



Conferences, Workshops & Symposia

23RD ANNUAL TEST AND EVALUATION CONFERENCE

The 23rd Annual Test and Evaluation Conference will take place March 12–15, 2007, at the Westin Resort Hilton Head Island, Hilton Head Island, S.C. 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. For registration or more information on this year's event, consult <<http://eweb.ndia.org/eweb/DynamicPage.aspx?Site=ndia&Webcode=EventList>>.

23RD ANNUAL NATIONAL LOGISTICS CONFERENCE AND EXHIBITION

The 23rd Annual National Logistics Conference and Exhibition will be held March 19–22, 2007, at the Hyatt Regency Miami, Miami Convention Center, in Miami, Fla. 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 this year's event, contact Meredith Geary, meeting planner, at mgeary@ndia.org or call (703) 247-9476. For details on registration, watch the conference Web site at <<http://eweb.ndia.org/eweb/DynamicPage.aspx?Site=ndia&Webcode=EventList>>.

DEFENSE FORUM BREAKFAST

The National Defense Industrial Association (NDIA) Central Florida Chapter is sponsoring a Defense Forum Breakfast at the Radisson University Hotel, Orlando, Fla., on March 21, 2007 (0800-1100). The theme of the breakfast will be "Evolving Research, Development and Acquisition Strategies in the Global War on Terror". Register online at <<https://www.riptidesoftware.com/non-profit/luncheons/>>.

5TH ANNUAL U.S. MISSILE DEFENSE CONFERENCE

The 5th Annual U.S. Missile Defense Conference will be held March 19–23, 2007, at the Ronald Reagan Building and International Trade Center, Washington, D.C. A key objective of the 2007 conference is to continue building the Ballistic Missile Defense System (BMDS) team relationships that will in turn make development of a global missile defense system a successful reality. The BMDS Team includes members of the Missile Defense Agency (MDA), Department of Defense, military service staffs, and industry.

The conference—hosted by the American Institute of Aeronautics and Astronautics (AIAA), in cooperation with Northrop Grumman Corporation and supported by MDA—will expose the BMDS to the entire missile defense community, educate conference participants on the system-level approach to BMDS development, and serve as an exchange of ideas on BMDS evolution. Discussions will focus on the evolutionary development of a global, layered, integrated BMDS; the integration and testing of BMDS capability; the status of fielding BMDS elements; and the current political/policy environment, including the merits of extending BMDS capabilities to allies. Consistent with this focus is the theme of the conference, "Global Ballistic Missile Defense—A Layered Defense." Register for the 2007 conference at <www.aiaa.org/content.cfm?pageid=230&lumeetingid=1475&viewcon=overview>.

5TH ANNUAL AFCEA-BELVOIR/PEO EIS INDUSTRY DAY

The Armed Forces Communications and Electronics Association—Fort Belvoir Chapter hosts the 5th Annual AFCEA-Belvoir/PEO EIS Industry Day to inform the IT community about the recent successes and the forward-thinking opportunities that the Department of Defense and the Department of the Army have asked PEO EIS to develop. The 5th Annual AFCEA-Belvoir/PEO EIS Industry Day will be held March 28–30, 2007, at the Marriott Bethesda North Hotel and Conference Center in Maryland.

This will be the 20th year that the PEO has been in the acquisition business. PEO STAMIS (Standard Army Management Information Systems) began in April 1987 with five programs. PEO EIS now boasts an organization with more than 40 programs. The PEO, deputy PEOs, and



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PMs will talk about the year ahead and the milestones they face. Industry Day 2007 promises to be bigger and better than ever.

For information on government participation at Industry Day, call Dean Sprague at (703) 806-4557 and for industry participation, contact Mark Gable at (800) 878-2940 x235. For information on AFCEA-Belvoir visit their Web site at <<http://belvoir.afceachapter.org>> or contact David Livingstone at (301) 399-4231.

GUNS AND MISSILE SYSTEMS CONFERENCE AND EXHIBITION

The 42nd Annual Armament Systems: Guns and Missile Systems Conference and Exhibition will be held April 23-26, 2007, in Charlotte, N.C. The 2007 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 Heather Horan, meeting planner at hhoran@ndia.org or call (703)247-2570. Watch for registration details at <<http://eweb.ndia.org/eweb/DynamicPage.aspx?Site=ndia&Webcode=EventList>>.

