## 2008 INTERNATIONAL SYMPOSIUM ON BALLISTICS

The 2008 International Symposium on Ballistics will be held Sept. 22–26, 2008, at the Sheraton New Orleans, New Orleans, La. The objective of the 24th International Symposium on Ballistics is to focus on potential technical advances and breakthroughs in the 21st century in the general areas of:

- Interior Ballistics
- Launch Dynamics
- Exterior Ballistics
- Projectile and Warhead Design
- Vulnerability
- Wound Ballistics
- Terminal Ballistics and Impact Physics
- Armor and Personal Protection.

The symposium is an opportunity for ballistics scientists, engineers, and others to report, share, and discuss current research and advances in ballistics and visions of the future.

Register online at <www.ndia.org> through the "Meetings and Events" link or contact Kari Deputy, associate director, at kdeputy@ndia.org or 703-247-2588.

## DIMINISHING MANUFACTURING SOURCES AND MATERIAL SHORTAGES (DMSMS)

DMSMS 2008 will be held at the Palm Springs Convention Center in Palm Springs, Calif., Sept. 22–25, 2008. The primary hotel is the Wyndham Palm Springs; the alternate hotel is the Hilton Palm Springs. The objective of DMSMS 2008 is to focus on the need for proactive DMSMS management to support the warfighter, and includes activities required to attain this goal such as Value Engineering, Total Life Cycle Management, or Parts Management. The conference will present an opportunity to hear the views of military and industrial leaders on what will be required to support the modern warfighter, and a forum to discuss the best programmatic, technical, and logistics approaches. For more information, contact Tracy Tapia, Universal Technology Corporation, at ttapia@utcdayton.com or call 937-426-2808. To register online, watch the DMSMS Conference Web site at <www.dmsms2008.com/pages/registration.html>.

## LEAN AND QUALITY CONFERENCE AND EXPO 2008

The Lean and Quality Conference and Expo 2008 will be held Sept. 29–Oct. 2, 2008, at the Hilton Minneapolis in Minneapolis Minn. Operational excellence is not limited to any specific industry or professional niche. The conference provides education and practical applications for people in companies in many industries, including aviation, banking, communications, education, healthcare, hospitality, government, manufacturing, non-profit, and retail.

- Learn new ways to integrate the principles of operational excellence into improvement initiatives throughout your organization.
- Attend educational sessions focused on continuous improvement.
- Hear from world-class speakers.
- See the latest products and services in the industry.
- Network with industry leaders.

For further information, contact Jack Eller, Institute of Industrial Engineers, e-mail jeller@iienet.org or call 770-349-1109.

## 2008 TARGETS, UAV'S & RANGE OPERATIONS SYMPOSIUM AND EXHIBITION

The 46th Targets, UAVs & Range Operations Symposium and Exhibition will be held Oct. 8-10, 2008, at the Henry B Gonzalez Convention Center in San Antonio, Texas. The 2008 theme will be *Supporting the Warfighter in Times of Change: Test Like You Train ... Train Like You Fight*. For further information, contact Meredith Geary, associate director, mgeary@ndia.org or call 703-247-9476.

## NATIONAL DEFENSE INDUSTRIAL ASSOCIATION 11TH ANNUAL SYSTEMS ENGINEERING CONFERENCE

The National Defense Industrial Association 11th Annual Systems Engineering Conference will be held Oct. 20–23, 2008, at the Hyatt Regency Mission Bay in San Diego, Calif. The primary objective of the 11th Annual Systems Engineering Conference is to provide insight, information, and lessons learned into how we can improve the overall performance of defense programs through a better, more focused application of systems engineering that will lead to more capable, interoperable, and supportable weapon systems for the warfighter, with reduced total ownership costs, to help our military meet its current and new mission area and capabilities requirements. For further information, contact Kelly Seymour, meeting planner, kseymour@ndia.org or call 703-247-2583. Register online at <www.ndia.org/Template.cfm?Section = 9870>.

