The Bullet'n

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JMC: Still Ready, Reliable and Lethal

Moving forward with mission five years later

By Rikeshia Davidson
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill.--The name's changed but the mission remains the same. Name changes can often throw business operations for a loop, but not so for the Joint Munitions Command. With a fair share of identities, since 2000 the Joint Munitions Command has operated under several names including the Industrial Operations Command and Operations Support Command. JMC was provisionally established Jan. 17, 2003.

U.S. Army file photo

A Soldier fires his weapon using ammunition produced by the Joint Munitions Command. JMC continues the proud tradition of its predecessors in providing reliable, lethal ammunition.

JMC wasn't so accustomed to having a definitive name—until now.

The recent history of JMC spans five years and is captured by its command historian.

The newly christened JMC wasn't complete yet. In October 2006, JMC was designated an independent major subordinate command of the Army Materiel Command. The following month ushered in the Joint Munitions and Lethality Command, which served to combine munitions acquisition, logistics and technology.

JMC is constantly improving practices. With an expanded mission and a united effort to support warfighters in every branch, JMC is taking an active role, as did its predecessors, in producing, storing and distributing ammunition. Regarding the change from OSC to JMC, "(it) emphasizes joint operations," said Keri Pleasant, JMC historian.

JMC's makeover took shape throughout the command. Within the headquarters Human Resources Directorate in 2006, Mike Prock, deputy chief of staff, human resources management, came aboard and encountered a surprise. "I noticed at that time, the average time to fill positions well over 120 days on average from the time a manager submitted a request to the time a person was selected for the position," according to Prock. He credits the work of managers and the human resources staff with aiding the drastic decrease in time, which is now below 70 days.

Human resources can also claim other successes as a JMC entity; the implementation of the National Security Personnel System. According to the U.S. Army's Civilian Personnel Directorate, the NSPS is the civilian personnel system that enables the Department of the Army and other Department of Defense organizations to better meet the demands of the 21st century. The basic concept includes a new labor relations system, appeals process, and an enhanced human resources system covering staffing, workforce shaping, recruitment, compensation, and performance management.

JMC's human resources directorate manages seven pay pools that consist of more than 700 employees. "All personnel were converted and paid on time," Prock noted.

Human resources continues to move forward to help improve the JMC mission. They have worked six Lean Six Sigma actions and served as subject-matter-experts in over 20 different LSS projects. Human resources has accumulated more than 1,200 hours supporting LSS command projects.

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Creating 'culture of change' at Crane

By Thomas Peske
Crane Army Ammunition Activity Public Affairs

CRANE, Ind. -- Lean Six Sigma is a data-driven process to improve the efficiency, quality and effectiveness of how work is done, but very often its greatest challenge is not in problem solving on a project, but creating a culture of change among resisting employees.

Breaking down these barriers to change is part of the task of the Green and Black Belts at Crane Army Ammunition Activity who strive to improve the way the activity does its business. Lean Six Sigma can often be seen as threatening to employees who are used to doing things a certain way or think of it as the change of the month.

According to CAAA Commander Col. Charles Kibben, “No one is really going to have a great Lean Six Sigma program unless you have buy in from the rest of the individuals who are actually out there doing the work.” He added, “Change is something very difficult for people to accept and you need to build an atmosphere where they will want to accept it.”

Crane's Continuous Improvement Program Manager, Master Black Belt candidate Paul Allswede, explained that changing culture requires a few distinct things.

First, identify the need - the rationale of why change is needed has to be clearly defined; it’s imperative to know the why before defining the what. Second, set the direction -- a goal and a path forward has to be identified and thoroughly communicated, tying together the why and what and introduce the how. Third, obtain commitment -- leadership at all levels should have "buy in" to the path forward, if the need and direction are rational and tied to the business strategy, buy in should meet less resistance.

