

Gansler Speaks at APMC 98-1 Graduation

“Your Personal Role in the Acquisition Reform Agenda”

COLLIE J. JOHNSON

CLASS PRESIDENT EDWARD L. SHELTON II, RECEIVES A LARGE, SYMBOLIC DIPLOMA ON BEHALF OF THE 371 GRADUATES OF APMC 98-1. PICTURED FROM LEFT: SHELTON; UNDER SECRETARY OF DEFENSE (ACQUISITION & TECHNOLOGY), DR. JACQUES S. GANSLER; NAVY REAR ADM. “LENN” VINCENT, DSMC COMMANDANT.

On April 17, Under Secretary of Defense (Acquisition & Technology), Dr. Jacques S. Gansler again delivered the keynote address for the graduates of the Defense Systems Management College’s premier course, the 14-week Advanced Program Management Course (APMC). The Graduation Ceremony, conducted in Essayons Theater, at the Defense Systems Management College (DSMC), Fort Belvoir, Va., marked the conclusion of APMC 98-1 and graduation of 371 students from government and industry.



APMC 98-1 INDUSTRY STUDENTS, REPRESENTING SEVERAL DIVERSIFIED DEFENSE INDUSTRIES: LOCKHEED MARTIN ASTRONAUTICS; UNITED DEFENSE, LP; NORTHROP GRUMMAN CORPORATION; ALLISON ENGINE COMPANY; ROBBINS-GIOIA, INC.; PRATT & WHITNEY; THE MITRE CORPORATION; LOCKHEED MARTIN MICHOU D SPACE SYSTEMS; GENERAL DYNAMICS; BOEING GUIDANCE REPAIR CENTER; LOCKHEED MARTIN VOUGHT SYSTEMS. ALSO PICTURED: NAVY REAR ADM. “LENN” VINCENT, DSMC COMMANDANT (CENTER); NAVY CAPT. BOB VERNON, DEAN, SCHOOL OF PROGRAM MANAGEMENT DIVISION (FAR RIGHT).



Demographics

Graduates included active Army, Navy, Marine Corps, and Air Force officers and civilians; federal employees from the

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Defense Logistics Agency, Defense Information Systems Agency, Special Operations Command, and On Site Inspection Agency; and 16 students from throughout the Defense industry. Their average age was 41.1 years; 67.6 percent held a Master's Degree or higher; their total years of government service averaged 16.9 years; and their years of prior acquisition experience averaged 10.

Honoring the Graduates

Beginning the program, Erika Densler sang The National Anthem, followed by Army Chaplain (Maj.) Larry Sweat who delivered the invocation. DSMC Com-

mandant, Navy Rear Adm. "Lenn" Vincent welcomed the graduates, followed by an introduction of the keynote speaker, Under Secretary of Defense (Acquisition & Technology), Dr. Jacques S. Gansler.

The graduation ceremony was highlighted by Gansler's keynote address which, according to many of the graduates, gave them the inspiration to go back to their companies and DoD organizations, and actually put into practice new methods learned at DSMC of doing things faster, more efficiently, better, and cheaper.

DSMC Graduates Critical to Acquisition Reform

Acknowledging the importance of the occasion, Gansler told the graduates that the major challenges we face today and in the near future are the result of deferred modernization during the past decade. He spoke of the critical need to increase procurement dollars by shifting resources from support and infrastructure to modernization.

"With a fixed top line for the Defense budget," he told the graduates, "you become critical to the success of our effort. The acquisition reforms of the past few years must continue – and expand – if we are to meet our commitment to modernization while, at the same time, live within our overall budgetary constraints. This is not going to happen by waving a magic wand. It's going to have to come from you. And it's going to take hard work."

Speaking of the importance of an acquisition education – and continuing that education throughout their professional acquisition careers – Gansler said, "I know that some of you wonder what the activities of the past 14 weeks will mean in terms of your personal role in the overall Acquisition Reform agenda at the Department of Defense.

"All 371 of you will leave here today and go back to work – some of you to the Pentagon, others to various Departments in the Washington vicinity, and still others to distant parts of the country or abroad. How will your graduation from DSMC affect your day-to-day management decisions?"



