

25th Annual Test & Evaluation National Conference

The 25th Annual Test & Evaluation National Conference will be held March 2-5, 2009, at the Sheraton Atlantic City Convention Center Hotel in Atlantic City, N.J. This national conference is invaluable to those tasked with directing and executing system development programs for the Department of Defense, Department of Homeland Security, Department of Energy, and other government departments tasked with various elements of our nation's security. Test planners, modeling and simulation users and developers, range operators, program managers, military personnel charged with system acquisition responsibilities, industrial professionals, and others under contract with the government to provide support to our nation's defenses will also benefit. Register for the conference at <http://eweb.ndia.org/eweb/dynamicpage.aspx?site=ndia&webcode=eventlist>. For more information, contact Emily Agnew, meeting planner, eagnew@ndia.org or 703-247-2566.

Warfighter's Vision 2009 Conference

Warfighter's Vision 2009, a forum sponsored by the Association for Enterprise Integration, will be held March 5-6, 2009, at the Ronald Reagan building in Washington, D.C. The theme of the 2009 event will be "Global Information Grid 2.0 and Cyber: Creating the Secure, Single Information Environment." The purpose of the conference is to give voice to the warfighter on information and communications capabilities necessary to assure mission performance in both joint and coalition environments. The conference provides opportunities for discussing topics of concern to combatant commands with industry and DoD officials and allows participants to communicate input to DoD policy makers regarding needs and priorities. Register for the conference at www.afei.org/brochure/9a04/index.cfm. For more information, contact Betsy Lauer, 703-247-9473.

2009 Joint Undersea Warfare Technology Spring Conference

The 2009 Joint Undersea Warfare Technology Spring Conference will be held March 9-12, 2009, at the Admiral Kidd Catering and Conference Center in San Diego, Calif. Register for the conference at <http://eweb.ndia.org/eweb/dynamicpage.aspx?site=ndia&webcode=eventlist>. For more information, contact Kimberly Williams, meeting planner, kwilliams@ndia.org or 703-247-2578.

Precision Strike Annual Review

The Precision Strike Annual Review will be held March 10-11, 2009, at the Emerald Coast Conference Center in Fort Walton Beach, Fla. This annual review will present and clarify national defense policy and strategies to achieve the goals of precision engagement, afford the precision strike community

the latest thoughts from Defense Committee Members of Congress, and highlight major precision strike achievements through presentation of the William J. Perry Award. Participants will also focus on the review and way forward of important precision strike weapons systems and capabilities essential to meet the joint warfighters' needs—particularly those weapons systems in development and procurement. Register for the 2009 event at www.precisionstrike.org/events.htm.

2009 Presentation of Aerospace Markets: The Decade Ahead

The American Institute of Aeronautics and Astronautics (AIAA) will sponsor the 2009 Presentation of Aerospace Markets: The Decade Ahead, on March 11, 2009, at the Renaissance Washington Hotel in Washington, D.C. This one-day event is designed for chief executive officers, financial executives, business developers, and strategic planners. Group analysts and guest experts from The Teal Group will deliver their predictions on aerospace market trends for the next 10 years. Register at www.aiaa.org/events/aeromarkets.

7th Annual U.S. Missile Defense Conference

The 7th Annual U.S. Missile Defense Conference—hosted by the American Institute of Aeronautics and Astronautics, in cooperation with The Lockheed Martin Corporation, and supported by the U.S. Missile Defense Agency—will be held March 23-26, 2009, at the Ronald Reagan Building and International Trade Center in Washington, D.C. The 2009 conference will provide delegates access to the current state of the worldwide Ballistic Missile Defense System, including a review of national policies, Service priorities, technical advances, and related issues that may support or affect the deployment of the BMDS. Discussions will provide views of the evolutionary development of a worldwide, layered, integrated BMDS; the integration and testing of BMDS capabilities; the status of key BMDS elements; and, the current political/policy environment, including the status of allied programs in support of BMDS forward deployed elements. Conference participation will be restricted to delegates from the U.S. government and industry who have demonstrated a valid need to know and who have a valid SECRET or higher security clearance. Register at www.aiaa.org/content.cfm?pageid=230&lumeetingid=1961.