DEFENSE ACQUISITION UNIVERSITY ACQUISITION COMMUNITY CONFERENCE/SYMPOSIUM 2007

Mark your calendar and plan ahead to attend the April 17, 2007, Defense Acquisition University Community Conference/Symposium, sponsored by the Defense Acquisition University Alumni Association. Watch the association Web site at <www.dauaa.org> for announcements, updates, and registration information.

DAU AND NDIA TO SPONSOR DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE OFFERINGS FOR INDUSTRY MANAGERS

DAU and the National Defense Industrial Association will sponsor offerings of the Defense Systems Acquisition Management (DSAM) course for interested industry managers at the following location during fiscal 2006:

- May 7-11, 2007, Gaylord Opryland Resort & Convention Center, Nashville, Tenn.
- July 16-20, 2007, Red Lion Hotel on Fifth Avenue, Seattle, Wash.
- Sept. 10-14, 2007, Radisson Plaza Hotel, Minneapolis, Minn.

DSAM presents the same acquisition policy information provided to DoD students who attend the Defense Acquisition University courses for acquisition certification training. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:

- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD 5000 series (directive and instruction) and the CJCS 3170 series (instruction and manual)
- Defense transformation initiatives related to systems acquisition
- Defense acquisition procedures and processes
- The planning, programming, budgeting, and execution process and the congressional budget process
- The relationship between the determination of military capability needs, resource allocation, science and technology activities, and acquisition programs.

For further information see "Courses Offered" under "Meetings and Events" at <www.ndia.org>. Industry students contact Phyllis Edmonson at (703) 247-2577 or e-mail pedmonson@ndia.org. A limited number of experienced government students may be selected to attend each offering. Government students must first contact Bruce Moler at (703) 805-5257, or e-mail bruce.moler@dau.mil prior to registering with NDIA.

JOINT SERVICES ENVIRONMENTAL MANAGEMENT (JSEM) CONFERENCE

The Joint Services Environmental Management (JSEM) Conference will be held May 21-24, 2007, at the Greater Columbus Convention Center in Columbus, Ohio. JSEM 2007 is a comprehensive summit on the evolving world of environment, energy, and geospatial information within DoD. JSEM 2007 will highlight the many new and innovative ways the Department of Defense, other federal agencies, states, and the defense industry are meeting mission needs while protecting the environment. The conference affords the opportunity to share ways to integrate environment, energy, and geospatial information management into Defense operations. It also will address a wide range of perspectives, including policy, implementation, best management practices, data management, and technology.

The JSEM 2007 Conference and Exhibition is evolving, just as Defense business practices are evolving. Conference organizers are merging Energy and Geospatial Information Management into the 2007 event, which is now recognized as the most significant event for environmental policy makers, practitioners, and profession-



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als. Future registration details will be posted to the conference Web site at www.jsemconference.com/2007/registration.htm.

FEDERAL ACQUISITION CONFERENCE & EXPOSITION (FACE)

The Federal Acquisition Conference and Exposition (FACE) will be held June 19-20, 2007, at the Ronald Reagan Building in Washington, D.C. The 2007 theme is "Acquisition Frontiers: Blazing New Trails." This year's conference will offer new sessions for several members of the acquisition workforce and will provide toolkits for use back at the office. FACE will offer best practices and lessons learned for contracting professionals, program managers, contracting officer technical representatives, and acquisition career managers. Attendees will have an opportunity once again to earn continuous learning points, create important new relationships with team members, and gain insight from sessions exploring best practices, new acquisition human capital achievements, and how to make these work on the job. For more information, visit www.fai.gov/face.

DARPA ANNOUNCES THIRD GRAND CHALLENGE

The Defense Advanced Research Projects Agency (DARPA) has announced plans to hold its third Grand Challenge competition on Nov. 3, 2007. The DARPA Urban Challenge will feature autonomous ground vehicles executing simulated military supply missions safely and effectively in a mock urban area. Safe operation in traffic is essential to U.S. military plans to use autonomous ground vehicles to conduct important missions. DARPA will award prizes for the top three autonomous ground vehicles that compete in a final event where they must safely complete a 60-mile urban area course in fewer than six hours. First prize is \$2 million, second prize is \$500,000, and third prize is \$250,000. To succeed, vehicles must autonomously obey traffic laws while merging into moving traffic, navigating traffic circles, negotiating busy intersections, and avoiding obstacles. The DARPA Grand Challenge Web site <http://www.darpa.mil/grandchallenge> is the primary resource for information about the Urban Challenge event.

