

Brig. Gen. Perna makes his way across command

By Brittany Bartholomew
Milan Public Affairs

MILAN, Tenn. – The new year had the employees of Milan Army Ammunition Plant seeing stars, but not because of fireworks. During the first week of the new calendar year, MLAAP hosted not one, but two one-star generals at the Milan plant.

On Jan. 4, 2011, Brig. Gen. Gustave F. Perna, commanding general for Joint Munitions and Lethality Life Cycle Management Command and Joint Munitions Command, arrived at MLAAP, a subordinate installation of JMC, for his first visit to the Tennessee plant. The next day, MLAAP had the opportunity to welcome Brig. Gen. Jonathan Maddux, the program executive officer for ammunition, for informational briefings and a plant tour.

Perna commended the Milan staff on the great work that they do, along with all of JMC.

“I have served three tours in Iraq...Not once have I had a problem getting ammunition. I

have been saved more than one time by a 40mm round shot over my head,” Perna declared.

During his one-day visit, which was filled with introductions, information, and inquiries, Perna received briefings both from American Ordnance, the operating contractor at MLAAP, and from the government staff. These briefings included information about the plant’s current operations, the current contract with AO, and the plant’s products and capabilities.

The commanding general addressed the group and outlined his top ten priorities for his command. He explained the importance of modernization and of the warm base.

Perna explained, “[When it comes to ammu-

munition] we want as much as we want of it, when we want it.”

The general referenced the corporate world, explaining that typical businesses experience milder and more-predictable fluctuations in supply and demand.

“The Army is looking for a solution to the ups and downs in the demand for ammunition,” Perna said. He explained that the ammunition industrial base must be ready for the next contingency, even as the current wars are drawing down.

Perna also received a briefing on the Environmental Assessment conducted at MLAAP.

Because the 2008 contract with AO incorporated that company’s proposal to consolidate
“Unified Vision”
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A Look at Operations

Brig. Gen. Gustave F. Perna, commander, Joint Munitions and Lethality Life Cycle Management Command and Joint Munitions Command, listens as Tom Nowell, quality assurance specialist for the Milan Army Ammunition Plant government staff, outlines the production process during the commander’s January tour.



Two brigadier generals, one unified vision



Continued from page 1

date production operations from Milan AAP to Iowa AAP, the Army and AO were required to assess the impact of those changes to the environment at each plant. Leaders from both AO and the government staff presented the issues raised by the EA process. Perna indicated that he would continue to work toward the best solution.

In addition to the positive results observed down-range, Perna emphasized the value of best practices. He expressed his desire to identify these and allow sharing among all JMC installations. Through best practices, Perna explained, universal improvement can be realized.

At the conclusion of the

presentations, Eoff, along with her staff, hosted Perna on a plant-wide tour through several production lines. Through walking presentations by MLAAP's quality assurance team, Perna learned about the equipment and processes utilized at Milan, including MLAAP-specific production of the 40mm high explosive and the Spider grenades.

The general concluded his visit on a positive note. He acknowledged that results take time, but he encouraged the staff to be diligent. Perna also reinforced his commitment to partnership.

Perna repeated to the staff, "I need you to help me help you."

Three employees, Dave Robinson, quality assurance specialist for the government staff, Steve Stephenson, forester for the government staff, and Ron Neff, chief of risk management for the government staff, received commander's coins from Perna for their work in bringing a Wounded Warrior hunt to the plant.

Perna noted that 30,000 Americans have been wounded in the past ten years and said that the hunt was an example of the types of programs we can have to support them and their families "who have borne the burden of these wars."

Maddux began his visit by sitting down with an intimate group of plant leaders to discuss the conditions of the contract and of the workforce at MLAAP.

The general received briefings on the current command's structure and functions, the operating contractor's structure and functions, and an update on the current BRAC and modernization projects.

During the presentations, the government staff expressed concerns about work-loading efforts, especially concerning BRAC capabilities received at MLAAP, which may require prove-out to validate the capability of the production line. Likewise, AO leaders expressed their concerns about delays in contract execution. In response, Maddux requested more detail about the workload needs and capabilities addressed by the government personnel.

Maddux also requested further documentation from AO regarding contract delays.

Following the presentations, Eoff, along with members of the government staff, led Maddux on a plant tour which focused on the BRAC and modernization efforts in several production areas, as well as the test range. One of the modernization efforts involves an upgraded deluge

system that increases worker safety while decreasing the amount of water expended.

The perspective MLAAP gained from both generals is broad.

The message: The Army is moving toward change; the priority should be preparedness. Modernization and optimization will facilitate this preparedness while maintaining the current quality and safety expected of the workforce.

Through this vision--this paradigm shift--today's Army will become tomorrow's standard for effectiveness and efficiency. ^J_M_C



Maddux tour (Top) Brig. Gen. Jonathan Maddux (left), the Program Executive Officer for Ammunition, and Col. Jeffrey Wilson (right), project director for PEO Ammo, inspect the product as it leaves the production line at Milan Army Ammunition Plant during their January tour.

(Above) Dave Duncan (left), Quality Assurance Specialist for the Milan Army Ammunition Plant government staff, uses the process maps displayed at MLAAP's production facility to orient Brig. Gen. Jonathan Maddux (right), the Program Executive Officer for Ammunition, to the specific processes being performed.

