



The Bullet'n



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"Supporting the Warfighter"

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Women in Ammunition: A Proud Legacy

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From the Commanding General

Safety First!

We often hear this slogan, especially in our military, because safety remains an incredibly important message that must continually be emphasized.

Under the Joint Munitions and Lethality Life Cycle Management Command is some of the nation's premier research and development facilities! Our mission remains critically important to our Army and the nation's defense. Therefore, it's exceedingly important that we perform our jobs and execute our mission responsibilities in the most safe, efficient manner; because our nation simply depends upon all of us. Our warfighters, especially those serving on the front lines of freedom, depend upon our efforts every single day.

The JM&L LCMC is truly a command of excellence with an extraordinary workforce achieving great heights everyday. I have been in command for about nine months, and I have gained an extraordinary appreciation for all that you do! I think the Armament Research, Development and Engineering Center, recently being the first Department of Defense organization selected to receive the prestigious Malcolm Baldrige National Quality Award, clearly articulates the value of our mission and the importance of safety.

I also know that safety is important to our teams at Program Executive Office-Ammunition and the Joint Munitions Command.

We must integrate composite risk management into all spheres of our activity, in order to continue to effectively position ourselves to be the center of excellence for munitions and lethality. Safety must remain a significant focus in every step of life cycle management: research, develop-



Brig. Gen. William N. Phillips

ment, production, sustainment and eventually demilitarization (cradle to grave).

"Safety First" should not only be a slogan, but a lifestyle. Safety is the responsibility of every teammate — every teammate. Embracing safety is ensuring a quality of life that promotes success and a healthful way of life both at work and home. I simply ask that you think about safety in all aspects of your life: at home, at work and at play. Your health, safety and welfare are most important to me and every leader in our command.

I truly believe that accidents are easily preventable. And I encourage all of you to do your part to eliminate unnecessary losses. The most prevalent

accident trend is slips, trips and falls. Clean spills immediately, be aware of uneven and slippery surfaces, and always use appropriate foot wear. Together we will work toward eliminating all unnecessary losses.

I charge every employee to be a guardian of safety. Whenever you witness unsafe acts or an unsafe environment, be proactive -- correct the situation immediately and report it to a supervisor; you may be preventing an injury or a potential loss of life.

I pledge to you that I will do just that, and that I'll continue working very closely with our safety offices and LCMC leaders from every organization to promote safety, safe practices and adherence to procedures in all that we do.

In my view, every teammate is a safety officer. Yes, it's worth repeating: Safety First!

Cover photo: A Blue Grass Army Depot employee conducts tests on a 500-pound bomb after its repainting.

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The editorial content of The *Bullet'n* is the responsibility of the Public Affairs Office at Joint Munitions Command headquarters. Contributions to The *Bullet'n* are welcome; contact information follows.

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Editorial/Commentary

Why jointness has never been cooler

What is the definition of cool? Could it be hanging out with actor George Clooney? Or maybe spending time with singer/actress Beyonce Knowles? Maybe cool is hanging out with President George W. Bush.

One or all of these people could be considered the definition of cool depending on who you asked, but one of my definition of cool is "jointness."

It's very cool working for the Joint Munitions and Lethality Life Cycle Management Command. On a day-in, day-out basis, military members, government civilians and contractors are able to support our service members from Korea to Southwest Asia and throughout the world.

How cool is it to attend meetings or interview people from the different military services, all under the Department of Defense banner?

I've experienced this feeling several times already in my career: attending the Defense Information School's Public Affairs Officer Qualification Course at Fort George G. Meade, Md.; participating in joint exercises as part of my



Darryl Howlett
Editor, *The Bullet'n*

active-duty Navy training at the U.S. Pacific Command at Camp H.M. Smith, Hawaii; and speaking with different service members at both Rock Island Arsenal, Ill., and at Picatinny Arsenal, N.J.

Jointness is the ability to appreciate the differences and use each others' strengths to achieve a common goal. The JM&L LCMC's goal is to give our warfighters the best ammunition at the right price, the right cost and at the right time.

Those of us who are members of the military love to give "the business" to members of another branch of service. I should know. I take a lot of it during the Army-Navy football week. Go Navy!