2009 Ground Robotics Capabilities Conference & Exhibition

The 2009 Ground Robotics Capabilities Conference & Exhibition will be held March 24-26, 2009, at the InterContinental Dallas in Dallas, Texas. The purpose of this conference is to bring together warfighters and homeland security users,

technology developers (government, industry, and academia), and acquisition professionals to address increased responsiveness to user needs. This conference will also provide a forum for the exchange of information, ideas, and methodologies to provide U.S. forces with unmanned ground technologies. The conference is intended to foster creative “out-of-the-box” thinking. A series of panels and speakers will present a wide array of thought-provoking insights from diverse perspectives. Multiple focused breakout sessions will afford participants the opportunity to identify critical issues and needs, and develop practical steps for a path forward to resolve these issues. For more information, contact Jennifer Hoechst at jhoechst@ndia.org or 703-247-2568.

Defense Procurement eBusiness Conference

The Defense Procurement eBusiness Conference will be held April 6-8, 2009, at the Hyatt Regency Denver in Denver, Colo. Procurement eBusiness systems are used by all DoD contractors and most of those in the acquisition and procurement arena. This conference is designed to communicate strategic direction in acquisition and procurement, share latest policy and guidance, and provide practical information to help educate DoD contracting professionals, program managers, and DoD contractors in maximizing their use of the eBusiness systems and preparing for upcoming requirements. Attendees will have hands-on access to all the required technologies presented by the top solutions providers in the interactive exhibits area. Register at www.ebizprocurement.com/reg.html.

2009 Defense Industrial Base Critical Infrastructure Protection Conference and Technology Exhibition

The 2009 Defense Industrial Base Critical Infrastructure Protection Conference and Technical Exhibition will be held March 31 through April 3, 2009, at The St. Anthony in San Antonio, Texas. The theme for the 2009 conference is “Defense Industrial Base Resiliency through Protection, Response, and Recovery.” This theme will provide defense industrial base critical infrastructure and key resources owners/operators (small business through major corporations), their subcontractors, vendors, and other security partners with insightful information for implementing the critical infrastructure and national preparedness-resiliency concept with sustainable results. The conference will bring together national and local experts and practitioners to discuss the full spectrum of natural and man-made events and the impact those events have on the government and commercial communities.

Attendees can expect to learn about new techniques and actions related to the restoration of economic, infrastructure, material, and institutional processes following an event.

Speakers will provide an overall picture of the state of defense industrial base security. That picture will include cyber and supply chain infrastructure threats and security, business continuity and risk management practices, as well as opportunities for effective information sharing. The intent is to ensure the operational resilience of the infrastructure services that defense industry businesses, communities, states, regions, and ultimately the nation and our warfighters rely upon. For more information, contact Meredith Geary, mgeary@ndia.org or 703-247-9476.

44th Annual Gun and Missile Systems Conference & Exhibition

The 44th Annual Gun and Missile Systems Conference & Exhibition will be held April 6-9, 2009, at the Hyatt Regency Crown Center in Kansas City, Mo. The theme of the 2009 conference will be “Shaping the Future in Weapon System Development, Deployment, and Reset.” This event will provide a forum for discussing methods to enhance defense-related capabilities—not only through available technology, but also through development of personnel. A broad range of topics related to design and development of technology and training, and development of people in the gun and missile systems industry will be presented. For more information, contact Kelly A. Seymour at kseymour@ndia.org or 703-247-2583.

UID Forum

The Unique Identification (UID) Forum will be held April 6-8, 2009, at the Hyatt Regency Denver in Denver, Colo. The theme for the 2009 event is “Implementation Strategies for Programs and Suppliers.” Current UID policy impacts all acquisition programs and suppliers, including small- to mid-sized businesses. This forum is designed to provide practical guidance to help educate military program managers and DoD contractors on how to move forward with successful UID implementation. Participants will learn about:

- Standards & Marking Guidelines
- Wide Area Work Flow (WAWF) & Electronic Document Access (EDA)
- Economics of IUID & RFID Integration
- Government-Furnished Property
- Contract Reporting
- IUID Registry & Unique-Item Identifiers (UII)
- Supplier Flowdown
- Materiel Visibility.

