GENERAL YATES TELLS PMC 94-1 WE MUST NOT LOSE OUR COMBAT EDGE

But, Changes Can Result in Improvements

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"We are going through some of the most significant changes in our history, changes that are forcing us to take a hard look at how we do business throughout the defense industrial base...especially in the areas of acquisition and logistics."

The speaker was General Ronald W. Yates, USAF, Commander, Air Force Materiel Command, Wright-Patterson AFB, Ohio, who addressed students of the Defense Systems Management College Program Management Course (PMC) 94-1 at its recent graduation.

Citing the end of the Cold War and the cutback on defense spending, General Yates said the post-Cold War "still is a dangerous place....And, as our mission changes to adapt to new world realities, our operational forces are still very busy." He cited our continuing or potential involvement in the Persian Gulf and Somalia, Rwanda and Bosnia.

Reduction in defense spending combined with the uncertainty in the world and high tempo of operations pose "significant challenges for our acquisition corps." General Yates stressed that reducing costs is an overriding concern, and is "one of the fundamental changes sweeping through the entire defense world. During the Cold War we were always asked to deliver performance and schedule. Now the single most important driving factor is efficiency," he said.

Photo by Richard Vigue

General Yates addresses PMC 94-1 graduates at DSMC.

Reducing costs must not mean we "lose our combat edge," the General went on to say. We must look to "high technology to help us achieve efficiencies across the board in the acquisition and sustainment business and at the same time maintain our military cabilities." In the past "our military has relied on advanced technology. We have led the world in technical innovation and spin-offs from our efforts have been a driving force in the civilian world too."

He remarked that the ways we develop and use technology are changing, the race to produce new systems has slowed, and much of our emphasis will be on moving advanced technology into existing systems to increase capabilities and boost system reliability. "In fact, boosting reliability is one of the most important ways of cutting costs while improving our operational capability," he stated; "as part of our effort to reform and streamline the acquisition process, we must increasingly adapt commercial technologies for military use."

General Yates told the class that "to reform and streamline the acquisition process, we must increasingly adapt commercial technologies for military use...dual-use technology will become more important." He believes we're going to need to make greater use of commercial products, buy more off-the-shelf technology, and reduce military specific requirements where possible. He further commented:

- Teamwork is more important now than ever. Each Service is "straining to keep their forces modern and ready...budgetary pressures can rip us apart, or we can all work together to ensure that as a united American fighting force we emerge stronger."

- "Another way we need to achieve efficiencies in the acquisition and sustainment business is through integrated product development." Relying on teams which focus on the customer and include operators, maintainers and industry as part of the acquisition process represents a

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major culture shift. "Instead of developing narrow specialists, we're [Air Force Materiel Command] focusing on developing people who are able to operate well in, and lead, these multifunctional teams."

• Don't just organize; ask people for their ideas. Many hesitate to do this because someone might have a substantive idea that could cause changes, and changes can be disruptive. More often than not, changes result in improvements.

• Included in other innovative approaches being pursued are lean production and lean logistics, "to ensure we can continue to field and support the best technology at a cost our nation can afford.

• Leadership remains the constant in the requirement for military success. Having learned lot about the mechanics of what a program manager needs to know, head into the real world to do real work. When you get there, you should have the technical preparation you need to succeed."

• The challenge to graduates is to be leaders, to be decisive and willing to take risks, to handle adversity with honesty and integrity. Gather a reasonable amount of data and make a decision, right or wrong. Wrong decisions can be corrected.

• Be realistic with cost and schedule estimates. D-Day was a triumph of American acquisition, logistics and, more importantly, its triumph of leadership, not just at the top, but throughout the ranks. Data gathered from history can help project the future.

General Yates ended by saying that the challenges of today "still call for bold leadership, decisiveness and risk taking." His wish for the graduates is "the greatest success for each of you. Success in helping provide our nation with the equipment and with the leadership we need to keep America strong."

DSMC ELECTRONIC CAMPUS UPDATE

ACQUISITION REVIEW QUARTERLY NOW ON INTERNET

DSMC Upgrades E-Mail Capability

In June, the Defense Systems Management College (DSMC) completed the first phase of a major program to upgrade its automation facilities. All staff and faculty are now connected to a new network on campus and all have e-mail access to the Defense Data Network (DDN) and Internet.

The Internet e-mail addresses at DSMC are of the form username@dsmc.dsm.mil, where username is normally a person's last name and first initial. Figure 1 lists some well-known e-mail addresses at DSMC which you may find useful.

The DSMC Internet host computer now has the ability to send and receive public files using the Internet file transfer protocol (ftp). The user may ftp to dsmc.dsm.mil (IP address 198.97.207.254) and logon as "anonymous" with the password "guest." After logon, the user should ftp the README file to get the current information concerning file transfers.

One series of files now available is the *Acquisition Review Quarterly* (*ARQ*), Volume 1, Number 1, Winter 1994. To ftp the *ARQ*, change the DSMCPRESS directory, change to the REVIEW1 directory and ftp the README.ARQ file for further information. The *ARQ* files are temporarily in Ventura Publisher format, so the user will need this software to use the files.

We are finalizing arrangements to make *Program Manager* available on Internet.

If you have acquisition-related files that you wish to share with others, you can ftp them to the UPLOADS directory. After uploading the files send an e-mail to sysop@dsmc.dsm.mil requesting the files be moved from the UPLOADS directory to a public area.

Additional DSMC services and publications are planned for Internet access, including access to Program Manager. A bulletin board system that will include e-mail and file transfers, the Program Manager's Notebook on-line, and dial-in telephone service are some of the capabilities in the works. The DSMC point of contact is LTC(P) Bert Garcia, USA, garcia@dsmc.dsm.mil, or (703) 805-3462.

FIGURE 1. Well-Known E-Mail Addresses at DSMC

commandant@dmsc.dsm.mil ..... Commandant
dsmcaa@dsmc.dsm.mil ..... DSMC Alumni Association
dsmcpress@dsmc.dsm.mil ..... DSMC Press
library@dsmc.dsm.mil ..... Acker Library
registrar@dsmc.dsm.mil ..... Registrar
sysop@dsmc.dsm.mil ..... Systems Operator