The fourth thing is to take action -- put into motion the activities needed to enable the path forward to achieve the desired goal and involve the maximum number of people allowable. Allswede said, “Getting people into the decision cycle leads to empowerment and ownership. It is then vital to leverage success to obtain further 'buy in' across the organization. Finally, continuously review the process; assess what went well and what did not so organizational learning can take place. Now, apply the above to a LSS setting.”

One of the critical ways to win over skeptical workers is by showing that the process not only works, but it will make their lives better. This can take time and patience. CAAA chemical engineer Lara Zilafro, a Master Black

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During a 2007 visit by Army Materiel Command Deputy Commander Lt. Gen. William Mortensen, left, Lara Zilafro, right, shows a can plating example while discussing her LSS Black Belt project to reduce defects in can plating at the Machine Shop Facility at CAAA. Kenny Walls, who worked with Zilafro on the LSS project, observes in the background.

U.S. Army photo by Thomas Peske

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When speaking about ammunition logistics, it's key to contact just the right person. In JMC, that's Trish Huber, director, JMC's Munitions Logistics and Readiness Center.

In looking back over the past five years, Huber notes the more obvious changes: the organization into a government staff, additional restructuring of the operations directorate and a name fitting its mission—Munitions and Logistics Readiness Center.

According to Huber, the mission's focus was broader than materiel management and therefore readiness is a part of the name.

MLRC provides commodity teams that supply acquisition support and associated logistics missions for product managers. "(Commodity teams) were reorganized to support their respective program/product managers," she said.

U.S. Army file photo by Darryl Howlett

A Lake City Army Ammunition Plant employee inspects small-caliber rounds. JMC employees more than 14,000 personnel including 8,300 contractors.

MLRC shows more signs of growth by expanding and supporting field efforts. "We have grown in support to the field with additional quality assurance specialist ammunition surveillance and ammunition logistics assistance representatives," Huber said.

Huber maintains that one thing remains consistent and that's the continual effort to "support America's warfighters with the right ammunition at the right place, on time, every time."

Flash forward today to a JMC led by Brig. Gen. James E. Rogers, commanding general, and a command that has matured into an entity employing 20 military, more than 5,800 civilians and 8,300 contractor personnel. Of these 14,000 personnel, 750 work in the headquarters on Rock Island Arsenal, Ill., with JMC possessing an annual budget of 1.7 billion dollars.

"In its five years of existence, Joint Munitions Command has served our country and provided our warfighters with the world's best ammunition at the right place, on time, every time. I'm honored to lead this command, especially at a time in our nation's history when every Soldier, sailor, airman and Marine, is depending on us. Our nation relies on us. We will not fail," said Rogers.

In addition, Lean Six Sigma has emerged as a key process improving functions within JMC. Weekly, reports reveal cost-saving measures implemented into JMC's activities.

A recent Green Belt project will reportedly save JMC $15,000 while another project yielded a new template that will identify and measure fixed costs in the Integrated Logistics Strategy regionalization analysis.

Five years ago, JMC stood up while providing necessary ammunition to warfighters and it has sustained by being ready, reliable and lethal. JMC maintains that creed all the while assuring ammunition reaches America's men and women at the right place, on time, every time.

The Bullet'n is looking for interesting articles about your activities at JMC. If you have something to contribute, please email ROCK-AMSJM-PA@conus.army.mil.

Navy ammunition commander visits JMC headquarters

U.S. Army photo by Darryl Howlett

Navy Captain Robert A. "Rusty" Mirick, Commander, Navy Munitions Center, makes a point during his visit to the JMC headquarters. The reason for the visit was to familiarize JMC with the work the Navy Munitions Command does.

Commands looking for a more joint relationship

By Darryl Howlett
Joint Munitions Command Public Affairs

ROCK ISLAND ARSENAL, Ill. -- A Navy commander wants "common sense" to drive the present and future relationship between his command and the Joint Munitions Command.

Navy Captain Robert A. "Rusty" Mirick, commander of the Navy Munitions Command, visited JMC headquarters Jan. 23, as part of a familiarization tour.

