



The Bullet'n



Volume 3, Issue 7

“Supporting the Warfighter”

May 7, 2008

Armament Research, Development and Engineering Center presented Baldrige Award



Photo courtesy of Ron Sachs/Consolidated News Photos

President George W. Bush stands with the recipients of the 2007 Malcolm Baldrige National Quality Award.

WASHINGTON--The U.S. Army Armament Research, Development and Engineering Center was presented the Malcolm Baldrige National Quality Award April 23. The award is the nation's highest honor for organizational innovation and performance excellence.

This year's ceremony marked the 20th anniversary for the award. Secretary of Commerce Carlos M. Gutierrez presented the award to five organizations, among them, ARDEC, the first Department of Defense recipient. The Baldrige recipients were greeted by President George W. Bush in the Oval Office at the White House just prior to the awards ceremony.

ARDEC, located at Picatinny Arsenal, N.J., competed with 84 applicants for this honor.

“It (ARDEC) has been repeatedly recognized for an amazing strength of innovative products that literally save and help our dedicated military personnel with battles,” said Gutierrez.

“It is a tremendous honor to stand here today and accept this prestigious award,” said ARDEC Director Dr. Joseph A. Lannon. “The men and women of ARDEC have earned this distinction. Our workforce is the cornerstone for our success.” He added that the journey toward achieving the Baldrige standard began 15 years ago.

During this year's Quest for Excellence Conference, the official conference for the award, ARDEC and other Baldrige winners conducted seminars focused on improving efforts toward performance results, leadership effectiveness, customer and employee satisfaction and process management. The 2007 Baldrige recipients shared their practices and lessons learned during their journey to performance excellence.

“Our prescription for organizational excellence is very basic,” Lannon said. “Everything we do is bound by a commitment to the customer, our warfighters, whose lives depend on our work.”

“ARDEC” continued on page 13

A seamless transition... community based health care leads way

By Rikeshia Davidson
Joint Munitions Command Public Affairs

ROCK ISLAND ARSENAL, Ill.-- It's said that "a community is like a ship; everyone ought to be prepared to take the helm."

Maj. James Gray just wanted to help one person; someone whose days were bogged down by paperwork--a Soldier worrying about deadlines or a spouse aware of the uncertainty.

Day after day, he did all that was within his power. At one point as nurse case manager, all Gray could do was refer that someone--a Soldier--on to another person.

One day, Gray encountered a Soldier that he simply could not turn away, a Soldier who had served his country and sustained an injury. As a result, the Soldier was unable to lift his small children, no longer able to engage in active duty and was doubting his employability. His hopes were fading fast.

The uncertain state this particular Soldier lived in tugged at Gray, causing Gray to embark on a journey to put into action a type of framework to help this Soldier and others silently facing similar issues.

Gray's quest included calls to Washington, D.C., where he learned the powers that be not only recognized the problem he spoke of, but were putting a plan of action into place. So began the partnership between Rock Island Arsenal, Ill., and Veterans Affairs' Community Based Health Care Organization.

One person, a few calls, and progress began to surface. The CBHCO is aptly named--it took the involvement of a community of sorts to help one Soldier and ultimately many others. RIA's partnering with Veterans Affairs CBHCO has taken hold of a problem many Soldiers are facing: service-related injuries and the possibility of upcoming departure from active duty.

So how do you strike a balance between treating an injured Soldier while assisting them as they face the possibility of departing from active duty? The paperwork required to begin receiving veterans benefits can be

difficult to complete when a Soldier has sustained an injury. A system was necessary to effectively help the Soldier and jump start the process of transition.

Fifteen months ago the partnership between RIA and CBHCO didn't exist, and that

meant there was no way to help Soldiers recover from injury while preparing to transition into VA. The needed transition was developed and christened a "seamless transition." The aim of the seamless transition is to ease the Soldier into veteran programs and benefits by initiating paperwork and medical evaluations in a timely manner.

Victor Tate, a vocational rehabilitation officer, works with six states--Iowa, Illinois, Wisconsin, Michigan, Minnesota and Indiana--and the Soldiers from those states to bring them up to speed about benefits and the seamless transition. As Tate speaks to Soldiers he says, "we give them honest answers and hope they'll pass them on." He explained that a key to the success of the initiative is "never closing the door on them (servicemembers)."