## 2008 DEPARTMENT OF DEFENSE MAINTENANCE SYMPOSIUM & EXHIBITION

The 2008 Department of Defense Maintenance Symposium & Exhibition will be held Oct. 27–30, 2008, at the Colorado Convention Center and the Hyatt Regency at the Colorado Convention Center in Denver, Colo. The theme of the 2008 Symposium is *Technology, Information, Process, and Organizations: Improving Warfighter Maintenance Support*. Maintenance is more critical than ever to warfighter effectiveness and defense preparedness. The 2008 DoD Maintenance Symposium & Exhibition, administered by SAE International, brings together key leaders and maintainers throughout the Department of Defense and commercial industry to explore maintenance, technology, sustainment operations, and materiel readiness.

Key topics to be presented at the symposium—

- Resetting the force
- Advancing technology application
- Leveraging information for maintenance operations
- Restructuring maintenance organizations
- Managing maintenance with marked parts
- Introducing contemporary maintenance concepts
- Implementing prognostics and health monitoring
- Fielding new sustainment concepts
- Benchmarking maintenance activities.

For symposium registration or for more information, e-mail CustomerService@sae.org or call toll free 877-606-7323.

## AMERICAN FORCES PRESS SERVICE (MAY 14, 2008)
## ENGLAND SEEKS TO BOOST EFFICIENCY, SMOOTH PATH FOR NEXT LEADERS

*Donna Miles*

WASHINGTON—Vowing to leave the next presidential administration no "spaghetti" to deal with at the Defense Department, Deputy Defense Secretary Gordon England today called on the department to speed up process improvements he said will reduce disruption when a new administration takes charge in January 2009. In support of that goal, England announced plans to institute throughout the department organizational efficiency and effectiveness strategies he introduced last year within the Office of the Secretary of Defense.

Speaking at the department's first Continuous Process Improvement Symposium in Leesburg, Va., England praised strides made since OSD implemented continuous process improvement and Lean Six Sigma business improvement strategies in April 2007. He announced that he signed a directive establishing policy and assigning responsibilities to institutionalize the effort throughout DoD.

England urged participants at the three-day conference to be leaders in putting these strategies to work within their organizations. "You need to be out front, encouraging everyone in your organization to participate," he said.

That leadership will be critical as the department prepares to face a period of disruption during the upcoming presidential administration change, England said. "Regardless of what administration comes in, there is a disruptive period," he said, with the exodus of current leaders and influx of new ones.

How the department deals with this disruption will be critical, he said, particularly in light of two ongoing wars and other operations around the world. "So we in the Department of Defense have a special responsibility to make sure this transition goes as smoothly and effectively as we can," he said.

England said he vows to leave the next administration an orderly transition.

"I don't want to hand any bowls of spaghetti over to the next administration," he said. "We will bring things to a conclusion, or at least have things packaged in a way that they can easily transition to the next team. The best thing we can do for that next team is to have our processes as good as we can get them—as straightforward and understandable—so we can move in the next administration with as little confusion as possible."

A big step in that direction, he said, is to work to embed the continuous process improvement and Lean Six Sigma mindset throughout the department.

These strategies provide a well-grounded, well-thought-out management approach to improving organizations, England told the group. "The whole program is aimed at organizational effectiveness. It's 'How do I do things better?'" he said. "And I am convinced that when you do things better, it costs you less."

People want to work in effective and efficient organizations, England said. He cited one of his leadership principles—that leaders provide an environment for people to excel—and said continuous process improvement and Lean Sigma Six strategies help to provide that kind of environment.

Air Force Lt. Col. Brou Gautier from the Air Staff's continuous process improvement office said the symposium is helping participants see how they can better apply proven industry processes within their own organizations.

