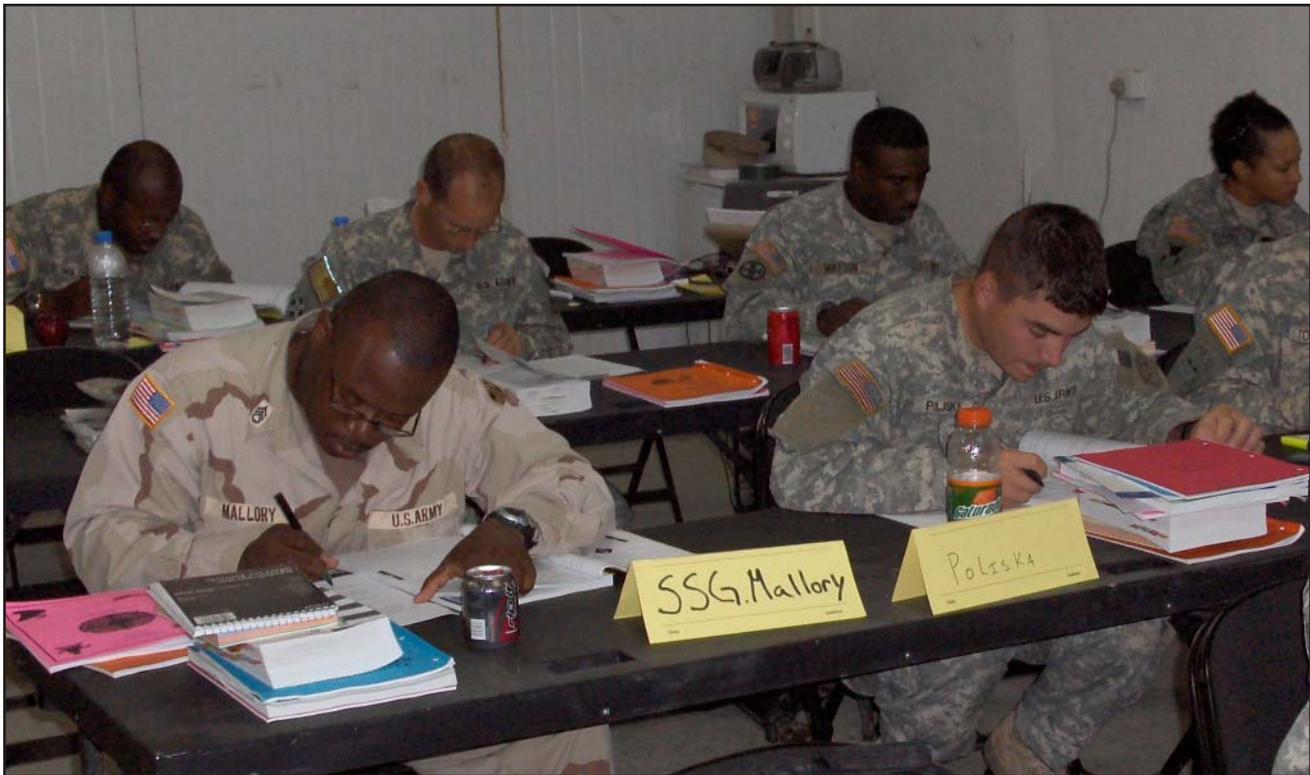




Taking it to the Soldiers



U.S. Army photo by John Vanterpool

Soldiers at Camp Arifjan, Kuwait, participate in an on-site hazmat training.

Deployed Soldiers receive vital HAZMAT training

Defense Ammunition Center
Public Affairs Office

CAMP ARIFJAN, Kuwait -- Transporting hazardous materials requires specialized knowledge, and since there's no shortage of hazardous materials in a war zone, the Defense Ammunition Center takes its hazmat transportation course to Soldiers in Iraq, Afghanistan and Kuwait.

Located in McAlester, Okla., DAC supports Headquarters, Third Army in providing Accredited Off-Campus Instruction (AOCI) of hazardous materials certification training.

Two DAC instructors, for three months, teach Ammo-62, Technical Transportation of Hazardous Materials at assigned theater locations. Hazmat is an 80-hour course of instruction that teaches the safe transportation of hazardous materials. The course

introduces students to the various regulations that govern the transport of hazmat by land, sea or air. The training is technical in nature and instructs students how to identify and classify all types of hazmat and to additionally ensure they are properly identified, labeled and packaged for shipment.