AIR FORCE PRINT NEWS (NOV. 20, 2006) ASC LEADERS TACKLE REQUIREMENTS, ACQUISITION PROCESSES

Col. Ginger Jabour, USAF

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Starting new programs correctly, ensuring customers have realistic expectations, and ending the "shoot-the-messenger" mentality were among the initiatives Aeronautical Systems Center leaders considered at a November off-site meeting.

Lt. Gen. Jack Hudson, the ASC commander, along with senior leaders and staff members, discussed acquisition challenges at the Air Force Smart Operations for the 21st Century off-site.

Lt. Col. Ron Jobo, ASC's AFSSO 21 office deputy director, said he was pleased with the results from the off-site.

"Just the fact that senior leaders would clear three days from their busy schedules points out the center's commitment to process improvement; in fact, this is ASC's second AFSSO 21 off-site in four months," Jobo said.

"What's really significant about these initiatives is that we've focused on our core mission objectives that were identified through the (ASC) balanced scorecard," said Chuck Jackson, the 326th Aeronautical Systems Wing director. "The requirements that we accept, along with our strategic planning, are obviously interconnected, and they basically drive everything we do in acquisition. We'll also benefit from the synergy between these objectives, so the potential benefits are huge."

Beginning with a lengthy list of challenges generated from the major objectives of ASC's balanced scorecard, participants identified challenges in three major areas: transforming requirements into high-confidence programs, influencing future requirements, and institutionalizing realistic planning.

They came up with problem statements, goals and objectives, process owners, and initial action plans for each of the 14 initiatives. ASC's executive steering group will prioritize the 14 initiatives on the basis of the impact and cost of implementing each one and decide which processes are the best candidates for improving.

The November meeting focused on cause and effect analysis.

"It's a formalized way of identifying a problem, then looking into its causes," Jobo said. "It encourages people to not just start throwing out solutions, but look deeply into the root causes."



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"At this off-site, participants did a great job of locating root causes and creating action plans to improve those processes," Jobo said. "Obviously, we can't just go charging out and take care of 14 deep-rooted problems all at once, so the executive steering group will work to prioritize the initiatives to see which ones we tackle first, as well as chart out the way ahead to address all the initiatives."

Jabour is with the Aeronautical Systems Center's AFSO 21 Office.

AMERICAN FORCES PRESS SERVICE (DEC. 7, 2006) SPECTRUM SUMMIT FOCUSES ON CURRENT, FUTURE WARFIGHTER NEEDS

Donna Miles

ANNAPOLIS, Md.—Servicemembers on patrols and convoy missions in Iraq and Afghanistan sometimes have to decide if they would rather have access to their radios to call in close-air support if they need it or jammers to disable improvised explosive devices they encounter along the route.

That's a decision troops shouldn't have to make, Paige Atkins, director of the Defense Spectrum Organization, told reporters attending the Annual Defense Spectrum Summit 2006 here yesterday. The Defense Spectrum Organization was established as part of the Defense Information Systems Agency in April as DoD's focal point for radio frequency spectrum analysis, planning and support.

Both tactical radios and electronic countermeasures operate through the electromagnetic spectrum, so they can sometimes interfere with one another, Atkins explained. "It may boil down to an operator making a choice (about which system to use)," she said. "And we want to prevent them from having to make a choice between critical functions and protecting lives."

Atkins and her staff are part of a sweeping transformation under way to ensure that troops have access to the information and communications they need without having to worry about other systems degrading them. "And that is what we are trying to ensure: that they have the right capabilities in place to do their mission," Atkins said.

Electromagnetic interference doesn't come just from other U.S. military systems, Atkins explained. Sometimes it comes from systems used by coalition partners or the

host nation where U.S. forces are operating. It can come from an enemy who intentionally jams a "friendly" system.