"Our job here, in part, is to try to translate that this is not just about producing Camrys off of the Georgetown, Ky., [production] line," he said. "It's about applying process improvement into all facets of the DoD mission: maintenance, operations, administrative transactional areas, logistics, medical, energy. All of those have many processes, and all can stand to be improved."

Navy Capt. Francis Tisak called today's conference an opportunity for the military services and DoD organizations to share ideas and success stories.

"It isn't about the numbers," said Tisak, chief of staff to the deputy assistant secretary of the Navy for management and budget. "The numbers are nice: projects, how many people trained, dollars," he said. "But what's really more important is the mindset. If you have a process-improvement mindset, the dollars will always follow [as savings]."

"If you get a breakthrough on one base, then you can share that best practice across other bases. We need you, as CPI experts, to figure out how to do this," he said.

## AIR FORCE PRINT NEWS (MAY 28, 2008)
## GENERAL ADDRESSES TRANSPORTATION NEEDS DURING AIR FORCE WEEK-PHILADELPHIA

*Tech. Sgt. Ben Gonzales, USAF*

PHILADELPHIA—The leader of U.S. Transportation Command addressed community leaders and hundreds of airmen about the outlook of American military transportation May 27 at the University of Pennsylvania's Annenberg Center.

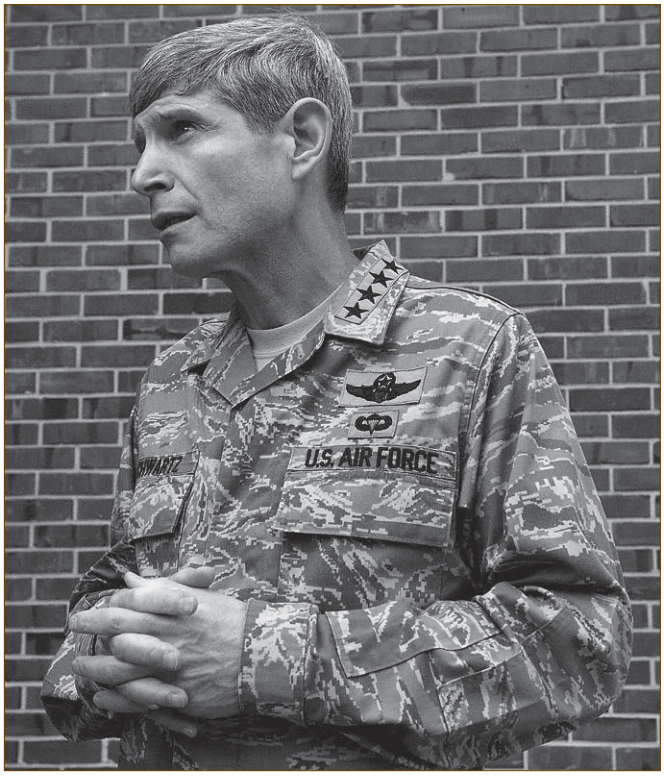
Gen. Norton A. Schwartz, USTRANSCOM commander at Scott Air Force Base, Ill., spoke at the Global Reach Forum and Leadership Forum during Air Force Week-Philadelphia.

One of the main priorities the Department of Defense's single manager for global air, land, and sea transportation addressed was the development of the KC-45 refueler.

"Assuming we get a decision [from the Government Accountability Office] June 19, we will be allowed to proceed with the [KC-45] program," Schwartz said. "We will actually have test airplanes in the June 2010 timeframe, and the first squadron will probably be delivered in 2013."

The development of the KC-45 will bring a couple of key elements to the fight in the future for the American warfighter.

"The key attribute of this plane is multipoint refueling, both the traditional kind of air refueling that the Air Force understands—so-called boom to receptacle—as well as the basket and probe approach the Navy and other armed forces typically use, and to do it simultaneously. It will also be able to carry passengers and cargo," he said. "It will be a very versatile airplane that will be able to do the tanker mission first and to provide lift when required."