DAC instructors, Autrie Perry and John Vanterpool, were the first instructor team under the Third Army agreement to teach HAZMAT courses at Camp Arifjan, Kuwait, and surrounding areas. "The majority of students were U.S. Soldiers, but Department of Defense civilians and contractors also took the courses," said Vanterpool.

"HAZMAT" continued on page 8

Improving combat identification



U.S. Army photo by Dave Williams

U.S. and coalition forces prepare for a capstone Coalition Combat Identification exercise to be held at Nellis Air Force Base, Nev., and Fort Irwin, Calif., Sept. 7-19.

By Casey Bain
U.S. Joint Forces Command Public
Affairs

EGLIN AIR FORCE BASE, Fla. (Army News Service, Aug. 27) -- U.S. Joint Forces Command's Joint Fires Integration and Interoperability Team will deploy with an eight-nation coalition to Nellis Air Force Base, Nev., and the National Training Center at

Fort Irwin, Calif., Sept. 7-19, to assess technologies designed to reduce friendly-fire incidents and enhance combat effectiveness.

"This demonstration is crucial because it will allow us to assess emerging non-cooperative target identification technologies in a realistic operational environment," said Jim MacDonald, JFIIT senior analyst for the demonstration. "If these technologies are proven effective, they could

be fielded to our forces and coalition partners in the near future, and could significantly enhance our ability to positively identify targets on the battlefield."

JFIIT, USJFCOM and its partners will test Coalition Combat Identification technologies during an operational demonstration known as Bold Quest. Participating nations include Australia, Belgium, Canada, France, Germany, Netherlands, Sweden, United Kingdom, United States and NATO.

"One of our goals is to resolve some of the combat ID shortfalls that we've seen during Operation Iraqi Freedom and Operation Enduring Freedom in Afghanistan," said Marine Corps Maj. Eric Drown, JFIIT project lead at Bold Quest. "The great work done here by USJFCOM and our allies will help warfighters today and in the future by focusing our efforts on improving coalition combat identification capabilities. When you improve combat ID, you enhance overall combat effectiveness and reduce the potential of fratricide and collateral damage ... that's mission-essential to the warfighter, and that's why we're excited to be part of this important event."

All services will have forces participating in the exercise, to include

"Improving combat ID" continued on page 11

The JM&L LCMC Bullet'n is an authorized publication for members of the Department of Defense. Contents of The Bullet'n are unofficial and are not necessarily the views of, or endorsed by, the U.S. Joint Munitions & Lethality Life Cycle Management Command, the Department of the Army, the Department of Defense, or any other U.S. government agency.

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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Canadian liaison officer ends productive tour at Picatinny

By Lu Ting
Special to The Bullet'n

PICATINNY ARSENAL, N.J. -- Canadian Maj. Allan Finney, Canadian liaison officer to the Armament Research, Development and Engineering Center, was awarded a commendation from the Canadian Land Forces commander for his outstanding work in support of the Canadian acquisition of the M777 howitzer during a ceremony Aug. 3 that was a culmination of Finney's four years at Picatinny.

Through his efforts the Canadian Armed Forces were able to rapidly purchase, train and deploy the M777 howitzer into Afghanistan to become the first user of the weapon system in combat.

The warfighters received the M777 howitzer with rave reviews, praising its mobility and accuracy.

The Canadian Land Forces Command commendation was presented by Canadian Lt. Col. Larry Zaporzan, the assistant Canadian Forces military attaché from the Canadian Embassy in Washington, D.C., who is Finney's former squadron commander.

Finney also received ARDEC plaques from Joseph Lannon, ARDEC director; the Program



U.S. Army photo by Todd Mozes

Canadian Maj. Allan Finney, Canadian liaison officer to the Armament Research, Development and Engineering Center, and his family return to Canada in September after a successful four-year tour at Picatinny Arsenal, N.J.

Executive Office for Ammunition deputy James Sutton; as well as James Shields from the Joint Lightweight Howitzer program office.

All presenters praised Finney's venerable dedication to the warfighters — both Canadian and American — explaining that he demonstrated a deep commitment to both countries because he did not show any difference in providing support, advice or material to either nation's warfighters as they were on the front lines working together on behalf of their grateful nations for the cause of freedom.

Also in attendance were Finney's wife, Nicola, and his daughter and son, Lara and Christopher.