"Overall, I wanted to share more information with the (JMC) staff on the purpose of NMC and what we're about and where we're going," Mirick said. "I also wanted to give Brig. Gen. Rogers a one-year update on the Navy Munitions Command."

NMC, which was established in June 2006, is headquartered in Yorktown, Va., and functions as the Navy's center for ordnance management for shore stations worldwide. That includes issue, receipt, storage, and segregation of conventional weapons located at naval air and weapons stations and at submarine bases.

Mirick has served as commander of NMC since November 2006. Mirick gave a 20-minute briefing at the JMC staff meeting and met with other JMC leadership throughout the day, including Brig. Gen. James E. Rogers, commanding general of JMC.

"From a scaling issue (NMC) is much smaller than the mission of JMC. We have a little piece," he said. "I believe NMC can work together with JMC. There's no mandate coming from the Navy, it's just common sense. We're trying to be efficient and good stewards of our (Department of Defense) funding."

Mirick applauded the efforts of the Single Manager of Conventional Ammunition, which JMC operates.

"NMC has received great service through the SMCA arrangement," he said.

Lean Six Sigma also is playing a role in shaping NMC's future.

"Lean Six Sigma is a management tool we are using," he said. "We have Green Belts and Black Belts and have had some success with LSS. We're all about improving readiness while reducing our overall costs.

"One of the projects or goals for the Navy Munitions Command is to look at how the Marines are doing ordnance and air ordnance management ashore. We want to also engage JMC on mutual ordnance issues."

Mirick noted that since World War II, the Navy's manpower on vessels has shrunk due to technological advances, while at the same time the Navy is defending the nation in a more "joint" environment with the other services.

Rogers said the one team, one fight mentality, must reach all across the services.

"Our staff is here in supporting your staff," he said.

Rogers informed Mirick that the two commands can work together on a variety of issues including war and peacetime ammunition requirements, the use of the Munitions Readiness Report, and Integrated Logistics Support.

JMC commander pays visit to Anniston

By Miranda Myrick
Anniston Army Depot Public Affairs

ANNISTON ARMY DEPOT, Ala.--Leadership of the Joint Munitions Command made a site visit Feb. 5 to receive status reports on the Anniston Munitions Center and pass along lessons learned.

Brig. Gen. James E. Rogers, JMC commanding general, was hosted by ANMC commander Lt. Col. Garry McClendon and his team. The depot tenant activity had the opportunity to show off its accomplishments within the ammunition community.

Before and after their tour of the munitions facility in the ammunition limited area, Rogers and JMC's Sgt. Maj. James Taylor were able to sit with ANMC leaders to discuss organizational concerns such as personnel strength, budget and continuous improvement events.

McClendon told Rogers how ANMC has reduced its compensation costs by 57 percent and that injuries are less severe than in recent years. ANMC has had 121 days without a lost time injury.

"Our leaders are paying attention to these issues of safety, and here at ANMC you can ask anyone about safety in our operations because we're all responsible for safety," said McClendon.

Rogers said it is important to report every single accident, no matter how minor. With regard to the risk in any situation, he said ANMC should determine the mitigation plan and make sure it's followed.

One major focus at most Army depots is Lean Six Sigma—a continuous improvement concept that eliminates waste within an action and provides the customer with the best product in the shortest amount of time. ANMC is no different, as its value stream analyses have already saved $160,053.

It defeats the purpose when depots that have completed a LSS project fail to share the results with others in the same command or within the Department of the Army, said Rogers. "We should share the work among installations so we don't double or triple the work," he said.

Leadership is high on the list of concerns for the commanding general, so much so that a working lunch was devoted to the theme. Rogers said everyone can be a leader, but the key to being one is recognizing it and doing something about it.

"The more you read about leadership, you will begin to argue the points in the books. The same is true for books on continuous improvement. It will help you determine what works and what doesn't," said Rogers.

It has been Rogers' experience that a great challenge in leadership is the decision-making process. He said he hopes supervisors within ANMC recognize the same differences in their employees and make decisions that will improve the ANMC workforce and the Army.