Tate stressed honesty because of the consequences this generation's fathers and grandfathers faced as a result of not receiving proper care or any at all. Also explaining the delicate balance of completing paperwork and maintaining contact with VA, Tate reminded that Soldiers lose track of their status this way.

The same issues that plagued yesterday's Soldiers are the same of today. Paperwork that must be submitted oftentimes goes undone, isn't properly completed or lacks appropriate monitoring--leaving the servicemember at risk of not receiving benefits and services. Acknowledging that

"CBHCO" continued on page 12



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JMC leaders rename conference room for former DAC director

By Darryl Howlett
Joint Munitions Command Public Affairs

ROCK ISLAND ARSENAL, Ill. – Joint Munitions Command leaders renamed their premier conference room for a man who was an ammunition safety visionary.

JMC Commander Brig. Gen. James E. Rogers, hosted a dedication ceremony honoring James Q. Wheeler, the former Defense Ammunition Center director.



U.S. Army photo by Ted Cavanaugh

Brig. Gen. James E. Rogers, commander, Joint Munitions Command, unveils a plaque in honor of James Q. Wheeler

Wheeler, who died unexpectedly in February 2007, served as DAC's director from February 1998 to September 2002 and again from August 2003 until his death.

"I would like to thank everyone for coming today, especially the great people who came from Oklahoma," Rogers said. "I feel it was proper to dedicated something we would all benefit from where education and training takes place – and that was what Jim was about. I know he appreciates this from up above – for us to recognize him for what he did for people in the past and some of the people he trained that are in this very room."

Previously the room served as the Army Sustainment Command conference room before ownership transferred over to JMC.

Rogers spoke on Wheeler's commitment to excellence as an ammunition safety pioneer.

"DAC did great things under (Wheeler's) tutelage," he said. "With the (assistance) of Chuck Stroo, he improved training and brought the extension of training

through the web and through distance learning. It's great he made that into a reality."

"We're now known as the explosive safety experts in the world," Rogers continued. "That's all testament to what Jim did for us."

Among other significant accomplishments during Wheeler's career, Rogers noted:

- He managed the Quality Assurance Specialist (Ammunition Surveillance) and ammunition management civilian career programs, involving 1,000 civilian careerists in assignments worldwide.
- Programs such as "AMMOHELP" on the web were created to provide answers to ammunition logistics questions from the field within 24 hours.
- DAC developed and fielded the Automated Tactical Ammunition Classification System under his leadership, which resulted in a significant improvement to the process of identifying, inspecting and classifying small arms ammunition while reducing the amount of manpower previously required to perform this job.

The dedication of the Wheeler Conference Room was a small token of appreciation for the vision that Wheeler had for DAC and JMC, said Rogers.

Larry Nortunen, the assistant director of technology directorate at DAC, thanked the command for honoring Wheeler.

"Thank you for honoring Jim's memory," he said. "He was a great guy. A great ammo guy."



U.S. Army photo by Ted Cavanaugh

FBI SWAT TEAM TRAINS AT MCALESTER AAP

By Mark Hughes
McAlester Army Ammunition Plant Public Affairs

MCALESTER, Okla.-- Several members of a Federal Bureau of Investigation SWAT (Special Weapons and Tactics) team conducted training at McAlester Army Ammunition Plant April 23 and 24, entering an unoccupied building in their tactical gear and using specialized tactics to “sweep” and “clear” the two-story building. The ammunition plant is the Department of Defense’s premier bomb producing facility.

“This was the first time the FBI has trained at the ammunition plant and we want them to train here at least twice a year. We are grateful that they’re willing to come here and train,” said Tracie Howard, the plant’s security officer.

“We need our employees to know that the plant will be safe and secure under any circumstances and we can accomplish this by working with the FBI and letting them train here,” she said.

One of the SWAT team members, who requested anonymity, said it was important for the FBI to establish a liaison and train at the plant because of the plant’s unique mission.

Depending on which building is involved in an incident, the SWAT team would need to know if the plant would provide special equipment and what kind of weapons and equipment could or could not be used in that building. Additionally, knowing what kind of logistical support capabilities the plant has helps the SWAT team determine its logistical load, he said.