Finney's Picatinny tour

was unusual for a liaison officer. Not only did he conduct his normal duties of monitoring programs at ARDEC, within the Joint Munitions and Lethality Life Cycle Management Command's PEO Ammo or the various program and project managers' offices on post, but he also volunteered to go to Iraq in 2005 with Col. Peter Janker, former Armament Engineering Technology Center commander, and a team that deployed to Camp Bucca to examine non-lethal requirements. Finney was instrumental in developing the operational need statement, refining the requirements, and producing the first prototype of the Rapid Entry Vehicle based on an M113 chassis.

After returning to Iraq with the prototype and training the initial users in Camp Bucca, Finney coordinated with the user to determine the necessary modifications, which were implemented in the Rapid Entry Vehicle II, a Picatinny product that won recognition as one of the Top Ten Army Inventions for 2006.

Additionally, Finney worked very closely with Warfighter Central, sharing information on various equipment in use in both Canada and the United States, and has helped lead to Canada's purchase of the Picatinny Blast Shield, which will be mounted on the Canadian Coyote Vehicle and Light Armored Vehicle III. Most recently Finney helped with the transfer of three Canadian C7A2 rifles — similar to the M16 — for evaluation by ARDEC subject matter experts.

Finney returns to Canada where he will serve as an instructor at the Canadian Army Tactics School at the Combat Training Center Gagetown, in New Brunswick. Replacing Finney in September is Canadian Maj. Burry Vanderveer, who is no stranger to Picatinny, having spent seven years here as the liaison officer prior to Finney's arrival.

Sharpshooters



U.S. Army photo by Darryl Howlett

Soldiers throughout the Radford, Va., area will be able to use the firearm range at the Radford Army Ammunition Plant.



U.S. Army photo by Darryl Howlett

Soldiers from the Army Reserve Alpha Company, 463rd Engineering Battalion, out of Marion, Va., are renovating the firearm range at Radford Army Ammunition Plant. The unit started the renovations in June and expect to complete the project by October.

Army Reserve Unit brings skills, support to Radford

By Darryl Howlett
Joint Munitions Command Public Affairs

RADFORD, Va. -- When it comes to renovation projects at the Radford Army Ammunition Plant, the Army and the Army Reserve are on the same team.

In 2006, RFAAP leaders sent a letter to an Army Reserve company believing their skills could help the installation.

The plant is undergoing major modernization projects that result in demolition of old buildings and construction of new buildings. With the assistance of Soldiers, this effort will help to develop their construction and engineering skills and get experience in real construction work.

The work is being provided by Soldiers from the Army Reserve's

Alpha Company, 463rd Engineering Battalion, out of Marion, Va., which is located about 50 miles southwest of Radford.

The RFAAP staff set the stage for this mutual effort by devising a strategy that satisfied both the needs of the plant and the needs of the unit. There is a pressing need for building demolition that meets the needs of the plant's master planning efforts. Conversely, the RFAAP staff has provided support for unit training, including environmental assessments, heavy equipment and safety training, and emergency medical services.

Initially thirty Soldiers assisted in the unit's first construction project, renovating the plant's firearms range. The work includes replacing old lumber with new wood beams.

The company's first sergeant, 1st

Sgt. Deborah Johnston, said Soldiers are excited about providing support to an Army installation.

"Our guys are happy to go out (to Radford) and excited to get MOS training on their skills," Johnston said. "We made several site visits out to Radford during the planning phase. Our guys are doing plumbing, electrical work, bathroom renovation and, of course, renovating the gun range."

Johnston said it's also great to work with local Navy Seabees from Roanoke, Va., on joint projects, but currently the main focus is completing the gun range.

"One side of the range was completed this past drill weekend in July," she said. "We're conducting weapons training in August, but we'll

"Range" continued on page 11



Lean Six Sigma Corner



A success in ammunition positioning



U.S. Army photo by Pfc. Josh Polaschek

Positioning newly-produced ammunition is important for soldiers, depot workers and JMC headquarters.

By Michelle Tacker

JMC Logistics Integration Directorate

ROCK ISLAND ARSENAL, Ill. -- Improved decision making, regarding the positioning of newly produced ammunition, is the result of a Lean Six Sigma Green Belt project designed to support the JMC Integrated Logistics Strategy positioning rules.

Previously, no metric determined if the ammunition positioning decisions were made in accordance with ILS and Army conventional ammunition positioning rules.

This project addressed the need to improve this decision-making process and to develop a pilot program that supports the JMC ILS positioning strategy.

The team assembled to carry out the project consisted of six JMC members.

Selected criteria and tools used in the analysis of the project and critical key process input variables were identified. The integrated applications and resources used were extensive. Expectations during that process included examination of KPIVs. Significant sources of variation were also examined. Solutions to resolve the validated root causes and critical KPIVs were then identified, evaluated and selected.