Attendees will have hands-on access to all the required technologies presented by the top solutions providers in the interactive exhibits area. Register at www.uidforum.com/.

DTIC to Host 35th Annual Conference

Sandy Schwab

"Defense Science & Technical Information: From Discovery to Access," is the theme for the Defense Technical Information Center's Annual Conference, which will be held April 6-8, 2009, at the Hilton Alexandria Old Town, in Alexandria, Va.

DTIC's annual conference brings together more than 300 information professionals from the science, technology, research and development, and acquisition communities who create, disseminate, and use DoD scientific, research, and engineering information. Maximizing research productivity, preventing unnecessary or redundant research, and networking among peers are just some of the benefits gained by attending the conference. Speakers from government, private industry, and DTIC will address evolving information technologies. The first two days will feature a number of government and commercial exhibitors demonstrating and discussing the latest information services and technology.

Hands-on training will be offered at DTIC's Headquarters, Fort Belvoir, Va., Thursday-Friday, April 9-10. Complimentary shuttle service between the conference hotel and the training site will be available both days.

For more information contact DTIC's conference coordinator at 703-767-8236/DSN 427-8236, confinfo@dtic.mil. For conference updates, bookmark www.dtic.mil/dtic/announcements/conference.html.

Schwab is the public affairs officer, DTIC.

AIAA Infotech@Aerospace Conference & Exhibit & AIAA Unmanned...Unlimited Conference & Exhibit

The American Institute for Aeronautics and Astronautics (AIAA) will sponsor two events: the Infotech@Aerospace (I@A) Conference & Exhibit and the Unmanned...Unlimited (UU) Conference & Exhibit April 6-9, 2009, at the Sheraton Seattle Hotel in Seattle, Wash. I@A is the AIAA's premier forum addressing information-enabled technologies, systems, and capabilities shaping the aerospace systems of the 21st century. I@A serves as the institute's main interface between the aerospace and information technology communities, providing a unique opportunity for interaction among a broad range of disciplines. UU is the AIAA's principal venue for advancing the state of the art in unmanned vehicles, systems, and their integration. UU will feature experts in all areas of unmanned systems, vehicles (with special emphasis on unmanned aerial vehicles), subsystems, payloads, and their applications to current and future missions. Register

for both events at www.aiaa.org/content.cfm?pageid=230&lumeetingid=2070.

25th Annual National Logistics Conference & Exhibition

The 25th Annual National Logistics Conference & Exhibition will be held April 6-9, 2009, at the Hyatt Regency Miami in Miami, Fla. The theme of the 2009 conference is "21st Century Logistics: Vision and Strategies for the 2nd Decade." Keynote defense leaders and panels will address the following daily themes:

- Vision and Strategies
- Partnerships and Performance
- People: Human Capital Initiatives and Education.

For more information, contact Suzanne Havelis at shavelis@ndia.org or 703-247-2570.

Defense Acquisition University Acquisition Community Symposium

The annual Defense Acquisition University Acquisition Community Symposium will be held at the Fort Belvoir campus on April 14, 2009. The 2009 symposium will focus on "The Acquisition Workforce Challenge: Winning the War for Talent." Watch the Defense Acquisition University Alumni Association Web site at www.dauaa.org/symposium2009/index.htm for conference updates and registration information.

10th Annual Science & Engineering Technology Conference/DoD Technical Exposition

The 10th Annual Science & Engineering Technology Conference/DoD Technical Exposition will be held April 21-23, 2009, at the Embassy Suites Hotel at Charleston Convention Center, Charleston, S.C. The theme of this year's event is "Creating Capability Surprise through Innovative S&T and Operational Prototyping." Speakers from government, industry, and universities will present their views on accomplishments and successes in applying innovative technology across the life cycle of DoD systems. There also will be opportunities for industry and academia to present ideas to Service representatives in one-on-one sessions. For more information, contact Christy J. Goehner, cgoehner@ndia.org or 703-247-2586.