And the tour continues, next stop: Lake City Army Ammunition Plant

By Rebecca Montgomery
JMC Public Affairs

INDEPENDENCE, Mo. - While gaining an understanding of the mission and history of the Joint Munitions Command's small caliber manufacturing plant, the JMC commanding general said that modernizing the facility and maintaining a quality work environment are critical to planning for the future and remaining responsive to warfighter needs.

Brig. Gen. Gustave F. Perna, commander, Joint Munitions & Lethality Life Cycle Management Command and Joint Munitions Command, during a tour of Lake City Army Ammunition Plant, Jan. 5 and 6, compared modernizing the plant to a three-legged stool. "Modernization is a holistic plan encompassing safety, quality work environment and production," he said.

The facility has been modernizing its small caliber manufacturing capability, including 1940s and 1970s era equipment, and had increased its capacity from 300 million to 1.4 billion rounds per year without increasing its footprint.

Modernization projects have benefitted LCAAP by reducing the risk of disrupting production, increasing machine efficiencies and reducing scrap. Completed

small caliber ammunition modernization projects include upgraded priming, case, bullet and loading lines with other upgrades planned and underway.

"I want to acknowledge the tremendous amount of work that has been accomplished here," said Perna.

During Perna's visit, the plant's commander, Lt. Col. Elizabeth Delbridge-Keough, briefed LCAAP's 15-year strategy to upgrade, build and sustain the facility.

"We have improved environmental compliance and employee safety while sustaining warfighter requirements," Keough said.

Government staff office renovations, heating ventilating and air conditioning or HVAC, and restroom renovations are some of the projects to improve the quality of the work environment that LCAAP has finished in the past five years. Additional HVAC projects are planned plus electrical upgrades.

Perna toured LCAAP's production lines including the 7.62 mm, .50 caliber, 5.56 mm, 20 mm, primers and links. He also observed ballistics testing at the NATO National and Regional Test Center.

Lake City is the first manufacturer of the M855A1 Enhanced Performance Round or EPR. The new bullet, released for



U.S. Army photo by Rebecca Montgomery

A Look at the Process (L to R) Todd Langevin (ATK), Brig. Gen. Gustave F. Perna (commander, Joint Munitions Command), Lt. Col. Elizabeth Keough (commander, Lake City Army Ammunition Plant), Sgt. Maj. Dewey Blake (ARDEC) view the newly constructed addition to the .50 cal Loading and Priming wing. This wing is one of many modernizations efforts funded under the Army's Modernization program.

use in June 2010, is made of lead-free, environmentally friendlier materials and will increase Soldier performance on the battlefield. It provides significant performance improvements over the original general purpose M855 round.

Lake City uses the same equipment to manufacture the M855A1 that is used to make the M855, and no additional training is required to use the new round.

Also attending tours and briefings at LCAAP were Col. Jeffrey Wilson, Project Di-

rector for Joint Services; Lt. Col. Jeffrey Woods, Product Manager for Small Caliber Ammunition; and Sgt. Maj. Dewey Blake, Armament Research, Development and Engineering Center.⁴

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Perna lays foundation for successful JM&L LCMC, JMC: One priority at a time



Brig. Gen. Perna's Top Ten Priority Topics for FY 2011:

#1 -- The Customer

The new year always bring with it excitement and promise.

It also brings with it opportunities to reevaluate certain aspects of our lives. It should be no different for units and organizations within the Department of Defense.

And even though I've only served as JMC/LCMC commander for three months, providing outstanding customer service is a big goal of mine.

Customer service should not be limited to restaurants,

the airline industry, or purchasing a new vehicle. Great customer service should become the "norm" for everyone within the LCMC community.

And who are our customers? Our customers are the ones who wear the uniform voluntarily to defend our nation. Our customers are also those who help secure our borders and fight crime daily.

Our customers are also our Allies in foreign countries.

Superior customer service does not happen by chance. It happens due to hard work, dedication, and pride in the work one does. And during my short

time here at JM&L LCMC and JMC, I know providing superior customer service will not be a problem. However, we must all continue to find ways to improve our processes--improve our performances. And that's where you come in.

I'm depending on each member of the LCMC/JMC family to continue providing excellent support to our customers.

We must invest in research and engineering to develop, acquire, and rapidly field the precision and leap-ahead materiel to equip and protect the force.

In addition we must invest break-through improvements to strengthen our supply and delivery of materiel to the warfighter anywhere in the world. We will insert technology into new items for warfighters, our logistics processes, and our business operations.

As our military operations draw down, having a vital, sustainable plan is paramount. I know how important this is during the logistical drawdown in Iraq.

We must be wise and smart in developing the appropriate workload for both our ammunition plants and research facilities while also providing the best of service to our service members and allies.

Please join me in problem solving and making JMC/LCMC organization the best it can be. ^JM_C

Editor's Note:
Look for upcoming columns addressing Brig. Gen. Perna's Top Ten Priority Topics for FY 2011

Inspection proves Tooele always at the ready



In the Lab Jason Alexander, a Tooele Army Depot Quality Assurance Specialist (Ammunition Surveillance) (QASAS), checks and verifies proper depth of a 90 mm anti-personnel round primer last December.