The team directed additional emphasis toward identifying risks associated with making the process changes. The project plan now incorporates the efforts to transfer responsibility to the process owner in the control phase.

After the team completed a pilot plan, it optimized solutions based on those results. Final analysis demonstrated that the impact is close to target. Tracking mechanisms were developed to identify improvement over baseline.

“This will be beneficial in helping JMC position assets in the right places for more efficient distribution to the Soldiers,” said Trish Shabunas, logistics management specialist, Centralized Ammunition Management Division. “It will assist the inventory managers in making sound decisions based on valid data.”

Kim Haack, installation advocate, Installation Advocacy and Workload Integration Office, echoed that comment, saying, “This project will enable item managers to correctly position training ammunition in the logistics region to support the warfighter and balance the warm base in an effective manner.”

The pilot program has numerous possibilities for replication above and beyond the LSS project.



Lean Six Sigma Corner



Project provides new spreadsheets



U.S. Army photo

A JMC Lean Six Sigma project focused on improving web-based spreadsheets for ammunition expenditures.

By Jane McDonnell
JMC Operations Center

ROCK ISLAND ARSENAL, Ill. -- A recently completed Lean Six Sigma Green Belt project has resulted in a cost savings of \$60,000 by consolidating the Army Central Command and Functional Analysis Ammunition Expenditures spreadsheets into one location.

The project identified the different systems currently being used, followed by an analysis to see if all the data could be pulled into a web-based location, and determined if the process would reduce labor hours.

"The changes made to the ARCENT status spreadsheets will make it much quicker to update, and also cut down the amount of information that has to be manually entered," said Joseph Taschler, an inventory management specialist with JMC. "This is a great tool for everyone to use."

The team members for the project consisted of personnel from JMC and Vista International, the information technology contractor.

The define, measure, analyze, improve and control, or DMAIC, process was used.

During the define phase, "voice of the customer" was

used to identify the customer's needs.

During the measure phase, a value stream map followed the flow of data being processed. A data collection plan discovered the who, what, when and where of data processing.

During the analyze phase, a root cause analysis and a cause and effect diagram determined where the highest variation of work was.

During the improve phase, a test system was implemented on the web. Customer data were gathered using a pilot plan and the data for ARCENT spreadsheets was determined to be acceptable on the web-based system. The web-based system improved the accuracy of the data, almost eliminated any manual inputting, and is more customer friendly.

"The automation of the ARCENT spreadsheets will prove to be very beneficial. It will not only make this information much more accessible and easily used by those who need it on a regular basis, but also save a lot of time and effort for those who were updating these sheets manually," said Kelly Ramsey, a JMC operations research analyst.

A total savings of \$300,000 is anticipated over the next ten years.

Shingo Prize auditors visit Crane

By Tom Peske
Crane AAA Public Affairs

CRANE, Ind. -- With a focus on self-improvement, Crane Army Ammunition Activity hosted a five-person Shingo Prize audit team in July as part of its competition for a Shingo Prize for Excellence in Manufacturing (Public Sector).

Although CAAA did not win the prize this year, it considers the application process and the fact that it earned a site visit on its first attempt as positive reinforcement for its continual improvement process.

Crane Army leadership decided that pyrotechnic production would be a strong area for this competition based on its previous, ongoing, and future continuous improvement efforts within the pyrotechnic arena and the significant improvement gains it has already achieved.

The site auditors examined CAAA's pyrotechnics manufacturing program, moving the activity further along in the award process, but more importantly, providing valuable feedback on how CAAA can improve its processes.

"All of us need to understand that Crane Army's participation in the Shingo Prize goes far beyond seeking any type of an award," CAAA Continuous Improvement Program Manager Paul Allswede said. "The award has always been secondary; the primary take away is the realization that we are competing in the global marketplace. Sure our work is unique; however, this doesn't underscore the possibility of work loss due to global competition. The Shingo Prize is a vehicle we are using to assist us in learning how to enhance our competitiveness through Lean and Six Sigma."

Crane Army believes participating in the competition did two things for it. First, it provided confirmation that, from an industry perspective, Crane Army is going down the right path in enhancing its viability as a business entity. Second, it allowed CAAA to leverage the feedback received from Shingo to further improve the way it does business.