“We have enjoyed our training opportunity and the hospitality feels like second to none,” a SWAT member said.



U.S. Government photo



U.S. Government photo



U.S. Government photo

U.S. Government photo



After their rapid entry during a training session at McAlester Army Ammunition Plant in McAlester, Okla., members of the FBI SWAT team proceed to conduct a "sweep" of the building.

This was the first time an FBI SWAT team had trained at the plant. The FBI conducted their first ever training session at the plant on April 23-24. McAlester Army Ammunition Plant would like to see the FBI train twice a year at its location.

U.S. Army photo by Mark Hughes



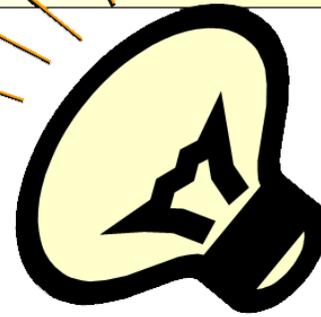
Two members of the FBI SWAT team on the second floor of a building provide cover for their team members as they finishing conducting a sweep of the building at McAlester Army Ammunition Plant in McAlester, Okla.

U.S. Government photo



Clearing second floor—Members of an FBI SWAT team proceed up the stairs to clear the second floor of a building at McAlester Army Ammunition Plant in McAlester, Okla.

Spotlight on Lean Six Sigma



Error proofing a process-- the Lean Six Sigma way

By Anita Pegram
JMC Munitions and Logistics
Readiness Center

ROCK ISLAND ARSENAL, Ill.-- A Lean Six Sigma Green Belt project saved \$84,000 and improved the ammunition worksheet and P-20 report.

The project's goal was to reduce error rates and rework time of the worksheet by 50 percent. The project's scope was to clarify and improve the internal worksheet guidance and the training process for updating the ammunition worksheets.

The project used cause and effect diagrams, Pareto analysis, and failure modes and effects analysis to interpret baseline data available on the budget worksheets. For example, the cause and effect and Pareto analyses were useful in identifying areas of the budget training process that required improvements.

The team assembled to carry out the project was made up of JMC Headquarters and Program Executive Office- Ammunition personnel.

Modifications to improve the performance consisted of the team identifying initiatives to be inserted into the training process, as well as the database system.

The initiatives included development of a desktop training plan, revision of the budget checklist/quick reference tools, initiation of standardized template for remarks, and coordination efforts with the web ammunition modules--a web based budgeting tool--program manager.

The program manager then incorporated system programming or automation efforts to calculate planned training pro-ration and funded delivery periods within the database system.

"Error proofing of the process through the use of check sheets and templates will significantly improve the process capability," said William Johnson, Black Belt advisor, JMC Lean Six Sigma Office.

"This project was beneficial in identifying the need to create budget worksheet training to educate our item managers on how to complete a P-20 report during each budget estimate submission, presidential budget, or program objective memorandum review," said Karen Puck, logistics management specialist, Resource Management Directorate.

She continued adding, "The more training and experience that an item manager receives, the better the chance that error rates will decrease, thus saving time through the whole budget process."



Pareto analysis: Determines which categories will yield the largest gains if addressed and which are only minor contributors to the problem.

Deployed reservists recognize Tooele Army Depot



U.S. Army photo by Kathy Anderson

Michael J. Parsons, Bradley D. Tippetts, both Air Force reservists, 419th Fighter Wing, Hill Air Force Base, Utah trained Iraqi firefighters.

By Kathy Anderson
Tooele Army Depot Public Affairs

TOOELE, Utah -- Two civilian firefighters from Tooele Army Depot presented Col. Anne L. Davis, depot commander, with a U.S. flag on March 24. The flag was flown over the fire station on Sept. 11, 2007, at Kirkuk Air Base in northern Iraq, during their third deployment in support of Operations Iraqi and Enduring Freedom from September 2007 through January 2008.

Michael J. Parsons, Tooele's fire chief, and Bradley D. Tippetts, deputy fire chief, in the Air Force Reserve's 419th Fighter Wing, Hill Air Force Base, Utah, presented the flag as a token of their appreciation for the commander's and depot management support to them and their families while they served their country.

