



Resiliency and Preparedness of the Defense Industrial Base

DIB CIP Conference

San Antonio, Texas

April 2, 2009



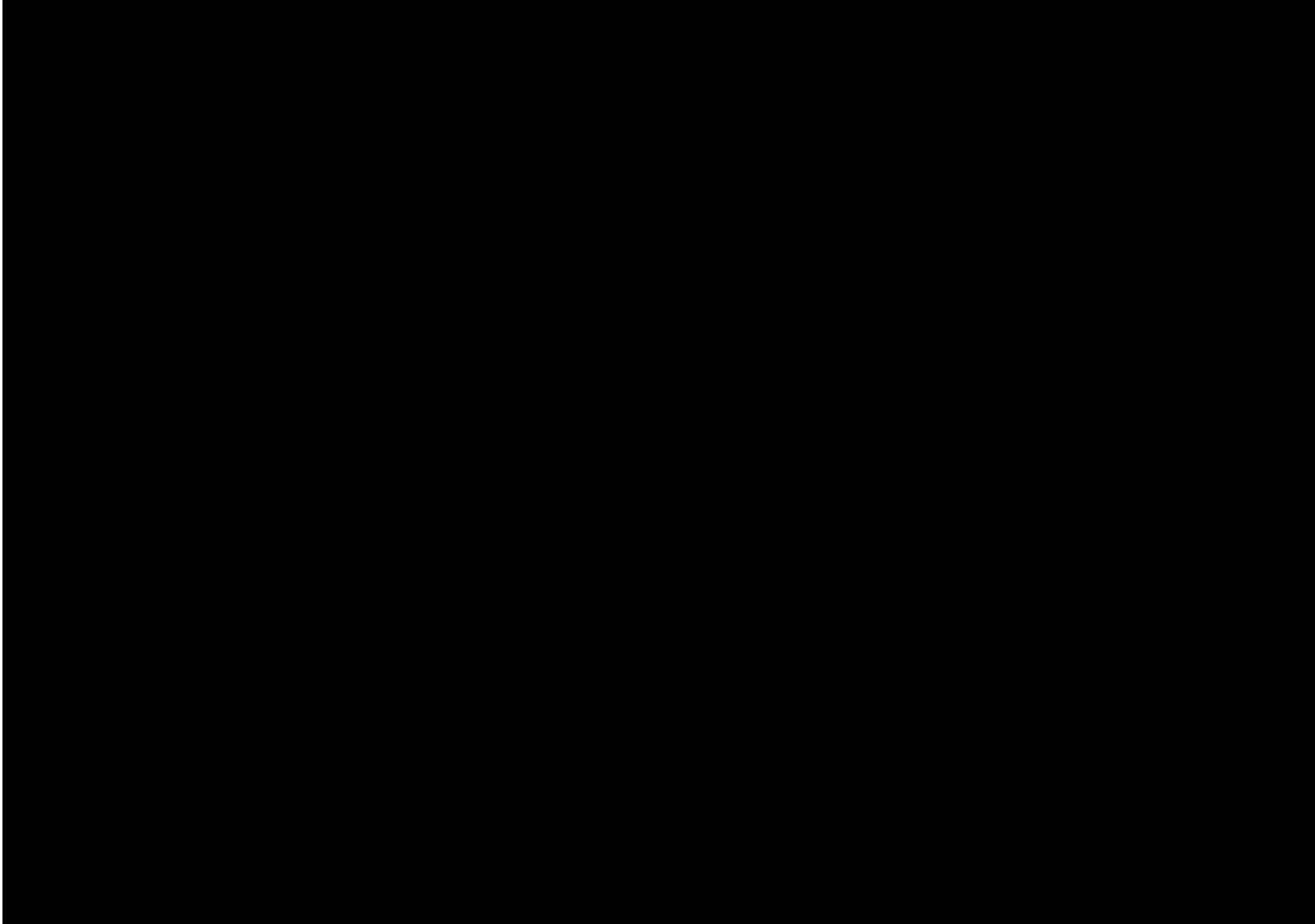
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Situational Awareness





How I Got Here ...