The Shingo Prize for Excellence in Manufacturing was established in 1988 to promote manufacturing in business

and in research. The Shingo Prize expanded in 2005 to include a Public Sector category for manufacturing, industrial, or "maintenance, repair and overhaul" type activities of the public sector. Additionally in 2005, the Shingo Prize Board of Governors decided to award four levels of achievement in the Public Sector: bronze, silver, gold and platinum.

Although Crane Army did not win the prize this year, CAAA's Program Manager for Pyrotechnics, Tom Long, said the activity has already seized a great opportunity to improve itself just by going through the initial application process and hosting the recent audit visit.

"We gained a lot of experience just by applying," Long explained. "As you write up the submission package, you begin to see areas you might want to improve upon. Then you look at other past winners and you begin to see common themes based on where you are at compared to them.

And then when the examiners perform their audit, we follow them and listen to their questions. It provided another feel for where we are at. And finally the evaluation report will give us more feedback."

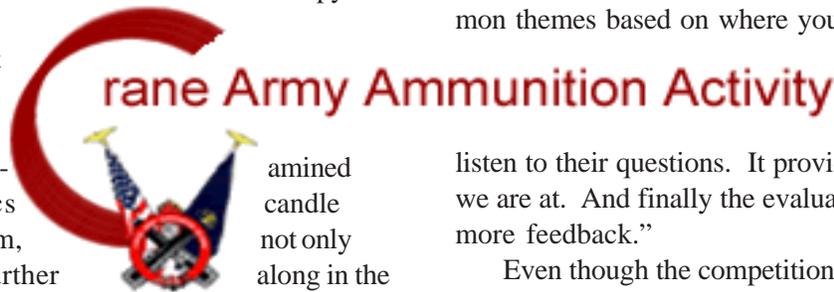
Even though the competition is completed, Long explained the opportunity for improvement will continue.

"Actually one of the examiners invited us to her plant, an automotive supplier near Fort Wayne, (Ind.) and we are looking to take a group up there to benchmark her facility," Long said. "She said they like to share what they have been doing with Lean for the past ten years at her plant."

The Shingo Prize is noted for taking in account how well a manufacturer uses Lean principles in order to increase its efficiencies. Allswede explained CAAA's commitment to continuous improvement goes beyond Lean, but encompasses the entire gamut of improvement tools within the Lean and Six Sigma skill set.

He added that these improvement efforts will enable Crane to remain viable and competitive for more than just the short term.

"I'd like to think that the continuous improvement actions we're taking now and our active involvement with industry, such as the Shingo, will significantly contribute in enhancing our viability as a manufacturing and logistics center for many years to come so our children and their children have a place to work here at Crane Army," Allswede said.



Marksmanship award won with Lake City bullets

Joint Munitions Command
Public Affairs Office

INDEPENDENCE, Mo. — The All National Guard Marksmanship Training Unit won the 1,000 Yard Service National Team Championship with Lake City Army Ammunition Plant M118LR 7.62 mm ammunition on Aug. 12 at Camp Perry, Ohio.

Lake City officials were informed of the win on Aug. 14 by the Air Force commander of the National Guard Marksmanship Training Unit, that the All National Guard Marksmanship Team won the Service National Team Championship with Lake City M118LR ammunition.

The All National Guard Marksmanship Team competed against the Army Marksmanship Unit and the Marine Corps Rifle Team who used their own hand-loaded ammunition. The NGMTU commander, Air Force Lt. Col. Michael Clites, contacted Lake City government staff to

HAZMAT *Continued from page 1*

“The on-site course instruction allows for the student to continue their mission as well as learn how to do their job safer and more effectively.”

DAC instructors, Mike Sauro and Doug White, deployed in February as the second team of instructors. “DAC is mission-oriented and we are in theater to provide vital support to the warfighter,” said Sauro. “DAC will have instructor teams deploy to this theater as long as troops are here. This continued commitment will provide an opportunity for each unit to have qualified personnel who are trained to transport their hazmat safely.”

White added, “The importance of this training cannot be overemphasized. Our deployed units are shipping thousands of tons of hazardous materials in and out of theater regularly and we want to ensure that it is done safely. Our most significant contribution is that we take the training to the troops. This approach allows unit personnel to receive certification without leaving theater. This reduces unit manpower loss and training expense.”

The Ammo-62 course is a pass/fail curriculum and students must obtain a 75 percent or better score on each of four examinations. The course has a reputation for being



U.S. Army photo by Darryl Howlett

The All National Guard Marksmanship Training Unit won the 1,000 Yard Service National Team Championship with 7.62 mm ammunition like the ones shown produced at Lake City Army Ammunition Plant, Independence, Mo.

give recognition to the plant for its quality ammunition that helped them win the competition.