◀ IT'S BEEN A LONG 14 WEEKS. STUDENTS FROM APMC 98-1 APPEAR SOMEWHAT WEARY BUT HAPPY ON GRADUATION DAY. ▼



“The answer is that you can use the lessons you have learned here at DSMC to become a leader in promoting Acquisition Reform throughout the Department. Highly trained and experienced advanced program managers like you have made many direct contributions to the success of our transformation efforts.”

He went on to cite the Defense Logistics Agency’s use of “prime vendor” and “direct vendor” delivery practices, which cut the delivery time on medical supplies from 30 days down to 24 hours. Direct delivery from vendor to customer – often using Internet or electronic ordering technology – has now made it possible for military hospitals to cut the logistics tail to pieces by drastically reducing inventories, achieving cost savings in operations, and ordering only what is needed for current use.

DLA has reduced medical supply inventories by more than 70 percent since fiscal year 1991, with savings of \$396 million. “Program managers,” Gansler

noted, “played a pivotal role in designing and implementing this highly successful effort to adapt commercial practices to Defense requirements.”

Focusing on DSMC’s continuing efforts to educate the acquisition workforce, Gansler praised the College for remaining alert to the changing Defense acquisition environment. Said Gansler, “As it looks to the future, DSMC must continue to produce highly skilled, innovative managers by continuing to adapt its curriculum to meet new requirements, and by training program managers to understand fully how we can restructure and fundamentally re-engineer our acquisition process.”

Stay on Top of Change

Concluding his remarks, Gansler told the graduates that it was critically important they stay on top of the constant changes that will be made in the acquisition world over the coming years – that Acquisition Reform is a process of continuous improvement.

“You must make the extra efforts in this regard. I firmly believe that one person can make a difference! As you conclude your course – and head home – we wish you the best of luck and much success. We know we can count on your support.”

Presenting APMC 98-1 Class President, Edward L. Shelton II with a large, symbolic diploma attesting to the graduation of all 371 students, Gansler received enthusiastic applause from the audience. Commented one graduate, “He made sure that we remembered the one and only reason that we are in this business: *to support the warfighter.*”

Editor’s Note: For those interested in learning more about the DSMC educational experience, the DSMC Home Page at <http://www.dsmc.dsm.mil> contains further information on DSMC class schedules and course eligibility. Also, please refer to an article in this issue by former industry student Gregory W. Bader, p. 84.

Inside DSMC



Army Lt. Col. (P) Joseph E. Johnson became Dean of College Administration and Services effective April 27. He is the former Commander, Defense Contract Management Command, Baltimore-Manassas. A graduate of Washington and Lee University, Johnson holds an M.S. in Contract and Acquisition Management from Florida Institute of Technology. In addition to several Service schools, he is a 1993 graduate of DSMC’s Program Management Course, now renamed the Advanced Program Management Course.

Haeng Jung Kang became the International Cooperative Acquisition Chair, DSMC Executive Institute, effective April 6. He previously served as Director, International Cooperation Division, Ministry of National Defense, Republic of Korea.



George Krikorian, who held the Forrestal-Richardson Memorial Industry Chair as Professor of Program Management, retired from federal service on March 31. Appointed to the Memorial Industry Chair in June 1994, he previously occupied the American Defense Preparedness Association (ADPA) Richardson Chair, a position to which he was appointed upon his arrival at DSMC in October 1991. A Marine Corps veteran of the Korean War, Krikorian retires after a career spanning 44 years – seven years with DSMC and 37 years with industry.



Frank W. Swofford was appointed to the Forrestal-Richardson Memorial Industry Chair as Professor of Program Management on April 1. Formerly a partner of the Bingham Group, a defense consulting firm advising shipbuilding clients, Swofford’s background includes 37 years of experience in DoD and U.S. industry, with major emphasis in weapon systems acquisition, program management, and hardware manufacturing. A graduate of Duke University, Swofford holds an M.S. in Applied Engineering Mathematics from the University of Colorado and also attended the Senior Executive Course at MIT’s Sloan School. Appointed to the Defense Science Board in 1995, he also serves on several U.S. Industry Corporate Boards of Directors.