By the way, I once had an Army officer chastise me for decorating my cubicle in all things Navy prior to an Army-Navy football game.

"You work for the Army!"

"But, I was in the Navy first, sir."

"But, the Army pays the majority of your salary."

"Well, the Navy has the better football team."

Anyway, it could have gone on for hours, but at the end of the day, that officer was still my brother-in-arms.

I have interviewed Soldiers, sailors, airmen, Marines and coastguardmen alike. In the foxhole, or in the mountains of Afghanistan or the desert or streets of Iraq. It's one team, one fight.

That's what cool about the JM&L LCMC. We provide ammunition and support to every member of the Armed Forces whether they know who we are or not. We are all on the front lines in defending our country and its way of life.

Despite our differences in both history and culture, the Armed Forces are shoulder-to-shoulder, a "band of brothers." All of our service members are willing to sacrifice their lives for their country.

So when you look upon the services and notice the great things they are doing everyday, you realize we're in one heck of a business.

That's why jointness has never been cooler than it is today and I'm proud of that.

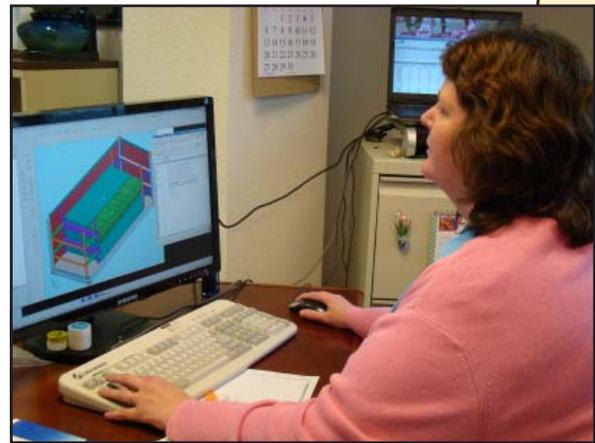


U.S. Navy photo by Petty Officer 1st Class Joyce Barton

Petty Officer 1st Class Darryl Howlett enjoys his Meal-Ready-to-Eat during a 2006 Navigational exercise along the Mississippi River. Joining him in his meal is Petty Officer 2nd Class Troy Ulshoeffter, now deployed with Army units in Afghanistan.

The Ammo Files

Women have been a part of the production of ammunition for years.



Laurie Fieffer, Defense Ammunition Center

*"We do not have to become heroes overnight. Just a step at a time, meeting each thing that comes up ... discovering we have the strength to stare it down."
~Eleanor Roosevelt*

Women in ammunition: Blasting their way to the top

Pamela J. Proper
Joint Munitions Command Public Affairs

Everyone knows who Rosie the Riveter was. She was the symbol of all women who entered the workforce during the Second World War. She represented some six million women who worked in the defense industry, in aircraft factories and munitions plants across the country.

After the war, Rosie went home, but her legacy lives on in today's defense industry. The women of today's workforce, however, are not going home after the war. They have built careers in munitions and they are here to stay for the long haul.

That is especially apparent anywhere you venture in the Joint Munitions Command, whether it's on the assembly line at one of the Army's ammunition plants or in a boardroom at JMC headquarters, in Rock Island, Ill.

Col. Anne Davis is the commander of Tooele Army

Depot in Utah. When she started her career at West Point, ordnance was not her first choice. "When I was at West Point I looked at military intelligence because it sounded exciting. As a senior at West Point you begin to ask yourself, are you going to get your first choice? And that is when I looked at ordnance because it sounded interesting to me. It entailed direct support to the Soldier. It was a field with a clear link of importance in the logistics field and a bit more difficult than the rest of the fields because ammunition takes a greater effort to deliver it on time and safely."

Davis has made a career in munitions and never looks back. "When you enjoy what you do and you work with great people it really makes a difference. We support all the services, getting ammunition to them and we have an outstanding 'on-time' delivery rate."

Laurie Fieffer is a supervisory general engineer at the Defense Ammunition Center in McAlester, Okla. She has

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been working for the Army since 1984 and started directly out of college from the University of Illinois.

Fieffer says her experience in ordnance started early. "I grew up with two brothers and with them I've been blowing things up since I was 12."