It can also come from a commercial system, Atkins said, noting that the demand for "spectrum-dependent systems" and the band width they need to operate is skyrocketing in the commercial sector.

"We're under a lot of pressure to share our large inventory of spectrum," John Grimes, assistant secretary of defense for networks and information and integration, told participants at the weeklong Defense Spectrum Summit. "A lot of people have a need for it and want it."

DoD and other federal agencies recently auctioned off spectrum from 1710 to 1755 megahertz to the private sector. The auction yielded a whopping \$14 billion, much of which will go toward migrating military and government systems to other electromagnetic frequencies.

The government is more likely to share rather than give up additional band width, Atkins said. She noted that officials working on the Presidential Spectrum Reform Initiative are looking into ways to promote sharing between military, federal, and commercial entities in a way that doesn't compromise security or access for military users.

"We need to look at the way we manage spectrum from a national perspective and ensure we have the right mechanisms in place to enable economic prosperity and innovation while protecting federal government interests and the national security," she said.

Grimes urged participants at the Defense Spectrum Summit to try to come up with ways to achieve that balance. At the same time, he urged them to help work toward DoD's goal of net-centric operations and warfare in which troops can tap into all the information they need through a secure global network.

"The most important thing is to understand the warfighter issues we have to satisfy," Grimes said.

As DoD builds the foundation for its future network, referred to as the Global Information Grid, Atkins said, it's also working to protect troops in the field today. That includes ensuring that U.S. military systems don't interfere with each other and aren't degraded by allied, host-country, or civilian systems, while blocking as much "intentional interference" from an enemy as possible.



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Among the immediate issues addressed by the network is the problem with some electronic countermeasures and communication systems.

An analysis cell within the Defense Spectrum Organization operates around the clock, evaluating different systems to determine what, if any, interference they'll cause. Once its staffers identify that, they offer tactics, techniques, and procedures warfighters can use to reduce or eliminate the problem.

But the office's focus extends far beyond "deconflicting" U.S. electronic warfare systems and communications systems, Atkins said. It extends to the full range of systems and devices the military uses that operate over electromagnetic waves: from tactical radios and cell phones to radar systems to wireless computers and other wireless systems.

As part of that effort, DoD is working to keep closer tabs on what spectrum-dependent systems it has in the combat zone, where specifically they're operating, and what frequencies and domains they're using. The Global Electromagnetic Spectrum Information System, a new high-tech database, will go a long way toward getting the most out of the military's band width, Atkins said.

"As the environment gets much more crowded from a spectrum-use perspective, we have to find new ways of sharing and ... perhaps reassigning or understanding when systems are not using pieces of the spectrum, to be able to more efficiently use them," she said.

AIR FORCE MATERIEL COMMAND NEWS RELEASE (DEC. 7, 2006)

AFMC SENIOR LEADERS CONVENE

Mitch Shaw

HILL AIR FORCE BASE, Utah—Men and women who are the keepers of decades of Air Force history and wisdom convened this week to discuss current and future issues facing Air Force Materiel Command and the Air Force.

As the biannual AFMC Senior Leaders Conference convened on Dec. 7, Hill acted as host to a four-star general and all the senior civilian and military leaders within the Air Force Materiel Command.

"This is the one time Gen. Bruce Carlson (commander, AFMC) has to get all of his leaders together and to give the vision and set the tone for the command," said Maj. Steven Storch, director of operations for the 75th Oper-

ations Support Squadron, who spearheaded preparations for the conference.

The conference is normally held at Wright-Patterson AFB, Ohio, but Carlson made a special request to hold the fall conference at Hill.

"The theme for this conference is 'Leadership in One Air Force Materiel Command,' and Gen. Carlson really wants to unify his leaders. We have a great atmosphere here for team-building," said Storch.

"We have had a ton of dedicated Americans from Hill working long hours in preparation to take great care of our senior leaders," said Col. Scott Chambers, 75th Air Base Wing commander.

In addition to briefings and discussions, the senior leaders were scheduled to exercise in teams at the new fitness center and to attend a special dinner at the Hill Aerospace Museum.