By Ely Trapp Tooele Public Affairs

TOOELE, Utah--While most people were beginning their holiday break, employees at Tooele Army Depot were setting up an ammunition inspection line and living up to their motto of being "Always at the Ready."

On Dec. 20, TEAD received an urgent request from the Department of the Army to inspect 4,000 90mm anti-personnel (APERS) recoilless rifle rounds, with instructions to ship 1,874 as soon as possible to support operations in

theater.

An 8-man team from the Ammunition Operations Directorate, AOD, moved out quickly and prepared a building, set up an inspection line and completed all inspection requirements in less than five working days.

"Once again, the employees at TEAD demonstrated why we are 'Always at the Ready,'" said William Smith, Chief of the Logistics Support, Maintenance and Demil Division of AOD.

"An ammunition inspection program like this is absolutely critical for the safety of the warfighter.

We want the warfighter to have confidence in the ammunition that we provide. When we received the call to 'move forward,' TEAD employees did not hesitate to perform their duties during the holiday season."

The purpose of the inspection was to measure the depth of the primers, which had to be .025 inch or less to ensure the weapon's firing pin made contact with the primer, guaranteeing reliability of the rounds, Smith added.

The 90mm APERS round is designed for close-in defense against large at-

tacks or assaults on personnel positions. The canister consists of a thin-walled, deep-drawn, scored aluminum body which contains steel-wire fragments called flechettes.

The inspection crew inspected an average of 803 rounds per day, ensuring the entire project was complete by the deadline.

"When it comes to supporting the warfighter, TEAD employees will do whatever has to be done to accomplish the mission," said Col. Yolanda Dennis-Lowman, TEAD commander. ^J_M_C

NCOs tour Picatinny weaponry, Morristown history

By Tracy K. Robillard
Picatinny Arsenal

PICATINNY ARSENAL, N.J.-- Guns, ammo, technology ... and George Washington. These were items on the agenda for a group of 39 non-commissioned officers from the Army Research, Development and Engineering Command (RDECOM) during their visit to Picatinny Arsenal and Morristown National Historic Park Dec. 7 - 9.

The visit was part of the RDECOM NCO Professional Development initiative, in which NCOs throughout the command gather each quarter to visit various research and training centers within RDECOM.

"Because RDECOM is so spread out, it's hard for these NCOs to get a good picture of what the rest of the RDECs (research, development and engineering centers) do," said RDECOM Operations Sgt. Maj. Matt Delay. "We get all the NCOs together, talk about what the other RDECs are doing, show some of the technologies, and we bring everyone on the same sheet of music with the new information that's being put out by the 'big Army'."

The RDECOM NCO Professional Development initiative began about two years ago with the help of RDECOM Command Sgt. Maj. Hector Marin. In his first year with RDECOM, Marin established a budget and funding for the program per guidance from Gen. Ann Dunwoody, Army Materiel Command commanding general, and Maj. Gen. Nick Justice, RDECOM commanding general.

"When I first got here, there was absolutely no synchronization among the non-commissioned officers," Marin said. "An individual didn't know who was to his left or right. Everyone here has a different occupation skill. We're assigned to different research centers. A lot of these NCOs didn't know who their counterparts were."

"So we started having NCO PD's and synchronizing our efforts to understand what each one of us does," he added. "That created a lot of synergy among the NCO's to better support the organization for Soldiers that are fighting in Iraq and Afghanistan."

Marin chose Picatinny Arsenal this quarter because the group had never been to Picatinny, and because of Picatinny's extensive contributions to the war effort in Afghanistan and Iraq.

"When you talk about munitions, weapons, EOD (explosive ordnance disposal), and the Prototype

Warfare and Washington Non-Commissioned Officers from the Army Research, Development and Engineering Command (RDECOM) look at a pair of 18th century English Flintlock Pistols at the museum in George Washington's headquarters at Morristown National Historic Park. The silver butt, .50 caliber pistols are said to have been captured from the British army during its occupation of Boston in 1775.

Integration Facility within Picatinny - there are so many things we're doing at Picatinny for the current and the future fighter," he said.

"Every one of these non-commissioned officers at some point or another are going to deploy for RDECOM as science and technology advisors for the command in Afghanistan," Marin said. "So it's important for me to get all the NCOs around the command to see what the command is all about and what we're developing for the warfighter."

For many of the NCOs, such as Sgt. Randall Huff from the Army Research Laboratory, this was their first experience at Picatinny and at the Armament Research, Development and Engineering Center.

"When you're out talking to Soldiers and you're trying to figure out their needs and wants, it's nice to know what each of the RDECs do so you have a better grasp of where to go with a problem or who to talk to. Every time we go on one of these NCO tours, I learn something I didn't know about one of the RDECs."

Huff also said the tour is a practical way to see if different labs are working on similar systems or similar projects, so they can collaborate and synch efforts to find a solution.

In addition to touring facilities at Picatinny and ARDEC, the group went on Dec. 9 for a historical tour of

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U.S. Army photo by Todd Mozes

JMC industrial hygienist makes mark on joint committee

By Rikeshia Davidson
JMC Public Affairs

ROCK ISLAND ARSENAL, III. -- Employed here since 2007, she's relatively new to the Joint Munitions Command and yet you wouldn't know it.

She began her career as a Soldier, became a chemist and eventually an industrial hygienist.

Cathy Sonnenberg's career is peppered with accomplishment and now, she adds another.