The weapons used by the NGMTU were the M14, 7.62 mm rifles with iron sites. Active duty Army, Marine Corps, other active duty marksmanship teams and civilian teams all competed in the competition. The NGMTU won the Service Rifle Class competition.

demanding and requires a dedicated effort from the students.

“Overall, test scores in theater are five to six points above average,” said Sauro.

White agreed, “This is indicative of the overall attitude of the troops. They are willing to give that extra effort to succeed. For an instructor, it’s very rewarding instructing such motivated students.”

Over the past two deployments of instructor teams, the hazmat courses have been taught at numerous theater locations including: Camp Taji, Iraq; Camp Liberty, Iraq; Camp Anaconda, Iraq; Camp Arifjan, Kuwait; Camp Victory, Iraq; and Bagram Air Base, Afghanistan.

More than 500 students have received hazmat training in theater and the on-site training continues. A third team in theater at this time.

Ammo-62 course schedules can be accessed through the DAC Training Directorate web page <https://www3.dac.army.mil/AS/>. Admission to a hazmat course is by nomination from the prospective student’s command and, if available, the submission must be made through Army Training Requirements and Resources System.

Community honors wounded Picatinny Soldier at retirement



U.S. Army photo by Todd Mozes

By Tonya K. Townsell
Picatinny Public Affairs Office

PICATINNY ARSENAL, N.J. — Before an audience of family, friends, service members, local officials, representatives of veterans' groups, and Picatinny and other community members, one Soldier said his farewell to active duty Aug. 27.

While a military retirement is always a notable occasion, Sgt. James Benoit's retirement was especially joyful and noteworthy because almost two years ago it was questionable whether he would even recover from an improvised explosive device explosion he experienced during a patrol in Iraq, let alone see retirement.

Benoit's road to recovery has so far included some 80 operations, much therapy and a whole lot of support. Some of that support is in the form of a house being built by volunteers on donated land near Picatinny in Wharton, N.J., for Benoit and his wife, Pamela.

While the Benois have been living in guest quarters, volunteers - including

some of those represented at the retirement ceremony - have donated gallons of sweat, hours of labor and bundles of material to ensure the Soldier would have a handicapped-accessible house to call home after his retirement.

One of those volunteers was in the unique position to officiate Benoit's retirement. Picatinny Commanding General and Joint Munitions and Lethality Life Cycle Management Command Commander Brig. Gen. William N. Phillips recently pitched in to join other volunteers in shoveling soil at Benoit's home. Then, on Aug. 27, Phillips presented Benoit with the Meritorious Service Medal.

Phillips said he had the good fortune to first meet the Benois and Edison, Benoit's service dog, during Phillips' stay in guest housing.

"Some say it takes a long time to foster a friendship," Phillips said, "not so with Jim and Pam ... and the

Picatinny ... and Wharton community(ies)."

Phillips held Benoit as an example of why the JM&L LCMC mission is so important. He said that conquering IEDs is a priority and that employees must take on the challenge to work hard to defeat these weapons.

Additionally, Phillips pointed out that the couple could have chosen to live elsewhere, but because they picked the Wharton area, they brought an inspiration to the community to step beyond the call of duty to help a Soldier in a way Picatinny workers, as well as community members, rarely encounter.

When it came Benoit's time to address the audience, he thanked all who attended and showed their support. Then he simply, yet eloquently, thanked the Picatinny community for "providing a place to come home to while we're waiting for our home to be built."

Mortensen tours Crane

By Tom Peske
Crane AAA Public Affairs

CRANE, Ind. -- Crane Army Ammunition Activity hosted Army Materiel Command Deputy Commanding General Lt. Gen. William E. Mortensen Aug. 14-15, presenting a strong overview of the activity's operations and efforts toward continuous improvement.

During the visit, CAAA provided Mortensen and his visiting team with presentations highlighting current operations, future goals and its Lean Six Sigma improvements.

CAAA's Commander Col. Charles Kibben, Civilian Executive Assistant John Boling and Chief of Staff Norman Thomas, also provided the visitors with a tour of the activity, allowing the CAAA employees a chance to showcase the activity's hard work and improvements.

The tour included the pyrotechnic facility, machine shop, medium caliber projectile production facility, containerization facility and ammunition surveillance workshop. The tour also highlighted the Ammunition Transportation and Tracking Control Center and how the system is used to increase shipping and receiving productivity.