The working lunch opened a line of communication rarely seen between generals and depot-level supervisors, who were able to express their organizational concerns directly to Rogers.

The current workload and post-war operations were two of the concerns addressed by ANMC supervisors.

An integrated logistics strategy and data-driven studies assist the JMC in spreading workload among the depots in its command and help determine what best serves the warfighter, said Rogers.

Left to right, Anthony Burdell, deputy to the commander, Anniston Munitions Center; Brig. Gen. James Rogers, commanding general, JMC; Lt. Col. Garry McClendon, commander, Anniston Munitions Center; and Sgt. Maj. James Taylor, command sergeant major, JMC.

U.S. Army photo by Jeremy Guthrie

Lean Six Sigma Corner

LSS project nets replication possibilities

By Lisa O'Connor
Quality Assurance Division
JMC Munitions and Logistics Readiness Directorate

ROCK ISLAND ARSENAL, Ill.--Thanks to a recent Lean Six Sigma Green Belt project, the Joint Munitions Command has increased the replication possibilities for the bi-weekly metrics that are presented to the command group by the LSS deployment director. The command realized more than $16,000 in savings as a result.

In addition to replication, other goals of the project were to reduce the time that it took to develop the metrics and to develop standard operating procedures.

The team assembled to carry out the project consisted of seven people, all of JMC headquarters.

During the improve phase, the team members developed SOPs. After the SOPs were developed, the team ran the pilot, which consisted of the different team members testing each others SOPs. This helped mistake-proof the SOPs.

"This project ensures that everyone in the office can backfill behind each other. If someone is on leave, anyone can pick up the SOP and work through the process to get the correct results. Having reports automatically run and posted to our internal mailbox mistake proofed much of the process. As the process owner, I am confident we are reporting accurate information up the chain of command," said Walter Songaila, deployment director, JMC Lean Six Sigma Program Office. "My confidence in the process means I spend much less time reviewing/proofing the data. Reduced rework in the process/office allows the office to do other functions that we were not previously doing. This project also helps us prepare for future ISO certification."

"The project was an excellent example of transferring the knowledge and functions that we often lose when people are absent, transferring, or retiring. The existing process involved a lot of manual effort and institutional knowledge. The office was ill-equipped to handle the task of generating these metrics if a team member was not here," said John Campbell, Master Black Belt candidate, Lean Six Sigma Program Office. "It was also a good example in that the Green Belt took the initiative to clarify with the customer, in this case our commanding general, what his key requirements were for these metrics. Instead of having ad-hoc metrics presented bi-weekly, the metrics became more structured around customer requirements and were presented at a frequency also defined by the customer (monthly)."

BRAC SITREP simplified

By Joe Hottes
JMC Transition Office

ROCK ISLAND ARSENAL, Ill.--The bi-weekly Base Realignment and Closure 2005 situation report, or BRAC SITREP, process has been streamlined thanks to a Lean Six Sigma Green Belt project in the Joint Munitions Command. The new process will save time and more than $1,000.

The goal of the project was to satisfy the customer requirement to receive the report within five workdays after the "as of" date. The scope of the project was the SITREP preparation and submission process within the JMC Transition Office.

The project analyzed 14 months of available data on the overall processing time required to prepare and submit the SITREP. Many LSS tools were used including the process stovepipe flowchart, value stream map, control chart, process capability, and the Pareto chart of root causes.

The team of nine people from throughout the Joint Munitions and Lethality Life Cycle Management Command used the DMAIC process. DMAIC stands for "define, measure, analyze, improve, and control."

During the "measure" phase, the team documented a deviation between the process stovepipe flowchart and the data collected. Examination of the deviation led to the identification and implementation of an immediate improvement. During the "improve" phase, the team identified process constraints and subsequently streamlined the process to improve process flow and process cycle efficiency. The team reviewed priority root causes identified on the Pareto chart and developed a coupled solution by eliminating process steps in line with the data and preparing a revised process. They completed an internal desktop standard operating procedure; revised external requirements, procedures and format; and trained internal process

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Lean Six Sigma Corner

Digitized files become reality

By Leslie Thrasher
JMC Information Management Directorate

ROCK ISLAND ARSENAL, Ill.--The digitization of the Joint Munitions Command's record-keeping process is a reality thanks to a Lean Six Sigma Green Belt project that was recently completed.