Gen. Norton A. Schwartz, commander of U.S. Transportation Command, discusses issues facing today's Air Force May 27 during a leadership forum at the University of Pennsylvania's Annenburg Center in conjunction with Air Force Week-Philadelphia. The week is designed to broaden awareness of the U.S. Air Force's role in the war on terrorism and strengthen support for airmen serving worldwide in defense of freedom.
Photo by Staff Sgt. Bennie J. Davis III, USAF

Modern airplanes normally fly three times a day. The KC-135 Stratotanker, in use for air refueling since 1957, was built to fly once every three days, the general said.

Many airplanes in the current inventory have served for more than four decades, and the addition of the KC-45 to the fleet will allow Air Force officials to modernize an aging fleet—a main priority for the Air Force.

Another major factor concerning transportation needs, not just for the Air Force but also for all of Americans, is the cost of fuel.

"The cost of fuel is well over $1 billion over our initial budget projections," Schwartz said. "For the moment, we are in a situation where we pay what we pay. It is very important for us to look beyond today. It may not be an issue of if we can pay. It may be an issue if there are sufficient hydrocarbon supplies to use at all. That is a significant issue strategically.

"[The Air Force is] the largest consumer of hydrocarbons in the Department of Defense by far," Schwartz said. "That places on us a special obligation."

Knowing this, Air Force officials have been very active in looking at alternative fuel options, he said. Another option may be lighter-than-air technology.

"Lighter-than-air technology has the promise of lifting large quantities with much less reliance on hydrocarbons," the general said. "It may not be the solution, or it may be part of a solution but that is the kind of thought processes that needs to go into this. How do we find alternatives on one hand, and find vehicles and venues for doing our jobs with less hydrocarbons."

Moving warfighters and all the supplies needed to sustain military operations around the world takes a team effort. It takes airmen and aircraft, sailors and ships, and civilian aircraft, trains, ships, and vehicles to keep American muscle moving.

"It's the airfields, the ship ports, the longshoremen, the aerial porters, the aircrews, and the air traffic controllers that matter," Schwartz said. "For [the Air Force], commercial partners move better than 90 percent of our passengers and they move better than 40 percent of our cargo. The remainder of that is moved by military aircraft properly maintained by active duty, guardsmen, and reservists. So it is a team effort both within the Service and across Service lines and with our commercial partners."

For the military transportation machine to continue to be successful, it will take support from all Americans, the general said. "America needs good people to do our work," he said. "I am meeting with the Philadelphia business community and the [local] academic institutions so they get a sense of who I am so I can articulate the demands our people are facing and why the armed forces need good people. We hold [Air Force weeks] so the larger American community understands what our Air Force does and how the entire DoD contributes to American security and prosperity."

Also addressing the Global Reach Forum audience was Gen. Arthur J. Lichte, the commander of Air Mobility Command at Scott AFB. In a joint discussion, the two four-star generals led a discussion on the needs and future of mobility to accomplish the nation's objectives around the world. The Air Force Week program is part of a proactive initiative to increase communication with the public. Air Force Week includes community visits and talks by Air Force officials, flight demonstration team performances, and displays highlighting the Air Force men and women serving on the front lines. There also will be an Air Force Week Nov. 14–21 in Los Angeles.

*Gonzales writes for Air Force News Agency.*

## DEFENSE SUPPLY CENTER RICHMOND NEWS RELEASE (JUNE 5, 2008)
## DLA CONFERENCE BRINGS WARFIGHTER SUPPLIERS TOGETHER

*Amy Clement ■ Tonya Johnson*

RICHMOND, Va.—A packed audience filled the ballroom for the lunchtime presentation at the Aviation Supply Chain Business conference June 3. Attendees at the conference [heard] Air Force Brig. Gen. Robin Rand, principal director to the deputy assistant secretary of defense for Middle East policy, talk about his experiences while serving in Iraq.