Mortensen was accompanied by James Dwyer, Senior Executive Service, headquarters, AMC deputy G-3 for support operations; Col. Michael



U.S. Army photo by Tom Peske

A Crane supervisor explains some of the Lean Six Sigma process on this production line to Lt. Gen. William E. Mortensen, deputy commanding general, AMC.

MacNeil, executive officer to the deputy commanding general; and Col. Martin Langan, U.S. Army Military Surface Deployment and Distribution Command liaison.

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.

Herman Millsap retires after 43 years



Lucy Engebretsen
Hawthorne Army Depot Public Affairs

HAWTHORNE, Nev. -- Herman Millsap, civilian executive assistant, Hawthorne Army Depot, retired Sept. 2 after more than 40 years of service.

"Not only am I losing 40 plus years of experience, I will be losing a close friend and a prayer partner as we started each day with prayer together seeking the Lord for guidance for the day," said Lt. Col. Hardee Green, commander, HWAD.

Herman's work at the depot started in 1965. He signed up for the military in 1968. Because of his experience at Hawthorne, he was in high demand to assist with munitions and logistics.

After completing his military commitment, Herman returned to work at Hawthorne. He has held many positions including ordnanceman, production foreman, industrial engineer technician, environmental protection specialist and civilian executive assistant.

When former CEA Tiny Cardenas died, Millsap preserved continuity of depot operations as deputy to the commander for the past year.

He was very hesitant to talk about his own contributions and accomplishments, but stated, "Rather than shining brightly (myself), I would like to shine brightly on all of those I've worked with who are doing such an excellent job to preserve the depot for the future."

The Bullet'n is looking for interesting stories and features. Email rock-amsjm-pa@conus.army.mil with possible stories and ideas.

Holston AAP donates building to Holston PD



U.S. Army photo by Nancy Gray

Kingsport (Tenn.) Mayor Dennis Phillips, Kingsport Police Chief Gale Osborne, and Holston Army Ammunition Plant Commander's Representative Bob Ragan cut the ceremonial tape at a building dedication ceremony on August 1. The former Building 158 was turned over to the Kingsport Police Department to be used as a substation. According to Holston AAP officials, this will allow Kingsport officers to conduct police business instead of making a longer trip to downtown Kingsport. The substation will save the department on time and police vehicle fuel costs, officials said.

Fire *Continued from page 2*

the 4th Infantry Division from Fort Hood, Texas, and the 11th Armored Cavalry Regiment located at Fort Irwin.

"We wanted to ensure we had representation from each service," said Army Lt. Col. Mark Rasins, JFIIT lead during the previous CCID ACTD exercise in October 2005. "USJFCOM and the coalition planners realize how important it is to include a comprehensive team for this crucial event. If you want to influence ongoing and future operations from a combat ID perspective, you've got to make the event joint and inclusive of our coalition partners."

Active-duty servicemembers will train on and assess the technologies during Bold Quest. "We think it's a fundamental requirement that you allow the actual men and

women in uniform to train with this equipment in a challenging field environment ... and Bold Quest will do exactly that," said MacDonald. "We want to demonstrate the capability to share blue (friendly) force situational awareness information in an air-to-ground environment that will help the warfighter defeat any adversary, and come back home safely."

Two technologies that JFIIT will focus on during Bold Quest are the Synthetic Aperture Radar-Aided Target Recognition and the Laser Target Imaging Program. The SAR-ATR is a software upgrade for the Joint Surveillance Target Attack Radar System and the LTIP is a software upgrade to current fighter advanced targeting pods.

Range *Continued from page 4*

be back in September and October to complete the range."

The reserve unit also served their country by deploying to Iraq from October 2004 to December 2005.

"The best thing about the project is we're working on an Army installation. Sometimes when we do projects out in the community, there's a lot of red tape, but Radford is an Army installation, so there is no red tape. They're happy to have us and we're happy to be

there," said Johnston.

Lt. Col. Jon R. Drushal, installation commander at RFAAP, said the Soldiers are providing a valuable service. "It's a great opportunity to bring in an Army Reserve company and help them improve their engineering skills," he said. "A lot of them are brand-new engineers in the Army. It's a wonderful opportunity for (non-commissioned officers) to train the Soldiers in their craft. It's a win-win situation for them and for us."

The road to success begins here

By Angela Hamerlinck
JMC Public Affairs Office

ROCK ISLAND, IL--"Leaders don't force people to follow. They invite them on a journey," said author Charles S. Lauer. The leaders of the Joint Munitions Command, Army Sustainment Command, and other Rock Island Arsenal organizations are inviting you to begin the journey...a journey to leadership.