At DAC, Fieffer designs transportation, storage and handling devices and procedures for shipping ammunition, everything from a single box of ammunition to 50 boxcars by rail. She says it's challenging and rewarding. "I wanted something where I could make a difference and see something accomplished, and of course helping my country was a plus..." she adds, "knowing that I'm helping the warfighter and getting them what they need in a timely fashion. It's a pleasurable job, I feel good about the knowledge I've built up and how this operation works and how to get things done. I've been all over the world and that has been a great opportunity."

Fieffer said she loves investigating new methods and that passion came in handy when she was tasked with one of her most challenging missions--transporting captured ammunition after Operation Desert Shield/Desert Storm. "That was the riskiest, most challenging job, transporting scuds (missiles) back to the U.S. after Desert Storm. They were very volatile and warped, and my job was to safely ship them."

She ships everything from bullets to Patriot III missiles and all other conventional ammunition. Her biggest assignment was assisting in the transportation of the 22,000-pound Massive Ordnance Air Blast bomb, or MOAB, from its production point to the storage facility.

Fieffer is very proud of the fact that in all her years of transporting ammunition nobody has ever been hurt. She says her career in ammunition has been fascinating. "It has been an incredibly powerful experience when you understand ammunition and how to treat it. The patriotic part and doing something for my country has been a fulfilling experience."



Janessa Tollet is a logistics management specialist for Anniston Defense Munitions Center at Anniston, Ala. She too started her Army ammunition career right out of college in 2004. Her degree was in criminal justice, but Tollet's first job opportunity took her into an entirely different direction. "Anniston is a unique place. I wanted to work for the FBI but they had a hiring freeze, but I love what I am doing now." She continues, "I did have apprehensions, but I love working with ammo. I love being able to look at new technology, like (Multiple Launch Rocket System), to see how ammo works. It's very interesting."

Tollet's defining moment came very early in her career. She was delegated to take the lead in demilitarizing 22 Spartan rocket motors. "(That was) the greatest learning experience of my career. It was a defining moment to be on a project like this with so many eyes on and so many people involved. It was a dangerous mission and one of the most stressful years of my life; we lived and breathed the Spartan until the last one was gone. It made me grow on so many levels."

The last Spartan at Anniston was successfully demilled in November 2007 without incident. Quite an accomplishment for a 27 year old.

Lisa Swanson is the director of munitions readiness at JMC headquarters. She has been in the munitions business for 32 years. In college she majored in marketing at the University of Iowa. Swanson says most marketing jobs were in sales back then, so it was not as appealing then as it is now.

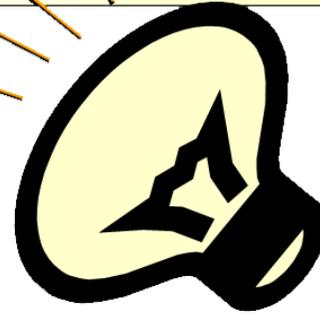
Munitions were not exactly a glamorous business either, but, they offered a lot of opportunity. "Young women can look around this organization and see the level of success women have had. You can have a good career in the government and it can be pretty interesting too."

In her day-to-day operations, Swanson manages about 100 people in three divisions. She has oversight on inventory

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Spotlight on Lean Six Sigma

Project improves command's monetary resources



By Erica Slattery
Joint Munitions Command
Resource Management Directorate

ROCK ISLAND ARSENAL, Ill. -- A Green Belt project initiated to streamline the resource requirements board, or R2B, process has been completed by a representative from the Joint Munitions Command's resource management directorate.

The project improved the process for managers to receive hiring authority and begin the recruitment process to fill civilian vacancies at JMC headquarters, the Defense Ammunition Center and the government-owned, contractor-operated installations.

The project was a collaborative effort between JMC's human resource directorate and the resource management directorate, as the project team consisted of eight subject matter experts, action officers and stake holders from the two functional areas that manage both human and capital resources for JMC.

The goal was to streamline and create consistency in the existing process, in accordance with the civilian hiring guidance, which mandates all JMC recruitment of vacant positions be approved by Brig. Gen. James E. Rogers, JMC commanding general.

The team aimed to reduce the manual labor time for the personnel involved in the process and decrease the process cycle time, which is measured from the time a manager

initiates a request to fill a vacancy to Rogers' approval.