Defense Supply Center Richmond held the conference June 2–4 to build rapport with Defense Logistics Agency's suppliers and as a way for them to learn up-to-date policies and procedures on government contracts.

Rand spoke about his Air Force roots commanding the 332nd Air Expeditionary wing. "I am honored to have been the commander of the 332nd Fighter Group from Tuskegee, Alabama. In 1944, they had to fight for the right to fight.

"This was a time when there was a segregated military," Rand said. "After they were trained they weren't allowed to fight. It took a move by Roosevelt to get them into combat, but once they got into the European theater, the Tuskegee airmen—the 332nd fighter group—were phenomenal.

"With 13,000 combat sorties, they were the premier bomber escorts in the war, destroyed and shot down a lot of airplanes, and they paid for it with their blood, sweat, and tears," Rand said. "If you can imagine 66 killed in action and 33 prisoners of war, that's 99 folks in a little over 19 months in combat. Imagine the loss they suffered each month. They treated their country better than their country treated them at the time."

Retired Air Force Lt. Col. Howard Baugh was the luncheon speaker June 4. Baugh, who retired after 25 years of service, was one of those Tuskegee airmen. The Petersburg native and Virginia State College graduate was commissioned as a second lieutenant in 1942.

"We didn't think we were doing anything unusual," said Baugh. "We were fighting for our country."

Baugh, who spoke March 7 at DSCR's Aviation Academy, told the audience about the discrimination he and other African Americans faced while in the military.

"They thought we didn't have what it took to operate a machine as complicated as an airplane," said Baugh. "Although it was thought we couldn't fly airplanes, we flew over 15,000 sorties."

Baugh encouraged participants to embrace diversity. "A lot of people have trouble embracing diversity," he said. "We are becoming more diverse each year. There are lots of forms of discrimination, and it's not just based on race. Racism is learned at home and spread at school and in the workplace."

Baugh said he hopes more people would stand up for what they believe in. "If ordinary people are given proper training, they just may do extraordinary things," he said.

Rand also spoke about current Air Force focus areas including precision weapon and sensor employment, combat search and rescue missions, precision air delivery, command and control tactical air battlespace, senior airfield authority, combat support on the battlefield, and critical medical care.

"When you put it all together that is what we—the Air Force—are doing. We are supporting this ground war," he said. "We are supporting our fellow soldiers, sailors, and Marines and those civilians and Iraqi civilians who are trying to make a better place over there."

Air Force Maj. Gen. Arthur Morrill III, DLA vice director, spoke at the evening awards ceremony June 3. Morrill thanked the suppliers and commented on their commitment. "Over the last two years, you've distinguished yourselves with Automated Best Value System scores of 98 or better."

Morrill said the government relies on the innovation of commercial industry. "From a team perspective, we need you as our partners to not only be innovative in your own processes, but I want you to know we welcome and value your recommendations to make the overall process of end-to-end supply chain management better.

"Not only do we say thank you this evening, but we challenge you for tomorrow," the general said. "In short, we challenge you to work with us as we continuously strive to be better. Most important, though, we thank you for being such great partners."

Army Brig. Gen. Jessie Cross, commander of the Quartermaster Center and School at Fort Lee, kicked off the last day of the conference June 4 as the morning guest speaker.

Cross, previous commander of Defense Supply Center Philadelphia, spoke to conference attendees about how Fort Lee is growing as a result of the Base Realignment and Closure 2005 decision.

As part of BRAC, the Army ordnance and transportation schools will relocate to Fort Lee. The Air Force and Navy culinary schools will relocate there, and a joint military mortuary affairs center will be established there.

"Fort Lee is transforming," said Cross. "The Fort Lee of yesterday will not be the one you see in 2015. Everywhere you turn there is something going on at Fort Lee. I am proud to be a part of this. BRAC allows us to be more efficient and effective."

*Clement and Johnson write for Defense Supply Center Richmond Public Affairs.*