The goal of the project was to standardize the filing system, reduce the physical space required to store records, and reduce the number of records being stored beyond their retention period.

The team consisted of eight individuals from the JMC headquarters and Army Sustainment Command information management directorates.

The project used a Pareto chart depicting the age of existing documents and compared them against each document's retention period. It was found that some records were being kept 19 years past their retention period. The root causes were a lack of both disposition instructions and a standard filing system. The solution for both was to follow the Army Records Information Management System structure.

During the improve phase the team determined the "Q", or shared drive, would be the repository for all JMC electronic records. A requirement to provide a search capability led the team to a technology product called Microsoft Office SharePoint. This was a major discovery because it converted the project to a multi-generational project with the "Q" drive being the initial repository solution and SharePoint being the next generation.

SharePoint is a new server program that is part of Microsoft Office 2007. "An organization can use it to facilitate collaboration, provide content management, implement business processes and supply access to information that is essential to organizational goals and processes," according to the Microsoft.com website.

"The electronic record-keeping system has been a goal of our office for a long time. It took the hard work and efforts of the entire team to make it come to light," said Tammy Murphy, JMC information technology specialist.

"The discovery of SharePoint during this effort will enable the entire JMC workforce to share knowledge across the command and will enable us to search for files not only located here at Rock Island but also at our installations," said Valerie Border, JMC information technology specialist.

According to Border, the JMC is working with ASC on implementing SharePoint. At this time, there is no certain date or timeframe for completion. ASC has purchased the servers and the software, and they will get everything loaded and tested. The template is finished; when it is approved, the training will begin.

The project goals were met on schedule. The result was that the records in the JMC Information Management Directorate are now 71.4 percent digitized compared to the old system, which was 85.7 percent paper.

SITREP

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participants and installation points of contact on the new process.

Finally, the team ran a pilot that verified the revised process was capable of satisfying the customer requirement. "Implementation of the processes developed as a result of this project should reduce the time required to deliver the report to the end user. The process also resulted in a standardized approach to reporting information and eliminated redundant handling," said Maggie Ashlin, deputy commander, Lone Star Army Ammunition Plant. "Development of written procedures and training to emphasize those procedures should result in a higher quality product."

As a result of this project, overall processing time required to prepare and submit the SITREP decreased about 50 percent and savings to JMC amounted to $1,059.37. Additionally, this project improved customer satisfaction, employee morale, and the reputation of JMC and the transition office.

"The project, now that it is finished, meets the goal of providing a quality product in the required timeframe to satisfy its customer," said John E. Gunter, BRAC staff officer, JMC Transition Office. "The processing time for the JMC biweekly BRAC 05 SITREP has decreased and this is a great benefit to the Joint Munitions Command."

New Maneuver Ammo Systems PM says to emphasize people

By Jack Crowley
Picatinny Arsenal
For the Bullet'n

PICATINNY ARSENAL, N.J. -- Chris Grassano returned in 2007 from an extended period of training to assume the responsibilities of project manager for the office of Maneuver Ammunition Systems (Direct Fire) from acting project manager William Sanville. His in-brief emphasized continuing his organization's support to American warfighters and supporting the people "who are doing such a superb job."

Grassano's message to his workforce included a personal profile. He is a native New Jerseyian with numerous academic credentials who has served in positions as field representative as well as project engineer and project management engineer. His Pentagon experience includes duty as a systems coordinator and time on the Office of the Secretary of Defense Staff for Land Warfare prior to returning home to Picatinny as the deputy product manager for Excalibur.