The team's ability to exploit process deficiencies and non-value added steps, apply lean six sigma philosophies and tools, and utilize innovative thinking to the process all assisted in ensuring that the project's goals were not only met, but were exceeded.

A new electronic approval process, the creation of standard operating procedures, a simplified R2B request form, the distribution of R2B system programming and guidance to the DAC and GOCO facilities, all contributed to a 50 percent reduction in process cycle time, 81 percent decrease in manual labor time, and \$97,188.94 in cost savings to the JMC.

"The completion of the R2B Green Belt project provided several significant contributions to the execution of civilian manpower within JMC," said Brenda Seyller, a human resources team leader. "Contributions included the specific assignment of functional responsibilities and a streamlined process for civilian hiring. The efficiencies realized are continually reflected in the monthly execution of JMC civilian manpower. We greatly appreciate the leadership provided by Ms. Slattery and the effort of the entire team."

The new process will continue to be monitored over the next several months to ensure its integrity and preservation of team accomplishments. However, although the project is complete, other continuous improvement efforts will continue to be pursued.



Swim lane process map: A flowchart that emphasizes the "who" in "who does what." Especially useful with administrative (services) processes.

Army one step closer to fielding first 120 mm precision launched munition



U.S. Army photo provided by Yuma Proving Ground, Ariz.

During a test fire at Yuma Proving Ground, Ariz., in March 2007, MRM successfully hit a T-72 tank at 5.2 kilometers.

Picatinny Arsenal News Release

PICATINNY ARSENAL, N.J. -- Another milestone has been achieved in the development of the Army's first 120 mm precision launched projectile.

This January, system demonstration and development began on the Mid-Range Munition, or MRM, a chemical-energy warhead with a dual mode semi-active laser and imaging infra-red seeker, said Dave Rigoglioso, MRM program manager at Picatinny Arsenal.

The Army awarded the \$232.3 million contract to Raytheon Missile Systems in December 2007 to perform the SDD phase.

During the 63-month SDD phase, Raytheon will make the product reliable, improve cost efficiency while making it easier to produce and ensure all requirements are met, such as safety and performance standards, said Rigoglioso.

MRM will be fired from the Future Combat System's Mounted Combat System and has a requirement range of 2 to 12 km. Rigoglioso said the round is also potentially compatible with the M1A2 Abrams System Enhancement Product, if the Army chooses to update it with a data link.

The advantage of MRM is that it will extend the battlespace range between the user and the threat, which increases survivability and lethality by covering a larger amount of space, said Mark Young, Armament Research, Development and Engineering Center competency lead.

"The key is you get to the threat targets much earlier –

before they are in a range to fire back," Young said. "System survivability goes way up."

MRM will be employed against threat-heavy armor targets, including main battle tanks, light-armored vehicles, air-defense systems and self-propelled howitzers.

One key requirement of MRM is that it will fulfill a beyond line-of-sight capability gap.

"In the previous systems you had to have visibility of a target – the person firing had to actually see it. Now we're utilizing sensors through the (Future Combat Systems) network, (unmanned aerial vehicle) ground sensors and a ground scout to identify the target. We'll be able to fire the round with precision to hit the target," Rigoglioso said.

MRM will locate the target through its dual mode seeker capability – either autonomous or designated mode, Young explained.

During designated mode, a scout will "designate" or put a laser spot on the target, and the round will fly directly to the target, Young said. In autonomous mode, MRM is fired toward a pre-designated zone and will find the target within the zone on its own.

"Designating a target with a laser spot is helpful if you want to hit a specific spot on a target, such as a point on a building, or if you want to ensure that you engage a specific target in a crowded array," said Young. "However, if a laser spot is not provided, the round is capable of identifying targets on its own in the autonomous mode."



U.S. Army photo by Staff Sgt. Mike Pryor, 2nd BCT, 82nd Airborne Public Affairs

Pfc. Jacob Jonza (left), and Sgt. Daniel Grime of Company B, 2-325th Airborne Infantry, 82nd Airborne Division, provide security for their platoon during a patrol through a business district in Baghdad's Sha'ab neighborhood Jan 15. Stability operations is elevated to the same level as offense and defense in the new Field Manual 3-0.

