



DOD Technology Innovation & Transition



Science and Engineering
Technology Conference
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Strategic Initiative for
Innovation and
Technology Transition



Culture Change

Kathleen L. Harger
Assistant Deputy Under Secretary of Defense
Innovation and Technology Transition





The Landscape Has Changed

Drivers Behind the Change

- Technology access now on a global scale
- Proliferation of potentially disruptive technologies
- Greater uncertainty of security challenges
- Fewer resources
- DoD no longer at forefront of most technology research
- Warfighting-relevant technologies have short refresh cycle
 - “Time-to-market” is the imperative

But...

- Linear acquisition process
- “Inward-looking” culture
- Barriers to entry for non-traditional businesses

The Call to Change



Congress

- Public Law 107-314, Dec 2, 2002 Technology Transition Initiative
- Section 255 of the FY06 Defense Authorization Act Requesting DOD Report on Technology Transition Barriers and Challenges
- Public Law 109-163, Jan 6, 2006 Technology Transition
- GAO Report, “Best Practices: Stronger Practices Needed to Improve DoD Technology Transition Processes” (2006)

Advisory Committees

- Defense Science Board Task Force, “Technology Capabilities of non-DoD Providers” (2000)
- National Research Council of the National Academies, “Committee on Accelerating Technology Transition” (2004)
- Defense Science Board Summer Study, “21st Century Strategic Technology Vectors” (2006)
- Defense Science Board Task Force, “Defense Industrial Structure for Transformation” (2007)



The Call to Change

Office of the Secretary of Defense

- Defense Acquisition Performance Assessment, Jan 2006
- Advocate for Innovation & Technology Transition created in Mar 2007
- DoD Report to Congress on Technology Transition, Sep 2007
- Strategic Initiative on Innovation and Technology Transition, Dec 2007

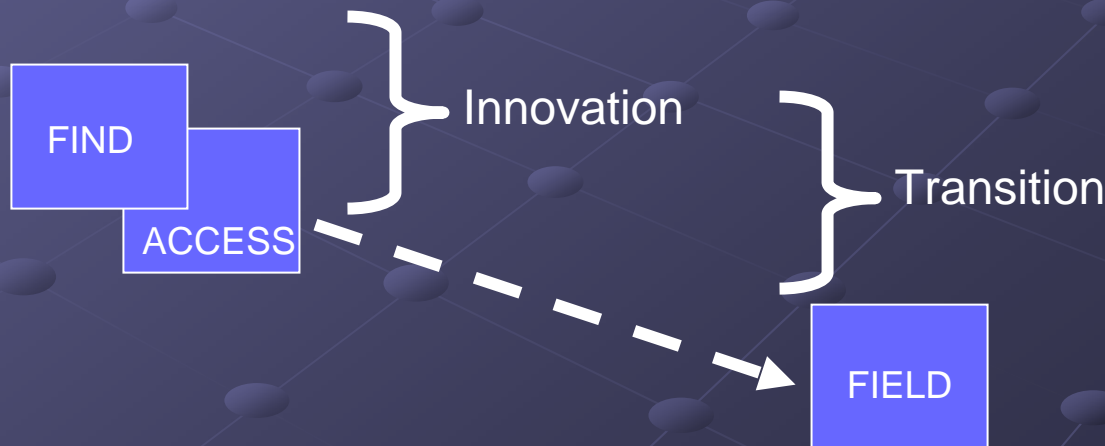
DepSecDef: “Breakdown the walls...that inhibit the efficient transfer of commercial technology into Warfighter hands”

USD (AT&L): “Drive the capability to defeat any adversary on any battlefield”