Grassano's message included strong communication, team-building, collaboration and proactivity themes as well as commitment to the mission and Army values. He stressed the importance of continued professional and personal development to his assembled work force and his commitment to assist in attaining personal professional goals while retaining "the reserve" to enjoy life and family.

Grassano's presentation also included a mapping of his prioritized goals to those of Army and defense leadership, as well as a photo and quote of a young Winston Churchill, the British 1917 Minister of Munitions, whose sentiments Grassano echoed: "The foundation upon which all our chances of victory stand is steel. … Every man or manager who is engaged in steel production is directly engaged in smiting down the enemy and bringing the war to a speedy close. And although he may not share the perils and sufferings of the fighting troops, he can win for himself the right to share their honor when victory is attained!"

U.S. Army photo provided by Picatinny Arsenal

Chris Grassano, newly appointed Maneuver Ammunition Systems project manager, said his office will continue the outstanding support to American warfighters and supporting the people "who are doing such a superb job."

The Bullet'n invites you to participate in our first publication survey, now available. Please provide us with your feedback on making this publication better. The survey is located at www.jmc.army.mil.

JM&L LCMC demonstrates its generosity through CFC

By Gale Smith
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill.--Employees throughout Joint Munitions and Lethality Life Cycle Management Command once again took advantage of the Combined Federal Campaign to donate thousands of dollars to the local, national and international charities of their choice in 2007, breaking records, receiving awards, and changing lives along the way.

"I am very appreciative that so many of our employees throughout the JM&L LCMC took advantage of this annual campaign to give to the charities of their choice. It makes such a huge difference in the lives of so many, not only in our local communities, but throughout the United States and the world. I am also aware that many of our employees donate their time and talents to improve their communities. They may also give money to charities through means other than the CFC. I thank every one of our employees who are not only great public servants but also such caring neighbors," said Brig. Gen. James E. Rogers, commander of the Joint Munitions Command.

The Illowa Bi-State Combined Federal Campaign recognized the great work of the JMC headquarters at Rock Island Arsenal for the second year in a row with the Highest Percent Participation Award for a large organization (more than 500 personnel). Fifty percent of headquarters' workforce participated, donating $101,588, $21,139 more than in 2006. The Illowa Bi-State CFC includes all federal employees in 12 counties throughout western Illinois and eastern Iowa, and also includes the Iowa Army Ammunition Plant in Middletown, Iowa.

Lake City Army Ammunition Plant in Independence, Mo., received the Caring for Community Award from the Heartland CFC for its support of the CFC above and beyond the call of duty. The award is based upon an organization's financial contributions and active community involvement throughout the year. Lake City exceeded its goal of $4,500, with a total contribution of $6,861. The Heartland CFC covers 25 counties in western Missouri and eastern Kansas.

JM&L LCMC employees at Picatinny Arsenal are a part of the Northern New Jersey campaign. The JM&L LCMC command group and Program Executive Officer-Ammunition, gave $21,807 through the CFC in 2007. The Armament Research Development and Engineering Center at PICA donated $179,828.26.

The workforce at Tooele Army Depot, Tooele, Utah, raised $43,093.50 when 30 percent of the employees donated. TEAD is a part of the Intermountain CFC, which includes all of Utah and counties in Colorado, Idaho and Wyoming. This CFC covers the largest geographic area of any campaign in the country. Col. Anne Davis, commander of TEAD, was the CFC Chair for this campaign in 2007.

U.S. Army photo by Ted Cavanaugh

Col. Todd Smith, chief of staff, JMC, accepts the Highest Percent Participation Award from Maj. Gen. Robert Radin, honorary chair of the Illowa Bi-State CFC campaign and commanding general, Army Sustainment Command.

McAlester Army Ammunition Plant and the Defense Ammunition Center, located in McAlester, Okla., are a part of the McAlester Area Combined Federal Campaign. Their campaign was also very successful, raising $44,167.62.

Employees of Blue Grass Army Depot donated through the Central Kentucky Combined Federal Campaign. They surpassed their goal of $12,000 by giving $14,153. The Central Kentucky CFC covers 43 counties in the middle of the state.