Army unveils new field manual for operations

By John Harlow
Army News Service

FORT LEAVENWORTH, Kan. -- The Army's new field manual for operations, FM 3-0, brings the first major update of Army capstone doctrine since the terrorist attacks of Sept. 11, 2001.

"This change in operational doctrine is designed to ensure that our Soldiers have the very best tools, training and leadership they need to succeed," said Lt. Gen. William B. Caldwell IV, commanding general of the Combined Arms Center at Fort Leavenworth, Kan.

Gen. William S. Wallace, commanding general of the Training and Doctrine Command, unveiled the 15th edition of the field manual at the Association of the United States Army Winter Symposium in Fort Lauderdale, Fla.

"Today's Army is about half the size it was in 1970, but the U.S. military's involvement around the world has tripled since the collapse of the former Soviet Union," Wallace noted in the foreword to the TRADOC information pamphlet for FM 3-0. "The next several decades, according to many security experts, will be an era of persistent conflict that will generate continuing deployments for our Army."

"We must emphasize doctrine as the driver for change," said Army Chief of Staff Gen. George W. Casey Jr. "You can't cement change in the organization until you adapt the

institutions. That change begins with doctrine."

The rise of transnational terrorist networks, religious radicalism, ethnic genocide, sectarian violence, criminal networks and failing nation-states all imperil the United States and its national interests.

"A tremendous amount of change in FM 3-0 has come from lessons learned in Iraq and Afghanistan," said Caldwell. "It was important for us to go back and take those lessons that we have learned over time and incorporate them into our doctrine, training and leader development."

There are several changes in the new operations manual:

- The operational concept and the operational environment
- The stability operations construct
- The information-operations construct
- Warfighting functions
- The spectrum of conflict
- Defeat and stability mechanisms
- Joint interdependence and modular forces

FM 3-0 institutionalizes simultaneous offensive, defensive, and stability or civil-support operations as the core of the Army's doctrine. The concept of full-spectrum operations, first introduced in the 2001 manual, still represents a major shift in Army doctrine – forces must be able to address the civil situation at all times, combining tactical tasks affecting noncombatants with tactical tasks directed against the enemy.

According to Caldwell, FM 3-0 is revolutionary. There are four specific points in the manual that he calls revolutionary:

- The importance of stability operations is elevated to co-equal with combat (offensive and defensive operations).
- The critical nature and influence of information on operations.
- An operational concept that drives initiative, embraces risk and focuses on creating opportunities to achieve decisive results.
- The critical role of the commander in full-spectrum operations: bridging battle command and operational art in leveraging the experience, knowledge and intuition of the commander.

Stability operations are viewed as important – if not more so – than offensive and defensive operations in the new operations manual.

"Whatever we do and wherever we go in the world today, fundamentally, the operations are going to be conducted among the people," said Lt. Col. Steve Leonard, chief, Operational Level Doctrine, Combined Arms Doctrine Directorate, and one of the lead authors of FM 3-0. "The operations are going to be focused on the well-being and the future of the populations we are operating in. The

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lesson that we all brought home was that the mission we completed was a little bit different than the mission we set out to do. We all had a much greater appreciation of the importance of stability operations and the need to integrate stability operations with the traditional combat operations that the Army performs.”

The new operations manual institutionalizes the need for cultural awareness, which is critical to understanding populations and their perceptions to reduce friction, and prevent misunderstanding, thereby improving a force's ability to accomplish its mission.

Soldiers and leaders must master information. To the people, perception is reality. Altering perceptions requires accurate, truthful information presented in a way that accounts for how people absorb and interpret information with messages that have broad appeal and acceptance. This is the essence of information engagement in the new FM.

“We have come to recognize that in the 21st century, the information domain is a critical component,” said Caldwell. “It is how you perform information operations, how you perform psychological operations, how we take and embed and link all of these together while we are performing non-lethal forms of stability operations. This is a major change and one



*U.S. Army photo by Capt. Allison Flannigan,
3rd BCT, 101st Abn. Div.*

Iraqi and U.S. Soldiers from the 101st Airborne Division (Air Assault) facilitate a veterinarian visit to Yusafiyah Feb. 5 to promote growth for the area's farming industry. Here Mohel Abdella Mohammed, a local veterinarian, prepares a vaccine for a baby sheep. Stability operations are a major part of the new FM 3-0.

of our key elements of combat power.”