- Career Soldier
 - 1976

- Assumed Command
 - 6 weeks before 9/11
 - 63 straight months in command of logistics units
(U.S. -- Kuwait -- Iraq -- Germany -- U.S.)

- Now on the Department of the Army Staff
 - 2+ years
 - Portfolio: Readiness -- Strategy and Integration -- Force Projection and Distribution





Agenda

- ❑ Strategic Context

- ❑ Impact of Crisis on the Defense Industrial Base
 - Technology
 - Facilities and Equipment
 - Personnel
 - Leaders (You)

- ❑ After the Crisis

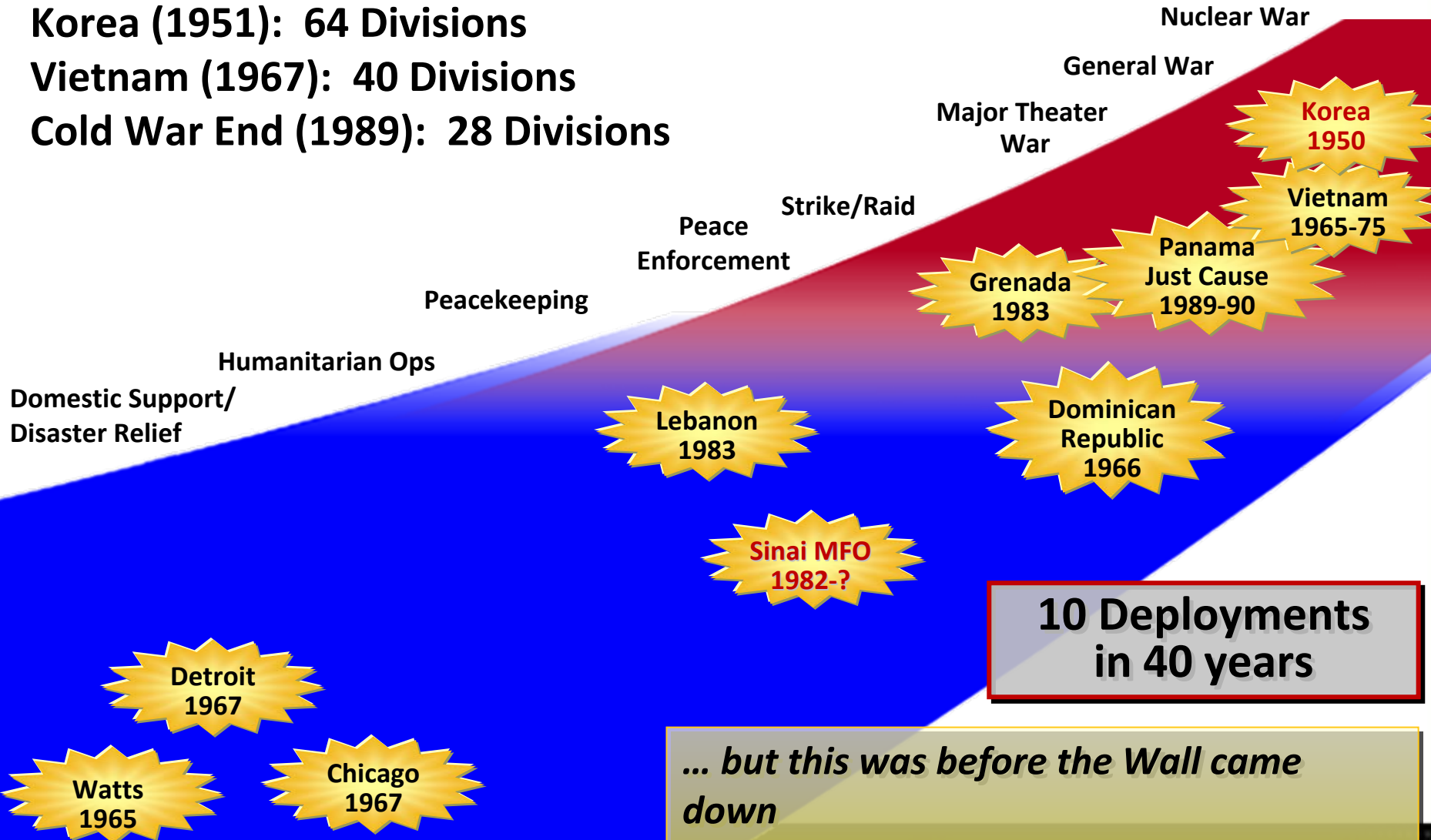
- ❑ Thoughts to Leave With You

- ❑ Questions?