The Journey to Leadership program provides a strong foundation upon which future leaders build their personal and professional lives. The program, also known as JTL, is sponsored by the Army Sustainment Command and begins during the fall of each year. Government employees who work at Rock Island Arsenal are not the only people who are eligible to participate in the program. Government employees of JMC installations and ASC activities can also apply.

According to Tracy Wyant, ASC Training and Leadership Development Specialist, JTL's main purpose is to build a new cadre of leaders who can step into leadership positions during their careers.

J. Chris Hood, an engineering technician from the Blue Grass Army Depot, found that JTL meets its purpose. "The JTL program has taught me how to effectively deal with conflict, how to diffuse tense situations, how to work with people from all walks of life, and most importantly, how to be a leader that people will trust, respect and follow," he said.

Participants fall into two categories, Tier I and Tier II. Even though both tiers have similar qualities, each is adapted to meet the needs of the participants.

Tier I participants (GS-5 through GS-9 grade levels) attend four week-long classroom sessions during a seven-month duration. Employees who fall into the GS-10 to GS-13 levels (Tier II) are in training for 10 months and attend five one-week classroom sessions.

Dozens of topics are taught during the classroom training. Such topics include communication skills, coaching/counseling, emotional intelligence, situational leadership, and personality assessments, explained Wyant, JTL program manager.

Classroom training is not the only requirement of JTL. Participants must also complete executive interviews and shadowing assignments with senior leaders, book reports, cross training, developmental assignments and a command-endorsed team project, which is briefed at graduation.

Katie Crotty, Industrial Specialist, found that the requirements of the program fed her desire to learn more about how JMC functions and how she fits into the picture.



U.S. Army photo by Tracy Wyant
Bob Michaels, logistics management specialist, Army Sustainment Command, outbriefs a group assignment during a Tier II session.

With the program's requirements she was able to develop her leadership skills and had the opportunity to learn more about the different mission areas within JMC.

According to Wyant, while the team project is the requirement that causes the most apprehension, some recent graduates of Tier II considered it to be a benefit.

"A huge benefit is the opportunity to brief senior leaders on a project that your team developed," said Crotty. "Without the graduation ceremony, I would have never known that I had the courage and confidence to stand up and market a product to our senior leaders. I am also really proud of our (team) project, the Civilian and Military Partnership Program, and how we presented CAMPP during graduation."

The group project isn't the only reason people are uncertain about signing up for JTL. Hood, who had to go on TDY each time he attended classroom training, was hesitant to sign up for the program because of his workload and the amount of time he would have to be away from home, but in the end felt that it was a great decision and recommends that anyone who has the opportunity to sign up for the program should do so.

"It's too great of an opportunity to pass up," stated Hood. "The program opens up so many opportunities that

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would normally not be available as part of your everyday job. You will be taken out of your comfort zone for sure, but it will ultimately make you a better person. I now feel much more confident speaking in front of people, I am a better listener and I am confident that I can be a successful leader in my personal and professional life.”

Participants are not the only ones who benefit from the JTL program. Supervisors, commands and coworkers are all impacted by employees who participate in JTL.

Kathy George-Reading, director, Logistics Integration, is a supporter of JTL. She believes that all supervisors should support and encourage leadership training for the development of future leaders in their organizations. “It only takes one interaction with the JTL group, one presentation, one graduation ceremony to see the value added by the JTL participants. The final projects are no longer just a training tool for the participants, they are now directly applicable to our daily mission and functions. The projects being worked benefit the whole organization. A perfect example is the Civilian Deployment guide from this last Tier II class – it was a challenging project; it most certainly benefited the deployment office; and it is

applicable island-wide.”

George-Reading has noticed remarkable change in her employees who have graduated from the program. “I can say without exception that every one of my employees who has participated in either the Tier I or II program have come back to the office with a renewed sense of purpose, a reenergized approach to their work, and are motivated to take on more challenging roles than when they left. Regardless of whether they are GS-5s or GS-13s, the JTL participants come out of the program with a level of self-confidence they did not have when going in. JTL challenges their comfort zones and gently nudges them outside their ‘box’. People who went into the program resisting change, often come out insisting upon it. There really is a transformation that takes place and from my perspective, it’s great to witness.”

If you accept the invitation to start your journey to leadership and are ready to make the transformation into a great leader, contact Tracy Wyant at 309-782-7027 or tracy.wyant@us.army.mil for application information.

The Combined Federal Campaign begins soon!

