sessions promote information sharing that generates the broadest range of plausible solutions, reduce redundancy of effort, and help weed out initiatives that already have been tried, he said.

JIEDDO’s past two industry conferences yielded better-quality, more-focused technological proposals, many within the first week of the session, Keese said.

Speed is critical in an environment where insurgents, unrestricted by any formal hierarchy, are able to quickly alter their tactics, techniques, and procedures, he said. “They are watching what works and doesn’t in a neighborhood and are adapting on that basis,” Keese said. “Our soldiers and Marines and others are adapting their tactics and techniques at that level. The challenge for us is how do we adapt the technology as well to support the Marines and soldiers?”

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Another challenge is getting an acquisition system based on annual budgets and usually focused three to five years ahead to respond to circumstances that morph within days, weeks, or months. “We need to work toward adapting our acquisition practices to the global war on terror,” Keesee said.

JIEDDO has come a long way toward that end, reducing time to get funding approval for a new idea to as little as three weeks. That’s the time it takes to run the idea through a panel of scientists and engineers who verify it makes operational sense, military experts to ensure it makes tactical and operational sense, and Service-level and Defense Department levels to agree it makes investment sense. Investing in an effort that can amount to millions or even tens of millions of dollars “is really unheard of in the rest of the Department of Defense,” Keesee said. “That’s usually a process that takes years.”

Keesee credited the combination of better technology; better tactics, techniques, and procedures; and better troop protection with helping to reduce IED casualties. “It all goes together to make it more difficult for insurgents, and to make our soldiers and Marines and others more survivable [and] more surviving when attacked,” he said. He reiterated Meigs’ assertion that insurgents now have to work four to six times harder to inflict the level of damage they once did.

Retired Army Gen. John Abizaid, former commander of U.S. Central Command and the opening day keynote speaker, told conference participants he’s “absolutely, 1,000 percent convinced” that cooperation between JIEDDO and industry has helped reduce the IED threat troops face on the battlefield. Abizaid said the threat isn’t likely to go away any time soon, because the enemy views IEDs as their opportunity to gain high ground over an enemy they can’t confront any other way.

“We need to continue to close this gap,” with an eye to future battlefields as well as those troops are fighting on today, he said.

Miles writes for American Forces Press Service.

AIR FORCE PRINT NEWS (NOV. 20, 2007) LOGISTICS INNOVATIONS IMPACT WARFIGHTERS

Maj. Dave Huxsoll, USAF

WASHINGTON—The commander of Air Mobility Command thanked members of his organization in attendance Nov. 14 at the national con-

ference of the Logistics Officer Association, noting their initiatives are resulting in needed fuel and equipment being delivered to warfighters faster and more efficiently. “In fighting and winning the war on terrorism and preparing for the next war, you loggies have stood up and helped immensely,” Air Force Gen. Arthur J. Lichte said.

One example he highlighted is AMC’s C-5 Galaxy regionalized isochronal inspection program. “We used to do these [inspections] at eight different locations and spent a lot of money on support equipment,” the general said. The program consolidates C-5 ISO at three locations, one of which is already up and running at Dover Air Force Base, Del. When the program is fully realized, it will save the Air Force almost 60 manpower positions and more than \$80 million in support equipment. Most important, the general said, it will return aircraft to operations an average of 28 days earlier. “It’s increased the flow days, which effectively means we get airplanes flowing through the system faster and better,” Lichte said, adding this change will also allow the transport of an additional 10,000 pallets a year. “This is some tremendous innovation that the loggie community has brought to us to help not only win the war we are engaged in now, but help prepare for the next war,” he said.

Other resource-saving initiatives the general showcased: a streamlined 60K loader inspection process, which reduces inspection times from almost 90 minutes to 25 minutes; an effort to shift some C-5 and C-17 Globemaster III loading responsibilities from loadmasters to aerial porters, which allows aircraft to “turn” in two hours or less; and both C-17 and KC-10 Extender thrust reverser process changes, which cut repair times by up to 79 percent. “I credit the [Air Force Smart Operations] 21 mindset that is throughout Air Mobility Command, as well as people like you for coming up with these ideas that make the mission better,” the general said.

Lichte discussed these reforms in the context of AMC efforts to meet the Air Force’s top three priorities—fighting and winning the global war on terrorism and preparing for the next war; taking care of airmen and their families; and recapitalizing and modernizing the force.

Huxsoll writes for Air Mobility Command Public Affairs.