FALL 2006 PEO/SYSCOM COMMANDERS' CONFERENCE: THE WILL TO CHANGE

Collie J. Johnson

Institutionalizing cultural change throughout the defense acquisition process was recognized as a key component of acquisition reform when Under Secretary of Defense (Acquisition and Technology) John Deutch championed the establishment of the Office of the Deputy Under Secretary of Defense (Acquisition Reform) in 1993. A constant refrain since the mid 1990s has been the necessity for a cultural change in DoD's acquisition process.

Since then, the acquisition, technology, and logistics senior leadership has brought to the forefront the companion concept of inculcating in the workforce the *will to change* as paramount to the Department's ability to meet the challenge of developing and maintaining needed warfighting capability. Incorporating and institutionalizing a will to change into the cultural fabric of the procurement business is a tall order, but the benefits of such an approach are clear: buy-in from the Services to work together, buy-in from the program executive officers/program managers to work together, and a proactive approach to optimizing processes that work through sound change management.

Responding to this challenge, the 2006 PEO/SYSCOM Commanders' Conference, held at Fort Belvoir, Va., Nov.



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Aggressive Implementation

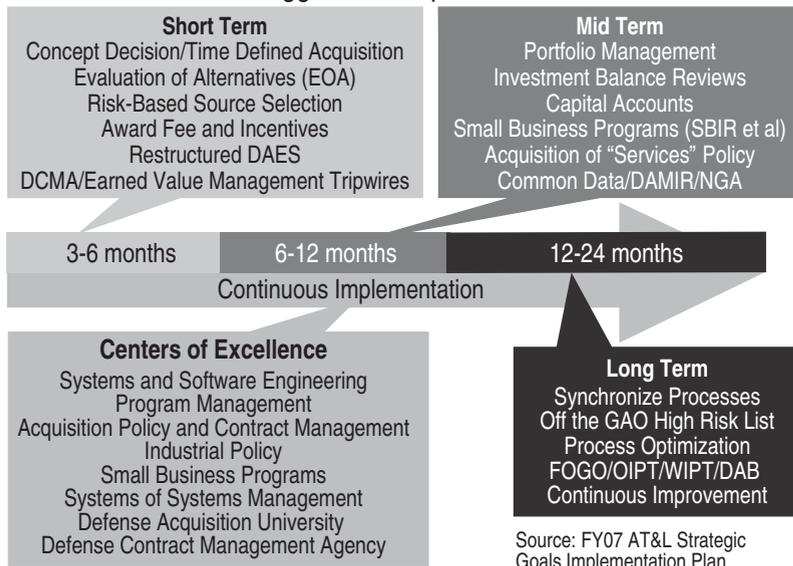


FIGURE 1. DUSD(A&T) Goals Over Next 24 Months

7-8, was dedicated to a single theme: "The Will to Change." Keynote speeches, panels, workshops, and networking all focused on instilling a will to change DoD's high-risk program areas that result in cost overruns, schedule delays, and overpayments to industry for cost-plus programs. The conference further expanded its reach by providing webcasts of keynote speeches and panels to the field.

The Best of the Best

Deputy Under Secretary of Defense (Acquisition and Technology) Dr. James Finley delivered this year's keynote address, stating that "The bottom line is the will to change. There is nothing new here," he told the conferees, "but the will to change and work together starts right here at this podium, with myself.

"The ideas that I have used in industry do not necessarily work here, and the ideas that we will work [during this conference] will not necessarily work for where we have to go in the Department of Defense. But, between the two of us, I really believe we can come up with the best of the best; and listen, process feedback, work as a team, and be willing to make changes as we go forward to maintain our competitiveness."

It all starts with leadership, Finley noted. "I am a strong advocate of leadership; without it, we really do not set the pace and the up tempo for where we want to go." Finley also expressed a strong interest in innovation, competition, and "furthering the agenda on communi-

cations, up, down, and side to side," leading to broadened globalization.

Three Major Stovepipes

He spoke of the three major stovepipes or the "The Big A" in acquisition: requirements, programmatic, and budgeting. "Typically, these three stovepipes ... do not talk to each other very well," said Finley, who called for "communication, communication, and more communication."

Finley sees PEOs/PMs as an important part of the "Big A" in acquisition. "It's OK to work the requirements process as a PEO or PM. In fact, we are counting on you to help be part of this process," he added.

Acquisition of services is another area in which Finley sees the potential for big savings. "Acquisition of services, where it's costing us hundreds and hundreds of millions of dollars, for virtually no value-added service, is potentially an area of big savings for DoD," he said.