Sonnenberg will be the next member of the Joint Army Navy NASA Air Force Safety and Environmental Protection subcommittee.

The JANNAF Interagency Propulsion Committee is composed of representatives from the Department of Defense and NASA, and consists of an Executive Committee, technical subcommittees, and ad hoc committees.

JANNAF exists to promote and

facilitate exchange of technical information; establish standards; effect coordination of research, exploratory development, and advanced development programs in the areas of missile, gun, and space propulsion; and accomplish problem solving in areas of joint agency interest.

The JANNAF scope includes propulsion systems based upon chemical or electrical energy release, intended for use in missiles, rockets, boosters, spacecraft, satellites, or guns. The JANNAF subcommittees hold technical meetings at approximately 18 month intervals to exchange information in their areas.

A mouthful, the JANNAF Safety and Environmental Protection subcommittee serves to develop and exchange information for safety, health, and environmental risk criteria.

Lending her expertise Joint Munitions Command's own Cathy Sonnenberg represents the Army on the Joint Army Navy NASA Air Force Safety and Environmental Protection subcommittee. A JMC employee since 2007, Sonnenberg works as an industrial hygienist for the command.

The charge of this subcommittee is to eliminate or reduce loss or injury to operating personnel, systems, and the surrounding environment due to dangers inherent in the nature of materials used. The connection between JANNAF and JMC began with the upcoming insensitive munitions project.

"We made some inquiries as to the health and safety studies that were going on about them (insensitive munitions) and the project manager for the IMX 101--that's being fielded next year--called a meeting of all the stakeholders (ARDEC, JMC and Public Health Command)," said Sonnenberg.

With 30 years of federal service, Sonnenberg is more than a good fit for such a subcommittee.

"(Dr. Mark Johnson) called me and asked me if I would be interested in this (and) that he'd like to nominate me. And so he did," she said.

(Dr. Johnson, a program manager from the Army Institute of Public Health, is the Army's other designated member of this subcommittee.)

Subsequently after that meeting of stakeholders regarding the fielding of the latest insensitive munitions, IMX 101, including presentations and conversation with Sonnenberg, Johnson came to the conclusion she would be a great fit.

"I believe Ms. Sonnenberg brings a working industrial hygiene perspective to the JANNAF Safety and Environmental Subcommittee that will serve to help highlight important, needed information to weapon system developers

"Making her mark" continued on page 8



U.S. Army photo by Rikeshia Davidson

Perna tours JMTC



JMC & JMTC leaders talk business

Brig. Gen. Gustave F. Perna, commander, Joint Munitions Command recently toured operations at the Rock Island Arsenal Joint Manufacturing and Technology Center. Led by Col. James O. Fly, JMTC is the only multi-purpose and vertically integrated metal manufacturer in the Department of Defense, with the center possessing unique technical expertise and equipment to manufacture products high in quality and sustainability. Perna emphasized the partnership possibilities that are available with the arsenals.

Making her mark continued from page 7

from the JMC along with providing the means to gather important health information to ensure the protection of our forces," said Johnson.

But how did Sonnenberg become the professional she is today?

After relocating to Kentucky from Maryland, Sonnenberg accepted a position as an industrial hygienist--her first.

"And I knew nothing about the profession when they offered it to me. (I) had to learn everything from square one but I found that I really loved it once I started doing it," she said.

She acknowledges her background in chemistry--mainly her degree in chemistry--provided a solid foundation as she entered unfamiliar territory; in addition to her prior work experience.

Sonnenberg has previously worked for Public Health Command (Md.) in addition to U.S. Army Training and Doctrine Command, U.S. Army Forces Command and now, Army Materiel Command.

Of those commands Sonnenberg said, "You get quite a breadth of

knowledge and experience."

"My work in industrial hygiene is sort of like a blending of safety, environmental, (and) occupational health--so I'm probably going to be more like a glue. In that I'll be able to cross the fields and bring in a lot of the individuals that are there. And currently, (they) are all in research and development," she said.

"I'll be able to bring a production background because we do production."

Sonnenberg's goal while on the subcommittee: to interject a forward thought process of how the munitions will affect workers' health. She also wants to take away a few answers.

"(I hope) understanding when they're doing the research and how they begin to field these things--(also) how they set up these studies. So that we can anticipate when they start fielding new products including how can we fit in and (ensuring) that our installations and our workers are taken care of?"

She also wants to impress upon the

committee a consideration of materials used in process and how they may interact with body systems.

"They're more focused on 'how is this going to react as a fuel or munitions/explosive?' I can bring into this: 'how is this going to affect the worker and their body systems?'" she said.

In her day-to-day duties, Sonnenberg has amassed knowledge of chemical interactions and people. She wants to contribute a solid take on what steps should be included to protect the workforce.

"Cathy's appointment to the JAN-NAF Safety and Environmental and Protection subcommittee is a testament to her expertise, professionalism and commitment to the field of industrial hygiene and worker safety," said Maj. Peter Matos, command surgeon, JMC.

And yet Sonnenberg is modest regarding nomination and selection for such an undertaking.

"It was very honoring--humbling. I look forward. It's going to be a great challenge." JMC

Tooele welcomes engineer, expertise

“Knowledge gained from one location was helpful at the other location. Working at TEAD seemed to be the next logical step”

By Kathy Anderson
Tooele Army Depot Public Affairs

TOOELE, Utah -- It takes time for new employees to figure out how they fit in, be a part of the team and learn the mission.