"The management staff and co-workers at the depot were extremely supportive to me and my family while I was activated with the reserves during my three tours to the Middle East. It made my deployment easier knowing that my family had support in their time of need and that I did not have to worry about my civilian job as a firefighter while supporting our country," said Parsons. "In the 17 years that I have been in the Air Force, I have had better support from TEAD than I did from any other employer. TEAD went above and beyond what is required of employers. I am very grateful to all who gave me support."

Both firefighters expressed overwhelming approval of the help they received while in Iraq.

"Since Sept. 11, 2001, I have been deployed twice and

both times received support from the TEAD fire chief and all my co-workers. They offered to watch over my family at all times. Also, it was unbelievable to me that I was promoted to captain within the TEAD Fire Department while I was deployed." said Tippetts.

"I am honored to accept the flag on behalf of the depot," said Davis. "Reservists and National Guardsmen have given so much to support our country. As American citizens we thank them for their service to our nation."

Davis also reminded everyone that servicemen and women must never be forgotten while they serve their country in foreign lands, especially when their families carry much of the burden during their absence.

"Challenges grow with each deployment. We are in an era of persistent conflict and our support must adapt to better provide for the needs of our families," said Davis. "As in all the services, our Army Families will continue to serve selflessly and honorably. They, too, are Army Strong. We all should feel humbled by their sacrifices and the nobility of their efforts. Our Families may get no medals, but they, too, are heroes."

TEAD was among the 24 employers in Utah that were nominated for the Secretary of Defense Employer Support Freedom Award in January. Nominations must come from a Guard or Reserve member who is employed by the organization they are nominating, or a family member of the same. This is the highest recognition from the National Committee for Employer Support for the Guard and Reserve given to employers for their support of their employees who serve in the National Guard and Reserve.

DAC showcases equipment



U.S. Army photo submitted by Nick Smith

Mike Collins, Mechanical Engineering Technician with DAC, describes the different work stations included in the Desert Optimized Equipment suite

By Jaime Thompson
Defense Ammunition Center Public Affairs

McALESTER, Okla. -- The Defense Ammunition Center held an engineering media day on March 31 to display equipment designed and developed by DAC engineers. Local and regional media representatives attended along with U.S. congressional and senate representatives and McAlester Chamber of Commerce members.

Three pieces of equipment were demonstrated: Desert Optimized Equipment, Ammunition Peculiar Equipment 1996 - Automated Tactical Ammunition Classification System, and the Ship Motion Simulator.

The DOE is a transportable workshop designed to support ammunition logistics at remote locations in harsh environments. The need was identified by returning Southwest Asia Soldiers and civilian deployees.

"The DOE was developed to provide the military (active duty, DoD civilians, or contractors) a deployable facility with controlled environment and required tools and equipment to perform munitions related tasks," said James Michaud, a quality assurance specialist (ammunition surveillance). These tasks include: quality assurance inspections on ammunition and explosives returning from a combat/training mission; cyclic munitions inspections; repackaging; and limited maintenance and reissue of inspected munitions.

The current DOE configuration features five easily deployable container systems with an internal power and air supply systems, two workshops with tools and material handling equipment, an office area, and a storage container.

"System performance characteristics were harvested



U.S. Army photo submitted by Nick Smith

Jimmy Medley, Quality Assurance Specialist (Ammunition Surveillance), explains to a local media representative the different equipment that will be part of the Desert Optimized Equipment suite.

from deployees and veterans from various operations in SWA. However, the DOE can be used in any habitat," said Michaud.

DOE suites are currently planned for deployment in support of Operation Enduring Freedom and Operation Iraqi Freedom.

The next piece of demonstrated equipment was the APE 1996 ATACS, a second generation design developed by DAC engineers and Cybernet Systems Corporation.

Two first generation ATACS' are in use at Camp Arifjan, Kuwait, and the National Training Center at Fort Irwin, Calif. These machines have sorted and inspected more than 8 million cartridges during troop rotation turns-ins, with validated savings of \$15 million dollars.