Strategic Environment: 1950-1989

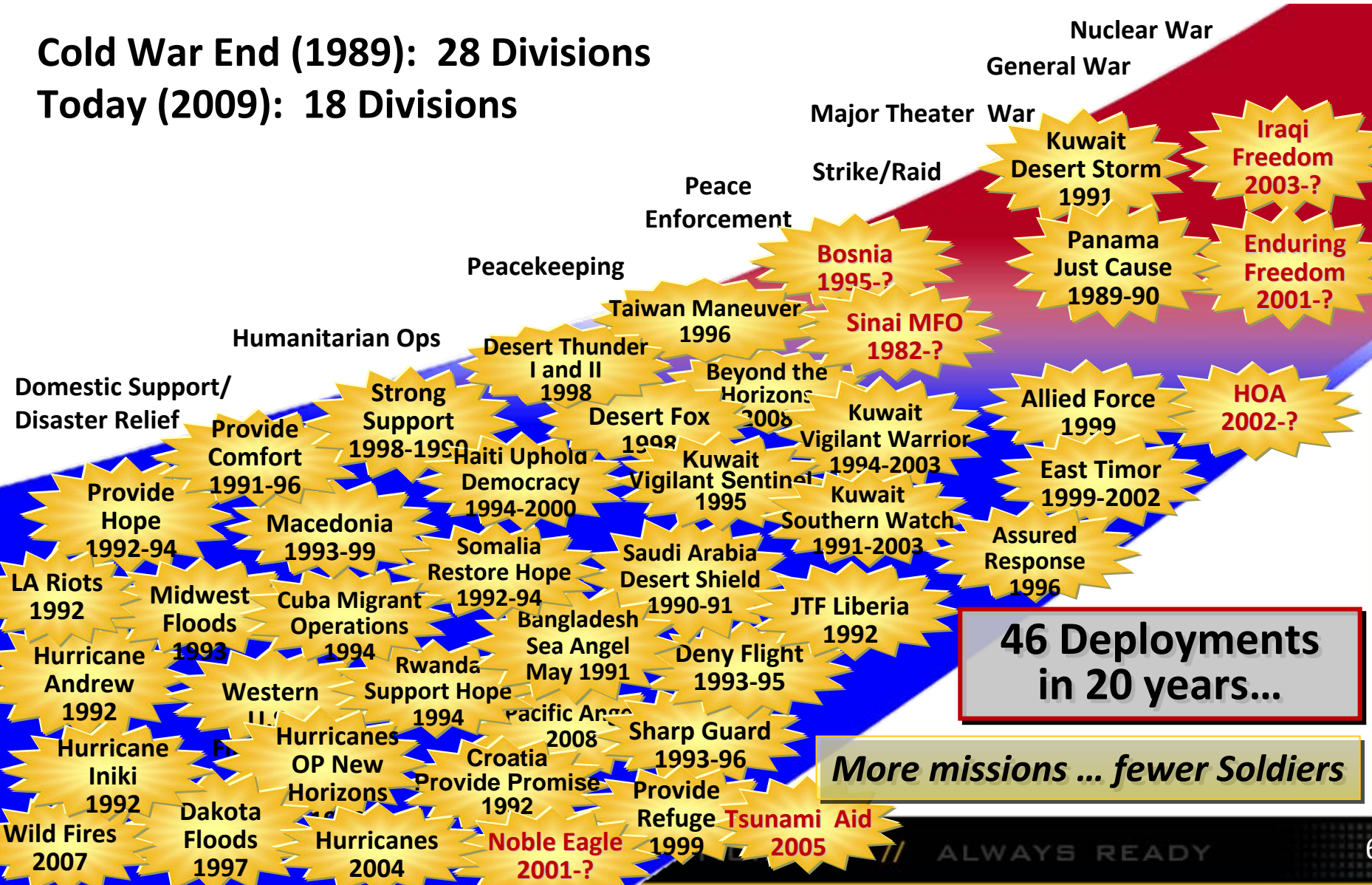
Korea (1951): 64 Divisions
 Vietnam (1967): 40 Divisions
 Cold War End (1989): 28 Divisions