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FALL 2007 PEO/SYSCOM COMMANDERS' CONFERENCE PROGRAM EXECUTION EXPECTATIONS

Perform • Execute • Succeed

Communicating his highest expectation of the defense acquisition workforce, newly confirmed Under Secretary of Defense for Acquisition, Technology and Logistics John Young said, "Acquisition must operate under the brightest light, able to withstand all scrutiny."

Young served as one of two keynote speakers at the fall 2007 Program Executive Officers/Systems Commanders' Conference, held Nov. 6–8, 2007, at the Defense Acquisition University, Fort Belvoir, Va. Deputy Secretary of Defense Gordon England served as the second day's keynote speaker, while Deputy Under Secretary of Defense for Acquisition and Technology James Finley presided over a number of forums and activities.

The presence of acquisition's three most senior leaders at the fall conference represented a profound show of leadership support, marked by candid exchange and communication of expectations to the more than 300 acquisition and defense industry leaders and professionals attending the fall conference.

USD(AT&L) John Young

Young began his remarks by announcing that he will gradually be rolling out a source document across the acquisition enterprise containing sets of principles that reflect his thoughts on managing the acquisition process. Three sets of principles he discussed were: 1) how DoD's acquisition professionals interact with others outside of the team, 2) how DoD acquisition professionals work within their own acquisition family, and 3) how the acquisition workforce interacts cooperatively within their neighborhoods and communities.

"The defense acquisition team, in my view, has special capabilities and responsibilities in today's new world," Young said. "I believe we have a unique and privileged role as the integration point for everything."

Those capabilities and responsibilities, Young said, encompass understanding operational concepts, understanding technology and informing requirements that assist in enabling the warfighters' concept of operations, understanding industry, being able to define realistic budgets and schedules, and ensuring interoperability and jointness across the enterprise. On jointness Young added his personal perspective—that although he knows it's an unusual



Newly confirmed Under Secretary of Defense for Acquisition, Technology, and Logistics John Young speaks at the fall 2007 PEO/SYSCOM Commanders' conference on Nov. 7 at the Defense Acquisition University, Fort Belvoir, Va. Photograph by DAU Video Services

thought, he personally believes that the responsibility exists at the Service levels to pursue jointness.

"I want you to use your unique understanding of acquisition, of technology, of industry to work with warfighters and requirements officers—push on requirements to rationalize them in order to get the best value for every tax dollar we spend. No one ever counts the cost and the risk of what we did not buy and could not provide for the troops because we went overboard in another area—on requirements, on excessive technical authority—but these are real costs and these are real risks today. I hope that we will all take that as our responsibility going forward."

He reminded the conferees that they work for the taxpayers and should spend each dollar as if it was their own. "This is how I approach the business," he said, "and this is how I ask each of you to approach the business."

When the debate is over, and the last push opportunity is there to save several million dollars or to accept the industry offer and move on to the difficulties of signing a contract, Young urged everyone to make that push.

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“Make the push with industry, make the push with the programmers, make the push with the comptrollers, make the push with the requirements sponsors so that you have a program that is properly funded and delivers best value to the taxpayers to an appropriate set of requirements.

He called those assembled “the conscience of the enterprise” and cautioned them that they will be the scapegoat for the fact that we pay more money for no additional capabilities.

“We have to stop accepting cost growth as inevitable in our own family, letting it invisibly multiply by a factor of two or more as we take dollars from other programs to fix a broken program.” He emphasized that DoD acquisition needs to spend every single dollar building the most diverse and robust tool kit possible for the warfighter.

Young was clear in his expectations regarding ethics.

“We must be open minded and fair in everything we do.” Seek competition wherever possible, he said, and value in every instance.

Young said that DoD’s acquisition leadership has to be more conscious than ever of not failing to give program managers tools to manage—tools such as contract structures, incentive strategies, technology maturity, off ramps, and alternate technologies.

Knock down the barriers, eliminate the non-value-added activities, and get to the core business of the business, he said.

Discussing unpaid bills being bumped to the next POM [program objective memorandum], Young said that no longer would DoD’s senior acquisition leadership agree to execute programs above the budgeted level.

He spoke of the inability to easily access information across the acquisition enterprise—an area for which Young said he had no tolerance.

“The taxpayer pays for the information that we generate. ... This, for me, is a zero tolerance policy on any refusal by the Services or agencies to expeditiously work together and share all the information.” Another area Young cited for which he has zero tolerance is illegal activity of any kind.

Young also talked about the hardships and pressures on program managers.

“I realize that within our system we place a lot of pressures and responsibilities on our program managers. We ask them to balance and control costs, schedules, performance, and risk. The system surrounds program managers and their teams with a lot of processes that absorb their time and energy. We have a fickle authorization and appropriations process that can derail even the best laid out program and the best program manager’s attention.”