"The second generation ATACS was developed to integrate into an ISO container for transportability into desert conditions," said Bruce Ramm, DAC equipment specialist. "This ATACS is more customer friendly because it's easier to maintain; it's quieter and less prone to environmental impacts such as heat and sand."

Remote diagnostics, analysis and troubleshooting of the APE 1996 has now been integrated by adding in a Very Small Aperture Terminal/Broad Band Global Area Network capability to all ATACS systems. The use of this satellite-based network communications system has reduced travel costs and equipment down-time.

The third piece of equipment demonstrated was the Ship Motion Simulator.

This state-of-the-art equipment is part of the validation
"Media Day" continued on page 9



U.S. Army photo submitted by Bill Gallagher

AMC honors DAC...

A file photo of the Automated Tactical Ammunition Classification Systems, or ATACS.

with Value Engineering Award



U.S. Army photo submitted by Bill Gallagher

A barricaded ammunition storage pad at the theater storage area-Camp Arifjan, Kuwait..

By Bill Gallagher
Joint Munitions Command Value Engineering Team

ROCK ISLAND ARSENAL, Ill. -- The Army Materiel Command announced on March 17 that the Defense Ammunition Center, located in McAlester, Okla., was the winner of the Outstanding Installation Value Engineering Program Award for 2007.

The savings came from two projects:

oThe 2 Degree Barricade Rule project that reduced barrier height between stacks of ammunition, saving \$21 million in costs of barricade construction in the Balkans and

Southwest Asia.

o The Automated Tactical Ammunition Classification System saved \$15 million by replacing a labor-intensive manual system with an automated one.

DAC will receive a congratulatory memorandum from AMC commander Gen. Benjamin Griffin and an award plaque.

This marks the second time in four years that DAC has earned special recognition for its VE program. In fiscal year 2004, DAC garnered Special Achievement VE awards from both AMC and the Department of Defense.

Media Day *continued from page 8*

engineering division at DAC, and is used to provide accurate and reliable test results for approval of containerized ammunition loading procedures. The SMS is a 6-axis computer controlled simulator that replaced the Shipboard Transportation Simulator that provided a 2-axis roll.

“The equipment provides the only known capability of its kind in the United States,” said Jerry Beaver, chief of the

validation engineering division. “Commercial industries are inquiring about using the facility to test their equipment and products for ocean shipment stability.”

“The Engineering Media Day was a huge success for DAC, allowing the opportunity to showcase how DAC provides direct support to the warfighter,” said Larry

Thinning the herd

By Margaret Browne
Joint Munitions Command
Public Affairs

W

hen employees of Joint Munitions Command installations need to find a good spot for hunting, sometimes they need look no further than the confines of their own installations.

Not only does JMC support the U.S. Armed Forces by producing high quality ammunition, it also offers some of the finest and most bountiful hunting grounds in the country.

"Hunting on JMC installations is allowed but only as a 'herd thinning' or management tool. It is part of a larger integrated natural resources management plan, which also includes agricultural outreach, wetlands conservation, forestry, endangered species protection, and fishing," said Salvatore Marici, management agronomist, JMC headquarters, Rock Island, Ill.

Ten JMC installations that have hunting programs: Blue Grass Army Depot, Richmond, Ky.; Lake City Army Ammunition Plant, Independence, Mo.; Hawthorne Army Ammunition Plant, Hawthorne, Nev.; Holston Army Ammunition Plant, Holston, Tenn.; Milan Army Ammunition Plant, Milan, Tenn.; Iowa Army Ammunition Plant, Middletown, Iowa; Kansas Army Ammunition Plant, Parsons Kan.; McAlester Army Ammunition Plant, McAlester, Okla.; Pine Bluff Arsenal, Pine Bluff, Ark.; and Radford



U.S. Army photo courtesy of McAlester Army Ammunition Plant
"Scar", one of McAlester Army Ammunition Plant's most famous targets, poses for a rare photo.

Army Ammunition Plant, Radford, Va.

Most installations that allow hunting have primarily deer populations. But some have both deer and turkeys in large quantities and many also allow small game hunting.

"Each program is different on what can be hunted and when," said Marici.

The weapons allowed range from traditional bows and arrows to muzzle-loaders to shotguns and the annual harvest numbers more than 1,000 for deer alone throughout the command.