Strategic Environment: 1989-2009

Cold War End (1989): 28 Divisions
Today (2009): 18 Divisions



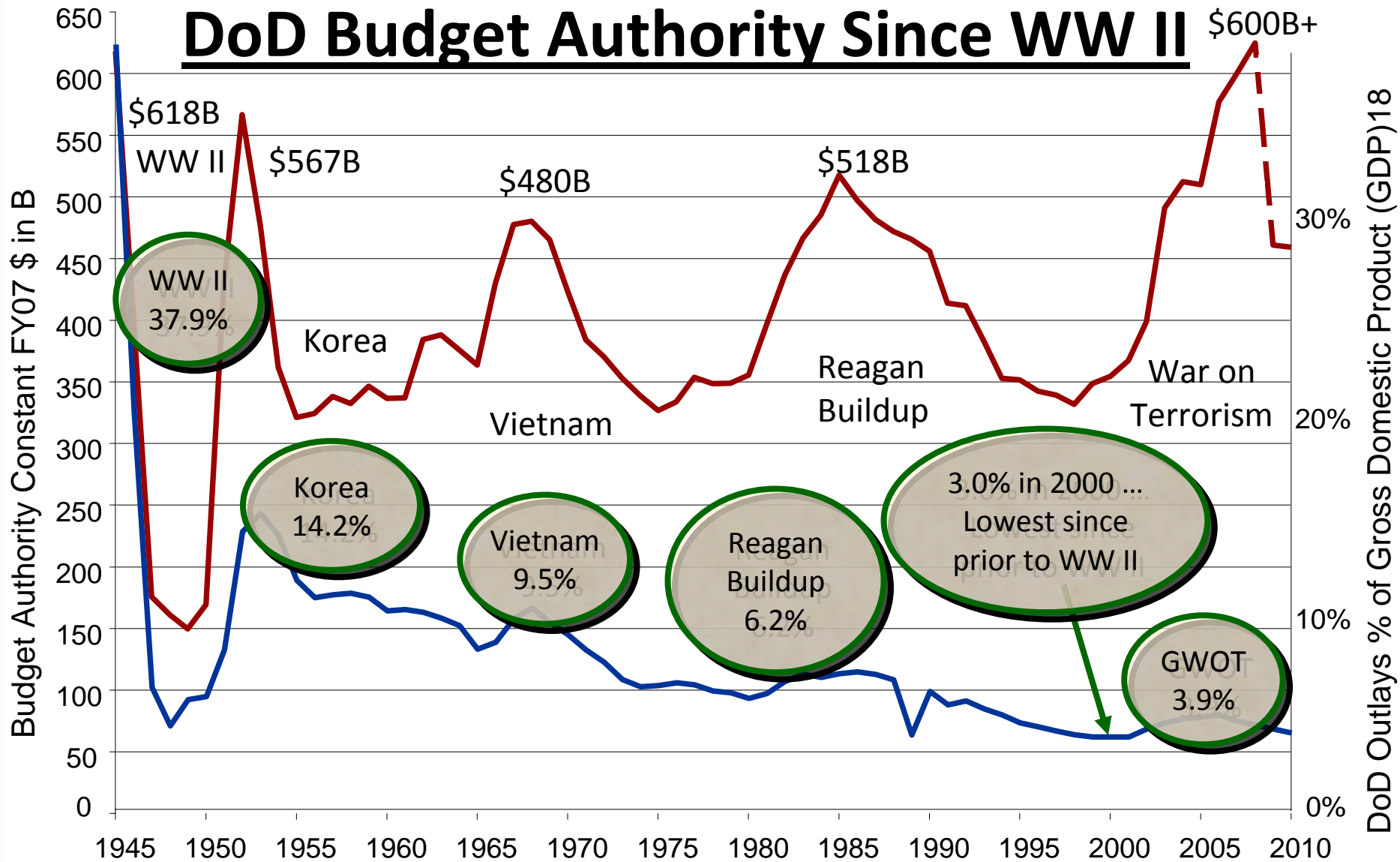
46 Deployments in 20 years...