Environment, Energy, and Sustainability Symposium & Exhibition

The National Environment, Energy, and Sustainability Symposium and Exhibition (E2S2) will be held May 4-7, 2009, at the Colorado Convention Center in Denver, Colo. This event represents a continuing evolution of the National Defense Industrial Association's role to support the consideration of environmental, energy, and sustainability challenges facing

the federal government. Expanding from the Joint Services Environmental Management conferences of the past, the symposium and exhibition recognizes the convergence of the three title topics. Expected this year is the participation of all defense agencies/Services as well as other federal, state, and international government organizations through general, plenary, and technical session content. For more information, contact Kari King at kking@ndia.org or 703-247-2588.

Over 500 Senior Acquisition Managers Convene to Deliberate Affordable Capabilities

Collie Johnson

"We begin and end with the warfighter," said under secretary of defense for acquisition, technology and logistics John Young, setting the tone for the fall 2008 Program Executive Officer/Systems Command Commanders' Conference.

The 2008 PEO/SYSCOM conference was held Nov. 4-5 at the Defense Acquisition University, Fort Belvoir, Va. Panels, workshops, forums, roundtable discussions, networking, and exhibits all helped participants establish a clear understanding of the best practices associated with acquiring and delivering affordable capabilities, the theme of this year's event.

Candid exchange and communication of best practices among those program and product managers, program executive officers, systems command commanders, defense industry representatives, and other acquisition professionals led to increased understanding of the best practices that allow the nation's warfighters, as expressed by Young, "to defeat any adversary on any battlefield, anywhere."

Young told those assembled—over 500 participants—that the defense acquisition community does indeed "have the talent and the people to make these programs run well if we execute with discipline."

Strategic Thrusts

Focusing his remarks on four strategic thrusts derived from his AT&L Strategic Goals Implementation Plan, Young identified the first thrust as *defining effective and affordable tools for the joint warfighter*.

"We have ... a unique and privileged role in being the team that delivers that effective and affordable capability for the warfighter," Young said, "in accordance with our understanding of what they need and what technology can do for them."

Young said the second strategic thrust—to *responsibly spend every single tax dollar*—gets to issues like accurately pricing programs, valuing competition, valuing the use of mature technology to deliver affordable capability, and how "we [AT&L] need to, as a team, engage the requirements process in ways that make sure requirements, schedule, and resources reasonably align so we can succeed."

The third strategic thrust Young defined as *taking care of our people*—the need to continuously and constantly develop the AT&L workforce through training and experience.

"As you know, the acquisition workforce is aging and changing. We need to bring new people in. We need to take advantage of the people who have experience in different ways."

The fourth strategic thrust—Deputy Secretary of Defense Gordon England's *transformation priorities*—consists of 25 goals and metrics that Young called important for AT&L to accomplish in moving forward the department's acquisition transformation.

"We've made great progress against the goals and the metrics," he said. "... We all have to keep running the business as effectively and efficiently as possible ... The military leadership changes over time also. The key is for all of us is to continue to execute the business efficiently."

Best Business Practices

Young devoted the rest of his remarks to specific best practices that he said will help restore the credibility of DoD's acquisition process by "showing the enterprise that we will work hard to save money in running the acquisition business."

Competitive prototyping, he said, embodies this strategy and is embraced and understood by the acquisition community. However, prototyping in and of itself, he cautioned, is not magic.

Configuration steering boards was another best practice cited by Young as a "valuable tool to empower the program manager."

Young stated unequivocally that programs will not move forward without full funding. "I'm adamant," he said, "that that's a condition for program stability."

On incentive policies, Young emphasized that program planners must tie award fee and incentive fee to objective criteria and set standards for awarding it.