Speaking about funding stability, Finley equated it with predictable performance. "When you have a good program and it's running to schedule," he cautioned, "it is a prime time to get nicked: 'You don't need that money; we'll take that money.' We are trying to stop that, and capital/corporate accounting is one of the ways to do it."

THE NEXT 24 MONTHS

Finley called for aggressive implementation of goals he has set for the Department over the next 24 months (Figure 1). "Making a program start right and making those decisions that balance the trade space takes a will to change," he said. "We are starting to at least work the system to start to talk about integrating additional assessments so the PEOs and the PMs can have very successful programs starting from the get-go."

Optimally, Finley would like to see DoD removed from the high-risk list published by the Government Accountability Office. GAO's audits and evaluations identify federal programs and operations that, in some cases, are high-risk due to their greater vulnerabilities to fraud, waste, abuse, and mismanagement. That achievement, Finley said, brings DoD full circle back to the will to change. "We all have to have the ability to listen, make the business case, and work together. Let's go forward."



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Johnson is a contributing editor and former editor in chief of Defense AT&L. View other conference presentations, including a presentation by Comptroller General David Walker, at <<http://view.dau.mil/dauvideo/view/channelCategory;jhtml;jsessionid=GFA3XCBPCLKKFAF4VLHSFEQ?categoryID=72>>.

AMERICAN FORCES PRESS SERVICE (OCT. 26, 2006)

ENGLAND: TECHNOLOGICAL DEVELOPMENT CRITICAL TO OUTPACING TERRORISTS

Donna Miles

WASHINGTON—The same globalization that's created vast opportunities for economic growth and information sharing among freedom-loving people has become a favorite tool of terrorists trying to destroy their way of life, Deputy Defense Secretary Gordon England told industry representatives Oct. 26.

Speaking at the Military Communications Conference 2006, England called rapid technological change, and particularly the ways it can be abused, "the fundamental technical and operational challenge of our time."

Terrorists are "technologically very savvy," he said, and see no conflict in using their technological expertise to close doors it's helped open.

"Though they aim to undo centuries' worth of progress, they are not at all reluctant to take full advantage of that progress," he told the group, who he described as "today's rock stars of science and technology."

Terrorists "use the latest technological innovations to communicate, recruit, and transfer money," the deputy secretary said. "They keep Web sites, and they update them in real time to share their lessons learned."

As latecomers to these cutting-edge technologies, terrorists didn't have to go through the long process of developing or studying them, England noted. Instead, they simply download them from the Internet and use them for their own purposes.

"The very technologies that you develop and the technologies that make globalization possible are used by terrorists throughout the world against freedom-loving nations," England told the group.

Faced with this reality, it's critical that the United States and its coalition partners and allies continually keep a step ahead, he said. He called on the industry leaders to help lead that charge.

England cited the Defense Department's ongoing, long-term transformation effort and the 2006 Defense Quadrennial Review and its focus on, among other topics, "netcentricity."

"Netcentric capabilities are about getting people the information they need, when and where they need it," he said. "Just as it is in business, information has become a strategic asset for the department, and using it effectively is essential to the success of our mission."

DoD is examining its system capabilities on the macro level to identify gaps and seams, eliminate unintentional redundancies, and ensure interoperability, England told the group. It's also working to improve its integration with coalition partners and allies, he said.

As these efforts move forward, England acknowledged, "antagonists out there who would be delighted to take down our systems [and] are trying, to the tune of thousands of incidents daily."

Among them, he said, are recreational hackers who hack into DoD systems for fun, "cyber-vigilantes" out to prove a misguided point, small-interest groups pushing ideological issues, transnational terrorist networks aiming to destroy the system, and hostile nation-states.

"These efforts to degrade our systems are expected to continue," England said.

England closed by calling on industry leaders to continue protecting the United States and its partners from what he called the greatest long-term threat they face: "falling behind in science and technology."

"Science and technology are the bedrock of our knowledge-based economy, as well as our military capabilities," he said.

England urged audience members to build on that bedrock by taking every opportunity to encourage science education, research, and application. "America's future, and the future of our partners, does depend on it," he said.

Miles is with American Forces Press Service.