Since Crane Army Ammunition Activity is a tenant on the Naval Surface Warfare Center Crane Division, the Navy manages the CFC there. Working in cooperation with the Navy, CAAA employees donated $10,064 to charities through that CFC.

Every year federal employees donate millions of dollars through the CFC that benefit thousands of non-profit charities across our nation and around the globe. Many JM&L LCMC employees were a part of this philanthropic cadre in 2007 and deserve to be congratulated. Their donations will help 'Move Our World Forward" as the money given or pledged during the 2007 campaign is sent to the designated charities, beginning in March 2008.

Editor's note: For more information on CFC visit the Office of Personnel Management website at www.opm/cfc.org.

CAAA looks to future opportunities

By Thomas Peske
Crane Army Ammunition Activity Public Affairs

CRANE, Ind.--Crane Army Ammunition Activity Commander Col. Charles Kibben provided an audience at the "State of Crane" luncheon Jan. 30 with a strong look at where the activity is today and what it might be expecting in the future.

The luncheon, sponsored by the Crane chapters of the Federally Employed Women and the Federal Managers Association, provided the leaders of Crane Army and Navy commands a chance to lay out their vision for the future. Although not done annually, FEW and FMA try to host the event every few years to provide its members with a strong look at the current state and future of Team Crane.

Highlighting the progress CAAA has made, Kibben stated the activity has received one of the largest amounts of money in its 30-year-history, including $123 million in new work orders for fiscal year 2008. In response to the increase in work, Kibben said the activity has hired 72 new employees.

He also told the crowd that while Crane Army has enjoyed a period of growth and increased business, it needed to be prepared for that growth to stabilize.

"Change is coming and everyone who accepts it will be in a better shape in the future," Kibben said. "What we will have to do is stop looking at the challenges that are out there and look for the opportunities."

Some of those opportunities Kibben indicated might be on the horizon are increased partnerships with the Navy, in areas such as research and development. He also stated there was an opportunity for growth in demilitarization in the future for those who seek it out now.

Praising his facilities and employees, Kibben stated that as long as CAAA looks to the future and seeks out opportunities it will remain viable and in place to take care of the Soldiers, sailors, airmen and Marines.

In addition to Crane Army, Crane Naval Surface Warfare Center, Naval Facilities Engineering Command Midwest Public Works Department Crane, and Fleet and Industrial Systems Center Norfolk, Supply Management Department Midwest Crane were also represented by their leaders.

CAAA was established in Oct. 1977 and is a tenant of the Navy Region Midwest, Naval Support Activity Crane. The Army activity maintains ordnance professionals and infrastructure to receive, store, ship, produce, renovate and demilitarize conventional ammunition, missiles and related components.

Change

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Belt candidate, explained that on one of her projects, it was only after showing the data that opinions began to turn from hostile to accepting.

"With Lean Six Sigma, the hard part is not using the tools and the techniques. The hard part is changing the culture," Zilafro said. She said the key lesson from her project was involving the stakeholders at the beginning and showing them the scientific data to prove their efforts to reduce defects and improve cycle time in zinc plating operations.

CAAA electroplater Kenny Walls said his personal belief before the LSS project was that it was a joke. Over time of working with Zilafro, Walls said the trust began to be built up; their efforts produced results that saved time, material and created cost avoidance. In the end, Walls and Zilafro did not just work together to improve the plating process in the shop, but also developed a greater respect and friendship with each other.

Crane Army Ammunition Activity

The remarks about change were echoed by CAAA depot operations's supervisory operations specialist Dennis Sickel about the LSS project that helped to create the Ammunition Transportation and Tracking Control Center. Sickel explained teamwork was vital to the process, especially when it involved both Army and Navy assets. He said that teamwork had to come from the senior leadership all the way down to the wage grade workers.