2008 USD(AT&L) Workforce Development Award

On Nov. 4, eight winning organizations received the 2008 Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Development Award in recognition of their accomplishments in developing innovative, comprehensive learning and development programs for their workforces. Deputy Under Secretary of Defense for Acquisition and Technology James I. Finley presented the awards to the winners at a luncheon held in conjunction with the Program Executive Officers/Systems Command (PEO/SYSCOM) Commanders' Conference at Fort Belvoir, Va. The winners are:

Large Organization Category (More Than 500 Employees)

Gold Award—Warner Robins Air Logistics Center
Silver Award—Naval Surface Warfare Center, Corona Division
Bronze Award—Marine Corps Systems Command

Small Organization Category (Less Than 500 Employees)

Gold Award—Fleet and Industrial Supply Center Norfolk Contracting Department, Naval Supply Systems Command
Silver Award—Warner Robins Air Logistics Center, Directorate of Contracting
Silver Award—PEO Command, Control, Communications, Computers and Intelligence (C4I)
Bronze Award—PEO Missiles & Space
Bronze Award—Cost and Systems Analysis Office, U.S. Army TACOM Life Cycle Management Command

An expert panel of seven judges from academia, industry, and corporate learning institutions independently conducted the award evaluation process and recommended the winners to Under Secretary of Defense for Acquisition, Technology and Logistics John J. Young Jr. A record 41 nominations were received, and the judges reported the quality of submissions was outstanding and competition for the awards was fierce.

Organizations reported establishing numerous effective best practices in areas including recruiting, internships, retention, performance management, partnerships, organization-unique training, leadership development, succession planning, executive coaching, mentoring, job rotation, job shadowing, and knowledge sharing. Outcomes from these programs included greater organizational and individual performance, increased workforce expertise, higher employee satisfaction, and significant cost savings.

Applicants spanned the entire country, the Services and defense agencies, and many different areas of mission. Organizations ranged from as few as four people to more than 20,000 employees.

The USD(AT&L) Workforce Development Award program was established in 2004 to recognize organizations that are achieving excellence in learning and development for their employees. Additionally, the award program identifies best practices for other USD(AT&L) organizations to adopt. It helps promote the objectives of USD(AT&L) Strategic Thrust No. 3—Take Care of Our People.

Young also touched on Joint Analysis Teams and Defense Support Teams. He lauded JATs as an excellent tool to gather stakeholders and subject matter experts for planning a program for execution. On Defense Support Teams, he said they were a chance to borrow talent that is outside the enterprise as well as use talent inside the enterprise—a gathering of experts to go and solve particular problems.

He commended the Defense Acquisition University, the director of defense research and engineering, and the Defense Technical Information Center for their hard work and involvement in developing Web tools for acquisition practitioners like the AT&L Living Library <www.dau.mil> and DoD Techipedia <<https://www.dodtechipedia.mil/index.html>>.

He appealed to all conference participants to populate the two Web tools and use them.

Young also views Lean Six Sigma as an important business practice and DoD transformation priority: "The truth is that Lean Six Sigma is a true best business practice that can change the potential for your program to succeed."

Economic order quantity, Young noted, is another business practice that produces savings and gives program managers a chance to efficiently execute their programs. He added that it was troubling to him when an acquisition team takes criticism for the cost of systems largely driven by the fact that

the enterprise will refuse to buy in economic order quantities, inherently driving that cost up.

He urged conferees to engage the requirements community in the budget process. It ought to be the job of some of the corporate leadership, he stressed, to “try to help make sure the budget is right for acquisition programs to succeed and deliver.”

Mandatory technology readiness assessments also are a critical tool and best practice Young supports. “Frankly, they’re the right thing to do,” he stated. “The even more right thing to do is do them early as quick-look efforts so that a program can plan.”

Young reiterated his commitment to save taxpayer dollars. One of the goals in the AT&L strategic thrusts, he said, is to save \$15 billion—real dollars, not cost avoidance, not projected savings.

Concluding his remarks, Young told those assembled that improving the acquisition system is about a lot of fundamental, back-to-basics hard work.

“I still think it comes back to running the business with discipline and using some basic tools like prototyping and working together as a team with stakeholders to get the job done right ... I want to convey my thanks for the opportunity to work with all of you, and encourage you to continue to push these practices forward.”

To review other conference presentations delivered at the fall 2008 PEO/SYSCOM Commanders’ Conference, visit DAU’s Video Services Web site at <http://view.dau.mil/dauvideo/view/channel.jhtml?stationID=1138688104&c=3>.