But at four months, the new chemical engineer in the Directorate of Ammunition Equipment and Manufacturing had already overcome those obstacles.

Jacinta Nicole Williams was hired Summer 2010. She's a native of Charlotte, NC, where she attended North Carolina Agricultural and Technical State University.

She has eight plus years of chemical engineering experience and previously worked at Iowa Army Ammunition Plant (American Ordnance), and Radford Army Ammunition Plant (Alliant Ammunition and Powder company).

“Knowledge gained from one location was helpful at the other location. Working at TEAD seemed to be the next logical step,” said Williams.

As a chemical engineer working in the Ammunition Equipment and Manufacturing Directorate, she is responsible for chemical tests related to ammunition peculiar equipment (APE). Another

responsibility Williams has is to serve as a safety and environmental resource within the directorate. Some of the Williams' projects have dealt with treatability studies and test plans associated with the APE 1236 Test Furnace Operations, Air Modeling and Hazard Assessments.

“The best part of my job is the wide variety of assignments and projects that I have been given so far,” she stated. “I realize that there are many things that I do not know yet. I am willing to learn.”

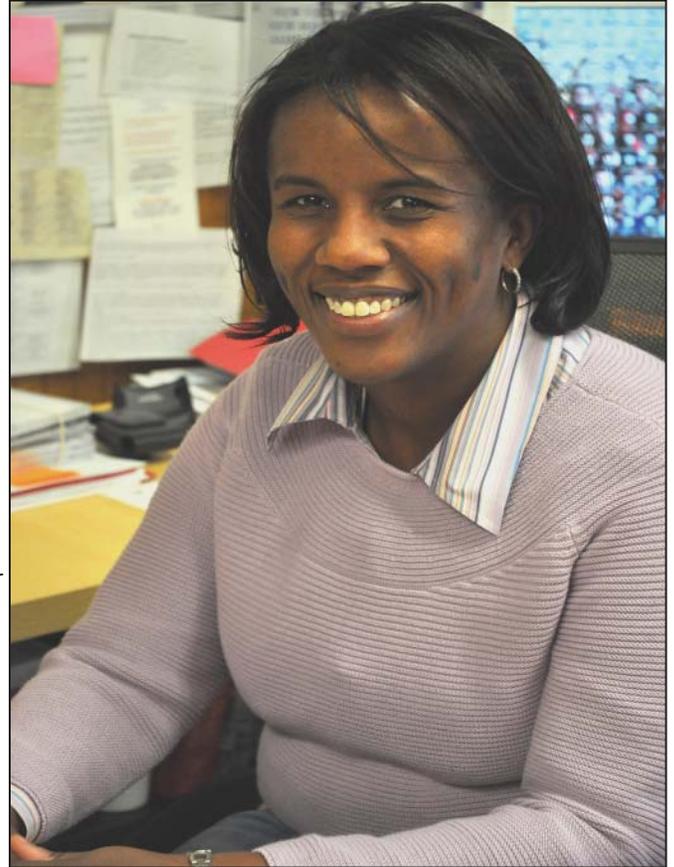
Williams said that arriving at this job was her biggest accomplishment, as it has taken her about eight years to get here. “Every job that I have held in the past was helpful in making me the person that I am today,” she stated.

Although she has a successful gov-

ernment career, Williams said her greatest accomplishment so far has been working with the unique equipment and materials and TEAD. She looks forward to having a very successful career here at the depot.

Williams is a small piece of the “special sauce,” but her education and knowledge will help make the mission at TEAD a success.

Currently, Williams is the only employee on depot with this type of chemical educational background and experience, making her a big piece of the mission in providing the customer with quality ammunition peculiar equipment. ^{JM}_C



U.S. Army photo by Kathy Anderson

On the Move Jacinta Nicole Williams, chemical engineer, is quickly acclimating to the Ammunition Equipment and Manufacturing Directorate at Tooele Army Depot. Williams previously worked at Iowa Army Ammunition Plant and Radford Army Ammunition Plant.



Spotlight on

Lean Six Sigma

LSS in review: The impact at JMC

By Linda Loebach
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill.--If you are like the “average Joe,” you may have asked yourself: What is Lean Six Sigma, really? And how does LSS impact JMC?

Steve Tutt, deployment director for JMC’s LSS office, recently addressed these questions and more.

“JMC started utilizing LSS more than five years ago,” Tutt said. “We’re not one hundred percent done, but LSS has become part of the culture of JMC. Now we need to ask: ‘How do we move to sustain its use?’”

The answer to this question lies in the intriguing history of LSS which is based on continuous improvement strategies.

Well-known as the inventor of the cotton gin, Eli Whitney also manufactured muskets for the U. S. government using a French method of artillery manufacture involving interchangeable parts.

This method introduced the concept of product standards in the U.S. which, throughout the 1800s, was followed by such continuous improvement concepts as industrial production, scientific management, work analysis (Henry Ford), assembly line manufacturing, and quality control.

In the 1940s, Toyota implemented a production system focused on removing anything not valuable to the customer. This “lean” approach promoted efficiency and speed, while eliminating wasted effort.