Defense Ammunition Center signs agreement to increase joint-service training

By Jaime Thompson
Defense Ammunition Center

MCALESTER, Okla.--The Defense Ammunition Center and the Joint Advanced Distributed Learning Co-Laboratory signed a working-level letter of agreement on Jan.15 to cooperate in the application of instructional technologies to support the joint warfighter.

The Advanced Distributed Learning initiative was created by the Office of the Under Secretary of Defense for Personnel and Readiness to harness new information technologies and to modernize structured learning across the Department of Defense.

The JADL Co-Laboratory integrates instruction and technology to meet the military's training requirements. It promotes the implementation of ADL through research, development, and consulting services for the Department of Defense. The JADL Co-Laboratory also develops guidelines, tools, sample methodologies and strategies for implementing ADL in a military environment.

"The LOA will provide DAC with access to leveraging opportunities and other types of technical assistance in support of its training objectives," said Gary Carney, DAC director. "It will allow DAC to more effectively share its expertise with various DoD communities."

DAC provides joint service ammunition-related training to over 35,000 military and civilian students annually. DAC also manages the Army's oldest career programs, the Quality Assurance Specialist Ammunition Surveillance and the Ammunition Managers career programs. Combined, these career programs provide more than 1,000 qualified civilians in the field supporting the warfighter.

Gary Carney, left, director, Defense Ammunition Center and Jean Burmester, director, Joint Advanced Distributed Learning Co-Laboratory, shake hands after signing the letter of agreement pledging cooperation between the two organizations.

U.S. Army photo by Jaime Thompson

JM&L LCMC's Safety Spot Check

An editorial concerning motorcycle safety

By Tod L. Glidewell
Command Sergeant Major
U.S. Army Combat Readiness/Safety Center

FORT RUCKER, Ala.--Spring is the traditional start for motorcycle riding and, for many riders, Daytona Bike Week, Feb. 29 - Mar. 9, marks the unofficial beginning of the season. Numbers indicate motorcycle sales have steadily increased over the years, and riding is a popular activity or mode of transportation among our ranks. As engaged leaders, we need to ensure Soldiers and civilians are aware of the tools/resources made available to them.

The chief of staff, Army, now requires the Six Point Program developed by the U.S. Army Combat Readiness/ Safety Center be used by all Army units. It is the minimum standard. This program requires command emphasis, discipline, composite risk management, standards and provides alternatives, as well as a commander's assessment. The focus of the program is engaged leadership through positive assertion of proactive measures and standards.

In fiscal year 2007, there were 38 Soldiers killed in motorcycle accidents. Our data indicates that 65 percent of these motorcycle accidents involved Soldiers older than the age of 25. Of these mishaps, 60 percent involved Soldiers in the grade of E-5 or higher.

What concerns me most about these numbers, aside from the horrific loss of life, is these fatalities include our senior non-commissioned officer ranks. In some motorcycle crashes involving fatalities, the sequence of events leading up to the incident indicate these deaths were preventable. Some of these incidents indicate that fatigue, drinking and lack of engaged leadership among fellow NCOs were paramount in the Soldiers death.

Department of Defense Instruction 6055.4 and Army Regulation 385-10, *Army Safety Program*, Chapter 11, state that Soldiers operating a motorcycle must complete safety training. It has been my experience that Soldiers believe that these regulations only apply when they are riding on post, which is not true. The regulation states failure to wear personal protective equipment or comply with licensing or operator training requirements is against the regulation.

Coupled with the Six Point Program, please remember to be diligent and continue to move "left of the boom," not just in accident prevention measures, but in every way that involves the safety of Soldiers in our ranks. In closing, safety is inextricably tied to readiness. To move "left of the boom," we must go beyond the lectures and instruction on risk management and ensure it is being practiced within our ranks. While risk management remains the basic process by which we can reduce accidents, remember engaged Leadership is the key to risk management.

As an aid, I encourage you to work closely with your safety professionals and visit our Web site at https://crc.army. mil, which contains helpful tools regarding motorcycle safety. The Motorcycle Safety Foundation also has some great tips available on its Web site, which can be found at http://msf-usa.org.