Strategic Initiative on Innovation & Technology Transition

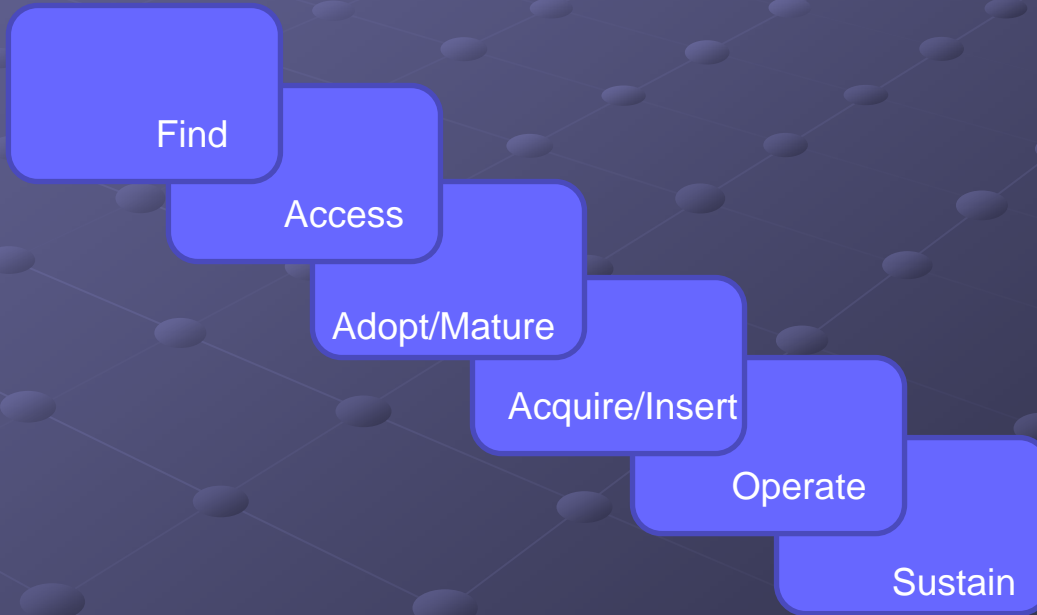
Create an Enterprise-wide strategy for accelerating the movement of technology from any source to our warfighters





Technology Life Cycle

Innovation and transition must be inextricably linked in the Technology Life Cycle to address both urgent wartime needs and long-term military requirements



