Resiliency and Preparedness of the Defense Industrial Base

DIB CIP Conference

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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

Deployments in 40 years

10 Deployments in 40 years

Korea 1950
Vietnam 1965-75
Panama Just Cause 1989-90
Dominican Republic 1966

Grenada 1983
Lebanon 1983
Sinai MFO 1982-?

Peacekeeping
Peace Enforcement
Strike/Raid
Major Theater War
General War
Nuclear War

Humanitarian Ops
Domestic Support/Disaster Relief

Detroit 1967
Watts 1965
Chicago 1967

... but this was before the Wall came down
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

- WW II: 37.9%
- Korea: 14.2%
- Vietnam: 9.5%
- Reagan Buildup: 6.2%
- GWOT: 3.9%
- War on Terrorism: 30%
- DoD Outlays % of GDP: 18

Budget Authority Constant FY07 $ in B

- WW II: $618B
- Korea: $567B
- Vietnam: $480B
- Reagan Buildup: $518B

Since WW II

- Lowest since prior to WW II
- 3.0% in 2000...

ADAPT // INNOVATE // ANTICIPATE // ALWAYS READY
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 determine to achieve victory
• Trust each other and their senior leadership
• True American Heroes, deserving our full support and respect