More missions ... fewer Soldiers



Historical Trend:

DoD Budget Authority Since WW II





**What is a “Crisis”
“Disaster”
“Catastrophe”
“Challenge” to You?**



“Crisis”: Some Constants

- What Occurs
 - Sudden
 - Great Impact -- Lasting
 - Information Flow is Key -- Is it What You Need?

- Requires Rapid Decisions – Usually Under Pressure

- Pressure is On
 - Heat is High
 - Outcome is Uncertain

- What You Don't Want it to be is “That Guy” or “That Girl”



Impact of “Crisis” on ... Your Technology

- ❑ How do you know what you have lost?
 - You have been penetrated ... but for how long?
(How do you know the “patch” worked?)

- ❑ Who do you have looking for solutions?
 - Commercial-Off-The-Shelf (COTS) shopping list

- ❑ What are your technology priorities?
 - Restored/recovered first?

- ❑ Will not have time for traditional purchasing and procurement processes

- ❑ Run promised capabilities early
 - Routinely test them -- you paid for it



Impact of “Crisis” on ... Facilities and Equipment in the Defense Industrial Base

- ❑ Extended Use/More Intense Operational Tempo
- ❑ 24-Hour Operations/Shift Work
 - There is no “B Team”
- ❑ Stress Between Restoring Operations vs. Facility Security
 - What is an “acceptable level of risk?”
- ❑ Back-Up Facilities
 - Which do you need to fund now?
 - What risk can you no longer afford?



Impact of "Crisis" on ... Personnel

- #1 Personnel Accountability
 - Who is where?
 - System?
 - "Drafters"

- #2 Notifications
 - Lawyers/Media Relations/Personnel (in English)

- Leaders Can Never Over-Communicate
 - Leaders are the rumor control officers

- There Are No "Non-Essential Personnel"

- Think Outside the Fence: Media, Community, Families
 - Must do the spade work early



Impact of "Crisis" on ... Leaders

- ❑ Your Cues = Team Behavior

- ❑ Your Presence Matters
 - Go to the sound of the guns

- ❑ Constantly Scan/Focus/Act
 - LTC Hal Moore
 - What's Going On?
 - What Should Be Going On?
 - What Should I Be Doing?

- ❑ Stress On You: Sleep, Think, Eat, Hydrate

- ❑ Are You the Leader? Or Are You Their Leader?



“After the Crisis”

- ❑ After Action Reviews a Must
 - Multiple Levels
 - Fact Based
 - Fix Things -- Update
 - “Pin the Rose on Someone”

- ❑ Remember to Remember
 - Memorials
 - Families

- ❑ Stress/Flashbacks
 - It Affected People

- ❑ Recognition of Personnel



Thoughts to Leave You With ...

- ❑ Tough times do not build character -- they reveal it

- ❑ You set the conditions to absorb the crisis before the crisis occurs
 - Drills, Practice, Outreach (Rick Rescorla)

- ❑ Ask the questions
 - Does your team really know your critical information requirements?

- ❑ Organizations defeat or succumb to a crisis in the human dimension

- ❑ “Your Three Qualities” -- What do your people see?



Questions?



Army Strong



Your Soldiers Are:

- Confident in their equipment and abilities
- Fully equipped and prepared for the mission
- Understand the importance of the war and their individual contribution
- Motivated and determined to achieve victory
- Trust each other and their senior leadership
- True American Heroes, deserving our full support and respect