In the 1980s, Motorola focused on reducing defects to the customer by improving effectiveness and quality, resulting in the “six sigma” approach.

Both of these systems resulted in improved performance by focusing on the customer’s expectations and eliminat-

ing resource expenditures that did not contribute to meeting those expectations. Other industries adopted these ideas and improved and evolved them into the Lean Six Sigma used today.

“JMC’s depots started using Lean Six Sigma as long as ten years ago, and the command formally started using it five years ago when General Rogers saw the usefulness for JMC,” said Tutt.

JMC’s customers are the warfighter and the taxpayer, both of whom expect products better, faster, and cheaper. LSS helps JMC achieve these ends.

Employees voluntarily take LSS classes to learn the tenets of the program. A “green belt” identifies an issue that may result in an LSS project, and takes the project through fruition.

A “black belt” mentors and monitors the green belt’s project. “Master black belts” are highly experienced black belts who can teach and certify others. They mentor and coach green and black belts.

“Yellow belts” are also involved with an LSS project. They are team members nominated to yellow belt status by project sponsors for going above and beyond in their efforts to assist with the project’s outcome.

“Future of LSS” continued on page 12

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Thanks for reading the Bullet’n!



At Scranton, safety measured in clicks

By Linda Loebach
JMC Public Affairs

SCRANTON, Pa.--The New Year is starting with a resounding CLICK! at Scranton Army Ammunition Plant.

SCAAP is enforcing a 100 percent seat belt check. Anyone found not wearing a seat belt when approaching the front gate will have to buckle up prior to driving onto the installation or they will be denied vehicular access.

This new enforcement resulted from a recent check of all employees and visitors entering the facility for compliance with mandatory seat belt usage. The ensuing report stated that seat belt usage was “somewhat less than satisfactory.”

General Dynamics, SCAAP’s operating contractor, has taken the initiative to ensure its employees buckle up not only when driving onto the installation but anytime they drive or ride in a vehicle.

Rich Hansen, commanders’ representative, urged his staff to follow suit. He drove home the importance of using seat belts with a personal story.

“Accidents happen quickly, and in most cases without warning. I was involved in a rollover accident 11 years ago. I credit these last 11 years of my life to the fact I was wearing a seatbelt. I am absolutely convinced I would have been thrown from my truck and either seriously injured or killed had I not been wearing a seatbelt,” Hansen said.

The National Occupant Protection Use Survey, which provides the only nationwide probability-based observed data on seat belt use in the United States, reported 2009 findings. Overall, about 84 percent of people in the U. S. use seat belts. NOPUS stated that seat belt use is lower among 16- to 24-year-olds than other age groups, and that it is lower among males than females.

In addition, seat belt use is lower among African-Americans than other race groups, and it is lower among drivers driving alone than among drivers with passengers.

As employees at SCAAP learned, Army regulation 385-10 says, “All personnel, including visitors, will wear seat belts while driving or riding on the installation in a privately owned/leased vehicle...”

In addition, 49 states plus the District of Columbia have seat belt laws.

49,000 people die in car accidents each year in the U.S., but seat belts can prevent death in about half of these accidents.

In light of these laws and statistics, Hansen made a request to his staff, “I ask that every one of you ALWAYS wear your seat belt when riding in or driving a motor vehicle. See you tomorrow.”^{JMC}



Future of LSS continued from page 10

To date, more than 340 LSS green belt and 53 black belt projects have been completed across JMC. They include a diverse range of topics.

A project completed in 2009 was designed to optimize ammunition transportation procurement process input. It involved a joint effort between JMC and a contractor to reduce defects caused by missing or incorrect transportation funding in ammunition procurement contracts.

While the original goal was to reduce process cost by 20 percent, the finished project reduced costs by 85 percent. Financially, the project saved JMC \$142,259 in validated cost avoidance.

A unique LSS project also brought success. Its goal was to reduce the number of shipping errors associated with Level 1 shipments of low level radioactive waste sent to Rock Island Arsenal's Army Contaminated Equipment Retrograde Team consolidation facility.

The team members created an instructional DVD to teach correct shipping techniques to shippers at JMC

installations. During the testing phase, nine shipments were received, with no shipping errors.

One recent LSS project targeted LSS itself. It aimed to improve the LSS certification reporting process in the Employee Development Strategy database. In EDS, managers are responsible for overseeing the certification and training of their staff, including LSS training. Managers must meet or exceed training goals.

"This was the perfect project to help me, managers and LSS track staff training," said Ann Washburn, a staff action specialist on the Munitions and Logistics Readiness Center integration team.

The goal of the project was to reduce the time needed to generate a training report. Washburn worked closely with a computer programmer to build a formula to generate such a report.

The project reduced time to generate a report by 99 percent, from 295 minutes to 1.41 minutes.

"Now, with the push of a button, I have a report," said Washburn.

What is the future of LSS at JMC? "One 'must' is to find better ways to speed up the execution of LSS projects," said Tutt. "We can streamline green and black belt projects by finding more ways to use rapid improvement events and quick wins."

Traditionally, JMC has focused on a bottom up approach to LSS, with employees envisioning small-scale projects for improvements in their work areas. Now, JMC is increasing emphasis on a top down approach in which it uses a strategic analysis and execution plan, a five-to-seven-year strategy that executes plans in one-year increments. This large-scale plan is linked to LSS projects.