Even though the congressional budget cycle is beyond a program manager’s control in terms of stability, Young said that acquisition leaders should work to change and improve those processes that they can.

Deputy Secretary of Defense Gordon England

“We are a nation at war,” England stated. “I am convinced that the reason we lost 3,000 people on 9/11 is because the people who attacked America did not know how to kill 30,000 or 300,000. If they could have, they would have. ... This is not just about what we’re doing in Iraq and what we’re doing in Afghanistan ... this is the front end of a very long war.” For that reason, he added, “we have to be successful every single day on every single program that we’re involved in.”

England empathized with the assembled program and product managers, telling them he knew that they are working in a very tough part of the government for which there is no silver bullet. He likened the acquisition process to blocking and tackling with experience as the key defense.

Referring to the defense budget, England spoke of “controlling our own appetite” and not spending money that we don’t have. That takes leadership and disciplined program management, he emphasized.

England said that at the end of the day, the contract is a tool to execute the program, not a substitute for disciplined program management.

“It’s about leadership in my view. And the program manager has the authority, and he also has the personal responsibility to make the program successful.”

England stated that for a program to be successful, you have to be able to manage the environment around the program. Program managers, he advised, have to be good at public affairs, speaking, and sensing things.

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“Make sure you know what’s going on in the environment. What’s going on with the customer. What’s going on with the contractor. What’s going on with the building. You have to manage the whole environment if you’re going to have a successful program.”

He also spoke of teamwork, especially with industry.

“We cannot do this without industry. . . . Government can lead, but they need to lead with industry in the room and participating.”

On ethics, he left no room for gray areas.

“Shine a bright light on every single thing you do,” he told the conference participants. “If you have one [ethical dilemma], then you already know the answer. It isn’t gray—it’s either black or white. Be open and honest with everybody in every circumstance. Resolve it early—it isn’t going to get better with time.”

He spoke of immature technology and the benefits of prototyping to counteract the negative aspects of fielding technology before it’s of lasting benefit to the warfighters. England said that prototyping does work.

“You’re going to hear more about this. John Young and I are both believers in prototypes. We are going to be pushing very, very hard to have prototypes across the board because ultimately we are also convinced that by having prototypes we end up with the end product faster than if we don’t have prototypes.

England also talked about joint capability portfolios, program stability, and commercial technology.

“Joint capability portfolios,” said England, “give us a better look at jointness across the department. Our experiments so far have shown that we’ve had a lot of overlap—we’ve been able to move money and things around because we’ve had a number of programs that duplicate, a number of programs don’t quite match, a number of programs don’t have quite the right interface.”

Stability, England said, is probably the most important thing to have in a successful program. But those kind of issues are also dependent on Congress.

“We can not totally solve the program stability issue,” he said, “but once the money comes in, it is our obligation to make sure we have stability in our accounts.”

Commercial technology is another key area of concern to England and his staff.

“It changes very rapidly,” he noted. “This is an area that is hugely important for the department to better understand as we go forward. We’re going to have to find some way to better tap into the commercial sector than we do today. There’s a lot of areas that we don’t tap into, and that could be very harmful to us in the future.”

Concluding his remarks, England revisited his opening statement. “This nation is at war. There are a lot of people in the U.S. military who count on us doing this job every single day, and doing it right and to the best of our ability every single day.”

Outreach

Other distinguished speakers throughout the conference included Vice Chairman of the Joint Chiefs of Staff Marine Corps Gen. James Cartwright; Under Secretary of Defense for Personnel and Readiness David Chu; Director, Portfolio Systems Acquisition David Ahern; Commander, Marine Corps Systems Command Brig. Gen. Michael Brogan; Chairman and CEO Raytheon Company William H. Swanson; and President and CEO, BAE Systems, Inc. Walt Havenstein.

Panels, workshops, forums, roundtable discussions, networking, and exhibits all helped participants establish a clear understanding of the scope and problems associated with successful program execution and the program execution expectations of the acquisition community’s most senior leaders. As in past years, the conference expanded its reach by providing webcasts of keynote speeches and panels to the field.

To review other conference presentations delivered at the fall 2007 PEO/SYSCOM Commanders’ Conference, visit DAU’s Video Services Web site at <<http://view.dau.mil/dauvideo/view/channel.jhtml?stationID=276204165>>. For information on awards presented at the conference—Packard Awards and USD(AT&L) Workforce Development Awards—see p.77 of this issue.