The new operations manual asks leaders to embrace risk, focus on creating opportunities to achieve decisive results and take initiative. With Soldiers fighting door-to-door one minute and rebuilding schools the next, they have to be able to adapt and make the right decisions in any given situa-

tion.

“We're not teaching Soldiers what to think in the school and centers; we're teaching them how to think, how to think critically and how to think creatively,” said Caldwell. “There is no way that we can properly prepare Soldiers for the challenges and diversity of the threats they will face on the battlefield today. They are too diverse. The asymmetrical threats are absolutely unpredictable and will continue to be in the 21st- century battlefield. Therefore, we must ground Soldiers in the principles and the art of creative and critical thinking. That has been what we are pushing back into the school houses.”

FM 3-0 brings a philosophical shift of how Soldiers and commanders are empowered to complete their mission and adapt to their surroundings.

“This manual moves away from the focus of the 90s which was more on process, science and technology,” said Leonard. “It emphasizes the human dimension of command and leadership. One that focuses instead on the commander as a leader who draws on experience, intuition, knowledge and the human aspect of what leadership is about. When this is applied in an operation, it provides the flexibility, adaptability and creativity that are necessary to operate in what we recognize as a fundamentally dynamic and volatile operational environment.”

Women *Continued from page 5*

managers, who manage stocks, requisitions and analysis. She is in charge of logistics assistance representatives, who are the face-to-the-field and are imbedded with units in the states and deploy with them. She is responsible for the operations center ammunition desk which is manned 24-7 and she manages the readiness assessment division, which provides detailed assessments to determine how best to support munitions requirements.

“In the beginning, I was often the only woman at the table but how I approached it was, and still is, if I have the knowledge and the information, and I'm the expert, then gender doesn't matter.” Swanson benefitted from much informal mentorship over the years, with bosses and peers -- male and female -- who were influential in her career path.

Swanson acknowledges that the Army gave her a chance to excel at a career and be a mom. She has two grown sons and is satisfied she has had the best of both worlds.

Another person who is a leader in the ammunition field is Trish Huber, director of JMC's Munitions Logistics Readiness Center. In this position, which leads the operational arm of JMC, Huber is the highest ranking woman in JMC.

From the front office to the front line, women represent roughly 25 percent of the JMC workforce. The field of munitions is loaded with possibilities for those willing to take on a challenge and as these women suggest, ammunition can be a blast!

Crane and Letterkenny succeed in increased work schedule



Crane and Letterkenny employees have increased their workload during the first half of the fiscal year.

By Thomas Peske
Crane Army Ammunition Activity Public Affairs

CRANE, Ind. -- An organization learns a lot about itself when challenged beyond its comfort level and Crane Army Ammunition Activity and Letterkenny Munitions Center are learning that it has what it takes to succeed under those circumstances. As the activity surges into the second fiscal quarter of 2008, the workers know they succeeded in meeting its first quarter challenges for an increased workload and they look forward to sustaining the effort.

The challenge placed before Crane Army and Letterkenny Munitions Center is to increase its direct labor hour execution in fiscal year 2008. It is a challenge embraced by the workforce to ensure continuing success.

The production scorecard for the first quarter 2008 put Crane ahead of its planned hours worked and revenues generated. The revenue was more than nine percent ahead of the plan by the end of the first quarter and the direct labor hours were more than 27,000 hours ahead of the plan.

Reflecting on the activity's accomplishments, Crane Army Commander Col. Charles Kibben said, "I am extremely impressed so far and challenge every Crane employee to continue on this path of excellence for the remainder of the year. They can be justifiably proud of their achievements over the past quarter."

According to Crane Army Resource Management Director Joe Mikac, the efforts for success began early, when supervisors from depot operations, mechanical and engineering, resource management and Navy liaisons coordinated to ensure that the right amount of people and material would be on hand to meet the surging demand.

The increased workload required Crane and Letterkenny to review what carryover projects each would have on its books for FY08 and prepare for additional work. It would call for increased labor hours, equipment and coordinated planning in order to see all the projects completed on time to begin the next workload.