"We want to link large-scale opportunities with small-scale opportunities to strive for not missing any opportunities," said Tutt.

"We need to get as good at measuring time, delivery, and quality, things important to the warfighter, as we are at measuring dollars," Tutt concluded. Lean Six Sigma will lead the way. ^J_M_C

Gen. Chiarelli visits Radford



U.S. Army photo courtesy of Radford Army Ammunition Plant

Vice Chief of Army visit The end of 2010 brought Gen. Peter Chiarelli, Vice Chief of Staff of the U.S. Army, to Radford Army Ammunition Plant for an up close look at site facilities. On site, Chiarelli toured the solvent propellant production area, the former Nitric Acid Concentrator/Sulfuric Acid Concentrator and newly built NAC/SAC as well as the nitrocellulose production area. Radford leaders updated Chiarelli on the command and modernization efforts for the plant. In the photo, Chiarelli and others are viewing the Green Lines Mix House.

Anniston hosts French assembly

Assembly Visit Anniston Munitions Center Commander Lt. Col. Randall DeLong (center) meets with members of the French National Assembly, left to right, Deloras Clement, Capt. Charpenter Etienne, Michele Grall and U.S. Army Missile Command's Larry Gunter.



U.S. Army photo by John Makamson

**By David Dillard
Anniston Munitions Center**

ANNISTON ARMY DEPOT, Ala. -- A delegation from the French National Assembly visited Anniston Munitions Center late 2010.

Michel Grall, a deputy of the French National Assembly, along with Capt. Charpenter Etienne, the deputy defense cooperation attache from the French Embassy, visited Anniston Munitions Center to observe missile demilitarization and recycling operations.

The French National Assembly is similar to the United States Congress and Grall's role is similar to the chairman of the Armed Services Committee. The main focus of the visit was to get a close look at the missile recycling operations performed at Anniston Munitions Center.

The French Government is currently planning to establish a missile recycling program due to current stocks of expired missiles in their military stockpile.

In April of 2010, the French Government tasked Grall to establish an end-of-life program for the current missile stocks.

"This is an increasingly important topic for the French Parliament and also the French people," said Grall.

In his efforts to gather information relating to the demilitarization of missiles and other ammunition, Grall has travelled to Germany, the United Kingdom and now the United States.

While in the U.S., Grall and his entourage traveled extensively. By his own account, he had covered over 22,000 kilometers, or 13,670 miles, in the week prior to his ADMC visit.

The group's main goal while in the U.S. was to see the "cooperation between the Army, Navy and other services while taking into account the sheer size and complexity of the U.S. military operations."

The visit to the MRC was especially helpful to the guests, due to the fact that it is a one-of-a-kind facility specializing on destroying outdated missiles, while focusing on environmental protection.

"The priority for environmental protection is extremely important to me and the French government. We must observe the laws governing protection of the environment, while also finding safe, efficient and cost effective ways to destroy these missiles," said Grall.

The group toured the munitions center's new Multiple Launch Rocket System recycling facility. This facility is still under construction, but the guests were still able to get an idea of

the work that will be done here in the near future. Gunter gave an overview of the almost completely automated process, which takes a complete MLRS missile and breaks it down to basic components using a combination of conveyor belts and state-of-the-art robot technology. This was of great value to the guests, since MLRS will be one of the main missile systems the French Military will be demilitarizing.

Grall was also presented a folded American flag and an commander's coin from DeLong.

Grall presented DeLong with the "Commission De La Defence Nationale De Forces Armes" medallion, which is given by the French National Defense Committee to allies for their superb cooperation to advance French national defense.

When asked what this visit meant to the munitions center and the U.S. Army, DeLong said, "This was a great opportunity to reconfirm the relations of two countries that have had such an enduring partnership for many years.

"Frankly, while Grall was here to observe our methods of munitions demilitarization, it was also valuable for us to gain an understanding of how other countries are coping with the increasing worldwide stockpile of obsolete munitions." *JM*

Crane engineers innovate for burster tube production

Crane Army Ammunition Activity News Release

CRANE, Ind. -- Crane Army Ammunition Activity employees recently rose to the task of improving a process to produce burster tubes ensuring the products would be made in the U.S. and to a high quality standard.

CAAA was asked by the U.S. Army Armament Research, Development and Engineering Center at Picatinny Arsenal, N.J., to take over the production of the M54 burster tube, which is used as a component in a type of M110A2 projectile produced at Pine Bluff Arsenal, Ark. The M54 burster tube has a history of being difficult to produce. Due to a lack of capable burster tube suppliers, ARDEC had to pour a small production run of burster tubes to support the M110 program using equipment in their Research and Design facility that they used to pour

test bursters for product development.

Production was difficult for ARDEC since they are not setup for long production runs and the decision was to move the equipment to Crane Army

According to Sal Ghazi, a project officer with Project Manager Combat Ammunition Systems at Picatinny Arsenal, N.J., "CAAA successfully transitioned production of the M54 burster tubes in the M110A2 projectile. CAAA Ordnance Division took a prototype facility developed at Picatinny Arsenal and successfully installed, debugged and produced more than 29,000 bursters with less than one percent of scrap."