Solution Focal Points



6.1

6.2

6.3

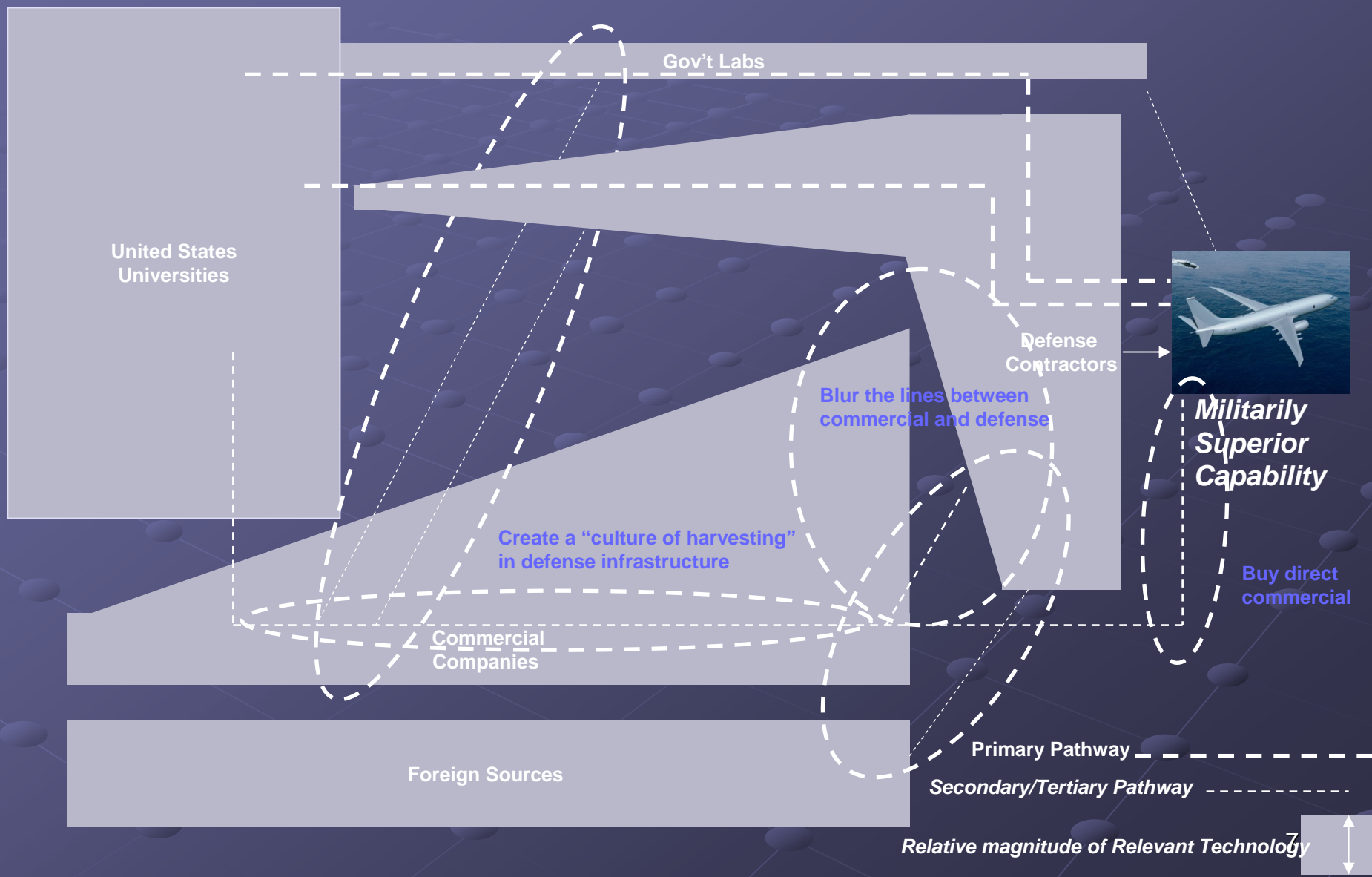
6.4

6.5

6.6

Proc

O&M



Militarily Superior Capability

Buy direct commercial

Relative magnitude of Relevant Technology

7



Near Term

Mid Term

Far Term

FY 08 09 10 11 12 13 14 15 16 17 18

Front End

Aggressive Communications And Business Practices To Attract Non-Traditionals (Selected Technologies)



Broaden Technology Range, Proliferated Best Practices



Expand Overseas Access, Few "Non-Traditionals"



Back End

Leverage Selected Pathways To Move Solutions Through the System



Execute Big-A Reform, Defense Industry Incentivized to Harvest, ITAR Overhaul Industries



Blending of Defense and Commercial



Cross-Cutting

Maximize Use of Existing Tools, Increase Rotations, Strengthen CTO



Proliferate Training Across DoD, Execute Human Resources Reform



Continue Training, Institutionalize Rotation Across Defense and Commercial



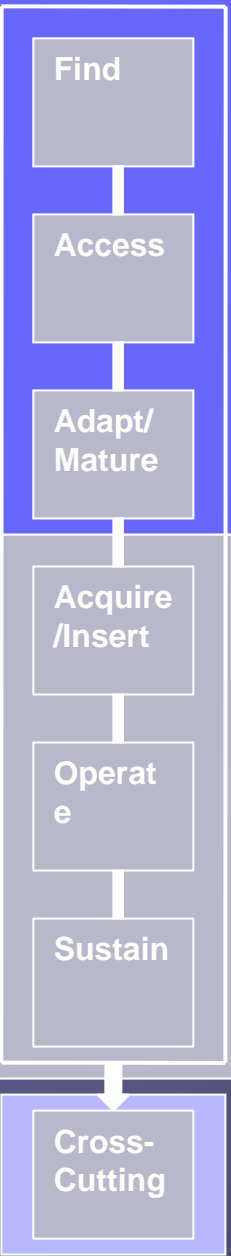
Beginning of turning outward, End-to-end existence proof, Seeds of acquisition reform And 21st century leadership



Expansion of outward focus, Leverage defense base for harvesting, remove global barriers



Routine outreach, defense industry walls porous with routine commercial access, globally-savvy, entrepreneurial leadership





Near-Term Initiatives

- **Global Outreach:** Harvest technology and innovation in the private/global marketplace through collaborative venues whereby non-traditional sources can access information concerning DoD needs, opportunities for interactions, and streamlined approaches to doing business with DoD.

- **Barriers to Entry for Non-Traditional Suppliers:** Promote flexible contracting instruments through creation of a “non-traditional business cell” pilot program.

- **Strategic Linking of Agile Acquisition Programs:** Create enterprise-level strategy for deliberate and aggressive use of authorities and investment opportunities associated with agile acquisition.

- **Culture of Harvesting:** Create environment that rewards global outreach and attracts the best and brightest to collaborate with/work in our S&T and acquisition communities.



How Will We Know We've Succeeded?

- When we have an 'outward' looking culture in which we seek and access innovation from any source
- When it becomes standard practice to collaborate inside and outside the Department
- When we embrace the use of flexible contracting as a way of doing business
- When the linking of our agile acquisition authorities and investments, driven by a corporate strategy, results in more affordable and effective capabilities
- When our Warfighters can defeat any adversary on any battlefield

Contact Information

Ms. Kathleen L. Harger
Assistant Deputy Under Secretary of Defense
(Innovation & Technology Transition)

Office: 703.607.5311

Email: Kathleen.Harger@osd.mil