"We recognized early on there would be substantial growth. This kicked into motion a detailed planning effort to identify the workload and what would be needed to fulfill those orders. This included identifying the need for additional vehicles, additional forklifts, additional heavy vehicles, going to second shifts, shifting production schedules and working with our partners at Crane Navy Facilities Public Works to increase their level of support in the area of transportation," Mikac said.

In order to meet the demand of the increased workload, additional vehicles of various types, such as standard and crew cab pickups both 4x2 and 4x4, compact pickups and sedans, were required. Also, planners recognized a need for 10 additional forklifts, diesel and electric, ranging from 6,000 to 10,000-pound maximum loads. According to Crane Army Equipment Specialist Donna Cox, the additional vehicles have required close working support from Navy Facilities Public Works to ensure they are put in service as soon after arrival as possible.

Since autumn, Crane has hired more than 70 new employees to fill the direct labor hours, introduced a judicious use of overtime, and instituted a grass roots program.

According to Crane Army Management Analyst Betty Antal, 12 government service workers volunteered to assist the wage grade workforce. Before assisting, the volunteers had to first complete training, pass a physical examination, and pass a drug test, which is the same requirements for all explosives handlers.

The success has required a concerted effort by all employees to not only complete a greater workload, but to do so in a safe manner.

The dedication to the ramp up in work is evident at Letterkenny, as well as Crane. LEMC Chief of Support Division Vince Myers said, "The LEMC workforce is willing to do what it takes...work overtime, volunteering to work in other work areas where they may be needed more than their position of record, and they are volunteering to

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GRASS ROOTS

Effort Energizes Crane Work Force

By Thomas Peske
Crane Army Ammunition Activity
Public Affairs

CRANE, Ind. -- As Crane Army Ammunition Activity tackles the challenge of an increased workload, one of the key tools used in its success has been its grass roots program.

The program allows Crane employees, who are typically in white-collar jobs, a chance to receive training and support production areas. According to resource management director Joe Mikac, the grass roots program has played an important role because it has allowed Crane to achieve critical levels of employees in certain areas to keep logistic operations going. It has allowed Crane to fill in those critical gaps.

Twelve Crane employees volunteered in the program to assist production workers. These volunteers had to first complete explosive certification training, pass a physical examination, and pass a drug test, which are the same requirements for all explosives handlers. Most of the volunteers worked on weekends when extra help was required. However, two of these volunteers, program analyst Brett Carroll and internal auditor Juanita Grayson, worked during the week as well as on weekends.

Grayson said she was able to work

in a variety of positions during her time in the program, including working as a shipping clerk, prepping material for shipment, and separating cans and lids at open storage. She explained the program greatly benefits both the workers and Crane.

"The benefit to (Crane) is having a workforce that can shift to other areas to help support the mission. The grass roots individuals can help complete a program on time without having to go through the process of hiring extra people for only a couple of months," Grayson said.

She added, "The benefit to me is a better understanding of those specific work areas and processes that are involved. I get to meet more of my coworkers and place a face to a name. I get a sense of accomplishment knowing that I was able to help complete the mission and actually work with the material that goes to our Soldiers."

For Carroll, the chance to get away from the desk, get some exercise from physical labor, and work with the crews were a welcomed change. He said that after the explosive certification training he received some on-the-job training on various equipment.

"I already possessed most of the essential skills, but I learned techniques to do the work more safely and

efficiently," Carroll said. "There were occasions when I had to rely on the experienced workers for direction, as there are many tasks the car blockers perform that require knowledge and expertise that only comes from experience and repetition. They were happy to show me how best I could assist them, and they seemed appreciative of my help."

Carroll said what he remembered best about doing the program was the feeling of appreciation he developed for the work force. He said, "I always knew our people worked hard and are good at what they do. What I didn't know was how much pride they take in their work, how professionally they conduct themselves, and how effectively they look out for one another. I am grateful for having the opportunity to work by their side, and I am hopeful that I will get the chance to do so again soon."