Johnson, a retired federal civilian, is currently a Defense AT&L contributing editor.

Integrated Process Team Addresses Logistics Issues

Air Force Materiel Command Public Affairs

AIR FORCE MATERIEL COMMAND NEWS RELEASE (DEC. 15, 2008)

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—The consolidation of supply chain activities into the Air Force Global Logistics Support Center presented a fresh opportunity to address some systemic issues in how the Defense Logistics Agency supports the Air Force.

Leaders representing both organizations received an update on these issues along with recommendations during a Dec. 12 close-out briefing at Scott Air Force Base, Ill.

Maj. Gen. Gary McCoy, AFGLSC commander, along with Brig. Gen. Andrew Busch, the commander of Defense Supply Center Richmond, the aviation supply and demand chain manager for DLA, were among those who attended the briefing from a joint integrated process team. Busch, along with AFGLSC vice commander Col. Brent Baker Sr., signed the charter for the integrated process team in March. The team was tasked with identifying critical supply chain issues and providing solutions.

Among the integrated process team’s goals were:

- Determining roles and responsibilities for AFGLSC and DLA, strategically and at the process task level
- Presenting recommendations on how to best develop a true collaborative partnership
- Developing interim and long-term processes to address ERP-related issues
- Determining how to integrate DLA into the AFGLSC Fusion Center concept
- Providing a timeline and way ahead to implement the team’s recommendations
- Developing a plan for integrating DLA and AFGLSC Fusion Center concepts
- Defining the issues between DLA and AFGLSC, including:
 - Incorporating AF weapon system-specific availability targets into DLA processes in a meaningful way
 - Developing standardized processes to deal with customer support issues ranging from the tactical (stock-outs) to the strategic (business planning, transformation).
 - DLA and AFGLSC working together on collaborative planning, sourcing strategies, distribution planning, and other methods of optimizing the supply chain for consumable items and sourcing strategies for DLRs
 - Developing a comprehensive communications plan
 - Determining the need for one or more embedded DLA representatives/analysts at AFGLSC facilities, to include customer support representatives with the authority to resolve issues. If this position is recommended, determine/define roles and responsibilities
 - DLA and AFGLSC Supply Chain Strategy and Integration working to determine enterprise-level metrics and performance indicators that can be drilled down to provide real-time issue identification/resolution
 - DLA and AFGLSC Supply Chain Operations working together to determine release sequences for items.

Outcomes for some sub-integrated process team topics (in bold) include:

- Updating Performance Based Agreement Annex 7 that includes documented target setting process with



Maj. Gen. Gary McCoy, Air Force Global Logistics Support Center commander (left), along with Brig. Gen. Andrew Busch, the commander of Defense Supply Center Richmond, were among those receiving updates on critical supply chain issues and proposed solutions during a Dec. 12 briefing at Scott Air Force Base, Ill. Air Force photo by Airman 1st Class Wesley Farnsworth

defined roles and responsibilities for weapons system specific availability targets

- Updating Performance Based Agreement Annex 7 with current metrics and performance indicators, roles, and responsibilities, as well as an annex revision schedule for enterprise-level metrics
- Developing and documenting sourcing process models including roles, responsibilities, accountabilities, and governance for sourcing strategies
- Defining future state distribution process, roles, and responsibilities for distribution planning
- Develop and document a repeatable process, roles and responsibilities, and definitions to reduce inventory for inventory reduction.

McCoy said he was impressed with the scope and depth of issues tackled by the integrated process team.

“In addition to providing recommendations for immediate implementation, this effort has laid a foundation for a productive relationship between the AFGLSC and a major partner,” McCoy said. “The team is wrapping up, but our efforts to work with the supply chain professionals in DLA to improve warfighter support have only begun.”

Busch also praised the work done by the integrated process team.

“Noteworthy was the building of relationships to sustain the AFGLSC and DLA engagement over the long term,” Busch said. “Logistics is a complex and detailed business, and when we work through the issues addressed today we’ll definitely have a more efficient supply chain and improved support to the warfighter.”