The initial challenge faced by CAAA was to adapt the prototype equipment to the facilities at CAAA. According to CAAA Ordnance Division Engineer Lucas Allison, Crane Army received the primary pieces of

equipment such as the kettle. However, the equipment was not modular and was intertwined with all their other processes. Therefore, Crane Army had to develop all the electrical controls, hot water controls, and finishing equipment to produce these items.

Allison also said Crane Army also did not currently have a melt/pour facility ready to produce this item. The facility was not complete with its renovations, another building was reinstated for melting. All the old equipment had to be removed and utilities turned back on. Air, steam, waste water, washout pits, vacuum system, and etc. had to be reworked.

As the equipment was validated, CAAA worked to reduce the reject rate that had been previously established. He said, "CAAA setup to mimic the process at ARDEC, knowing that the historical production reject rate would

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Picatinny

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George Washington's winter headquarters in Morristown and the soldier's camp in Jockey Hollow.

The tour was led by Eric Olsen, park ranger and historian for Morristown National Historic Parks. RDECOM historians Jeff Smart, Richard Wiltison, and Egon Hatfield and ARDEC historian Pat Owens related the stories from Washington's revolutionary Army to situations Soldiers currently face in Iraq and Afghanistan.

Since most of the Revolutionary War was fought in the warmer months, Wash-

ington chose Morristown as his winter headquarters from 1779 to 1780 because the area had many strategic and logistical advantages.

"We wanted a place for the NCOs visit where you could actually be in December when Washington moved his army here, and we wanted a place where we could talk about logistics, particularly related to getting supplies to the troops and the issues involved," Smart said.

"That's why Morristown was so important with RDECOM NCOs, because we're talking about getting technology to the field quicker

and about empowering and protecting the warfighter. We make comparisons to the ongoing war in Iraq and Afghanistan. We look at responses that the American Soldier in the Revolutionary War made to compensate for a lack of food, supplies and equipment, and compare it to some of the issues in Afghanistan."

"I want the NCOs to see what Washington went through back in those days and what our guys are going through in the mountains of Afghanistan," Marin said. "We have Soldiers deploy in very small villages out there, and the harsh conditions

those Soldiers are facing out there are about the same that George Washington faced. Even though our Soldiers are now better equipped, there are still challenges."

Overall, the NCOs were impressed with the wealth of history they learned.

"It's amazing, because I didn't realize how much Washington's troops had to go through or how much they had to endure," said Staff Sgt. Ricky Pender from the Communications Electronics Research, Development and Engineering Center.

Anniston model draws Korean visitors



U.S. Army photo by Jeremy Guthrie

By David Dillard Anniston Munitions Center

ANNISTON ARMY DEPOT, Ala. - An officer from the Republic of Korea's army recently visited Anniston Defense Munitions Center. Maj. Park Sang Yoon, from the Korean Ammunition Support Command, traveled to Anniston to get a better understanding of the U.S. Army's missile demilitarization and recycling program. Park was specifically interested in the Missile Recycling Center, which is a one-of-a-kind facility for the U.S. Army.

The Korean Ammunition Support Command is similar to our Joint Munitions Command and is responsible for the full life cycle management of

all ammunition in the Korean army's inventory. In his present capacity as the chief of the Korean Guided Missile Command, Park works closely with the Army Material Command and JMC for matters related to ammunition.

The visit to Anniston was prompted by the Korean government's requirement to demilitarize and destroy ammunition and missiles in the most environmentally friendly manner possible, while effectively meeting safety and budget requirements.

"Seeing the TOW recycling facility gave me a better understanding of the steps needed to destroy the missiles, while also keeping environmental impact in mind," said Park.

"Maj. Park's visit was another example of how we here at ADMC take every opportunity to showcase our capabilities in the environmentally friendly demilitarization of obsolete munitions. We jump at any chance to share these methods with U.S. partner nations to help them develop similar programs to responsibly dispose of their own stocks. It's just a win-win situation for everyone from economic and environmental aspects," said Lt. Col. Randall DeLong, commander, Anniston Munitions Center.

Visit Anniston Munitions Center explosives operator Alfonza Curry, right, and supervisor Clyde Hill explain TOW missile recycling operations to Maj. Park San Yoon, left, of the Republic of Korea.

Bursters

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be higher than desired. During the installation and control design process, alternate pouring methods were developed. During prove out of the equipment, Crane Army tested the alternate methods and found key control parameters for the pouring of Composition B. These methods were thoroughly tested and locked in as the new pouring process

for the M54 burster tubes at Crane Army."

Through more than two years of trials, CAAA Ordnance Division worked to perfect the system and reduce the reject rate. The result, according to Allison, is a robust process producing at less than 1 percent reject rate. Previous reject rates were from 17 percent up to over 50 percent in cases. This has allowed CAAA to provide a quality product to Pine Bluff Arsenal for its

production of the M110A2 projectile.

The successful production of the burster tubes by CAAA had more than one positive effect for the activity. Allison said, "This is a good news story for CAAA because the burster tubes were being supplied by a foreign company. They also can now be produced domestically."

He added, "This effort would not have been possible without the dedicated

work of Lucas Allison, Scott Mollet and the hardworking employees on that production line."

For CAAA, the success has also meant the possibility for increased work. Allison said, "This has created a good name for Crane with our customers. They are now turning to us with new work. Due to this success, we have been funded numerous new jobs with this customer base." ⁴/_c