The other volunteers who went to the Depot Operations Directorate to assist were: Paul Allswede, Cheri Barlow, Judy Brown, Deanna Callison, Kevin Doerner, Barbara Godsey, Robin Hart, Courtney Hasler, Sarah Herald, and Lara Zilafro

According to management analyst Betty Antal, Crane reinvented an older grass roots program to help augment the wage grade workforce. In July 1990, Crane developed a Total Quality Management program called Operation Grass Roots. The same program allowed white-collar workers such as supervisors, engineers, analysts, and staffers from both within and outside Crane to experience work in production areas.

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carryover their use-or-lose annual leave."

As Crane and LEMC enter the second quarter, the ability to adjust the original plans remains vital to keeping ahead of schedule. Real time data is utilized to make adjustments in work schedules and shifts in order to remain on track. Weather is also accounted for so that it will not derail the process.

"When we consider what we can reasonably achieve in a month, we do try to plan for things such as inclement weather," Mikac said. "We push to be ahead of the plan by three or four days, so that if we do have foul weather we have a cushion to fall back on and stay on schedule."

Through tireless efforts of planning and execution by all of the Crane, LEMC and their Navy liaisons, the outlook for the rest of FY08 looks strong and ahead of schedule.

JM&L LCMC's Safety Spot Check

GRENADES: What's all this taping about?

By Pamela J. Proper
Joint Munitions Command Public Affairs

Last year a Soldier lost his arm, and two other Soldiers in his squad suffered serious injuries, when he attempted to un-tape a grenade for turn-in. Every day a Soldier somewhere will tape the safety pin and lever of a freshly issued hand grenade. Sometimes he will tape the safety pin to keep it from clanging, or he will tape a grenade to his combat vest or he will tape it for no other reason than he was told to.

Larry Baker, a Forces Command explosives safety and range manager, says taping is not necessary.

"To the best of my knowledge there is no evidence in the history of the M67 hand grenade to suggest that it requires taping and there is no evidence that a Soldier needs to tape it because of inherent safety issues," he said.

Baker should know, he has nearly thirty years of experience in the ammunition business which started when he was drafted during Vietnam.

"In Vietnam we could not tape a grenade because tape just won't stick in the jungle. There is a perception which exists in the Army today that Soldiers need to put tape on a hand grenade and that perception has become a reality. It is common place."

Baker says there is no real reason to tape a grenade. "We have grenade pouches for Soldiers now (for transporting them), so if the danger was the possibility of getting snagged on something, or becoming entangled there is a solution."

Baker says there were problems in the past with one specific explosive, the MK141, a diversionary, non-fragmenting hand grenade. It was a Navy-Marine Corps unique item used mostly by special forces in Afghanistan. Even though the Army no longer issues it, that item was the catalyst for the practice of taping grenades. Now, he says, "They tape everything."

The real problem is with turn-ins. Every unit that completes a rotation in Afghanistan or Iraq is required to turn-in unused ammunition. That ammunition has to be inspected and that's when the situation gets dicey.

"Some of these grenades are turned in and all that



Many Soldiers, like the one in this picture, tape grenades to their uniform, according to Army safety officials.

U.S. Army illustration

ammo handler can see is a ball of tape. He doesn't have X-ray vision. He can't see if the pin is secure. There is no way of knowing what is under all that tape." It creates a huge risk for the Soldier or civilian at the end of that process.

Says Baker, "It's like reaching into a snake pit. You don't know which one is going to bite you."



From a supply standpoint there is also a chance that lot numbers are pulled off with the removal of tape and once those numbers are gone the ammunition becomes unserviceable. Ammunition experts say tape also leaves a sticky residue on grenades and it takes a lot of time to remove tape which makes the inspection process more lengthy than it has to be. With some 900,000 grenades currently in service, "It's a risk we don't need to expose ammo handlers to," said Baker.

The Army issued two safety alerts last year. Then after the incident this past September in Al Asad, Iraq, the Joint Munitions Command issued an Ammunition Information Notice on the safety risk of taping grenades. By the way, the Soldier who was permanently injured in that incident was removing tape from an M3A2. Had it been an M67, according to Baker, "he would have been dead."

In an effort to address the perception in the field that current safety mechanisms are inadequate the Army will soon introduce a confidence clip. The clip goes between the M213 fuze and the M67 grenade body.

Army ammunition experts hope this new feature will increase Soldier confidence in their armament and equipment and, "negate the perceived need to tape grenades."