"All installations follow state laws for their hunts," said Marici. "All hunters must meet state eligibility requirements and hold a state license. Safety and security are chief considerations along with conservation. Each installation provides a safety briefing before hunts proceed."

For installations that allow hunting, there are advantages. Not only does it preserve natural resources, but it also generates revenue that is invested into the wildlife program under the Sikes Act. The act recognized the value and importance of military lands to natural resources. Its aim is to ensure that these ecosystems are protected and enhanced while allowing the lands to continue to meet the needs of the military.

"Because of the Sikes Act, funds that are raised in conjunction with these programs can only be used at the installations where they are raised," said Marici. Sometimes this money is the only source of revenue for that installation's natural resource programs.

Hunting programs also help the local economy because the programs attract many people from out of town and, in some cases, from across the country. The states benefit because all of the programs require a state hunting permit.

Whether or not the grounds are open to the public for hunting is up to the commander. "Hunting on military posts is not a right," said Marici. "The posts want to allow it as much as possible, but it is allowed only as it is necessary to manage the herd."

Radford has the most unusual situation for hunters in that the plant has two separate hunting grounds- one at the main plant which, for security reasons, is only open to plant employees, and one for the public at the New River unit in Dublin. These grounds are non-contiguous and five miles apart.

"The participants in the hunt at NRU are chosen through a lottery

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system run by the state,” said Len DiIioa, natural resources specialist, Radford. “It is run by the Virginia Department of Game and Inland Fisheries through a memorandum of agreement with the Army.”

Approximately 240 individuals, from around 1,000 applicants, are selected each year at Radford, and it may take up to four years to be selected to hunt, DiIioa continued. The hunting season at NRU is divided between shotgun days and archery.

“Hunts on the main plant are limited to badged employees, active duty military and Department of Defense personnel,” said DiIioa. “This hunt numbers around 75 participants.” Because of its proximity to the plant, the hunting is limited to archery.

The largest program in JMC is the one at McAlester. McAlester is a participant in the Oklahoma Controlled Hunts Program and it is a favorite location for local hunters. The abundance and quality of quarry there, mostly large bucks, is what attracts them. “We have many White Tail deer with great antlers here,” said Bill Starry, natural resources specialist, McAlester.

McAlester gets so many applicants per season more than 20,000 that a lottery is held by the state, with only between 1200 to 1500 permits being given, according to Starry.

The McAlester hunts attract the public and involve so many of them that the Oklahoma Department of Wildlife Conservation provides a wildlife biologist to the installation. “If the installations did not sponsor hunts, then the deer population would have to be harvested officially because there would be overpopulation,” said Starry. “The habitat would be stretched too thin and would not be able to support the herd.”

Pine Bluff has a system to keep track of hunters. “When hunters check in, they swipe a card which tells when they got there and when they left,” said Charles Becker, natural resources specialist, Pine Bluff.

The Lake City hunting program is open to employees of the plant only, according to Bill Minner, hunting coordinator, Lake City. There are limits as to how many bucks per hunter may be harvested on Lake City. “Hunters may take three bucks altogether; one during early archery season, which is the early part of the hunting season one during late archery season and one during shotgun season,” said Minner. “The only limit on does is the number of tags the state allows you to purchase. Currently, there are so many does on the plant that the more that are harvested, the better off the herd will be.”

The hunting program at Kansas has a limited future with its impending closure due to BRAC 2005. However, for the time being, they have a very active program.

“Kansas is well known not only for its deer hunting, but also turkeys,” said Chris Deurmyer, natural resources manager, Kansas. “Applicants for the program have come from as far way as Alaska and Louisiana.”

The number of animals in need of harvesting has to be determined before the hunts can proceed. The method used for deer at McAlester, for example, is explained by Starry, who works with the state biologist on this.

“Population surveys start in January and include counts of the broodstock,” he said. ‘Broodstock’ refers to the population of mature bucks and does. “In March, browse surveys are conducted to evaluate the deer’s use of the habitat. Following this, a classification is performed in August to calculate buck to doe ratios and establish recruitment. All of these surveys are used to determine the harvest for that particular fall.”

Conservation of natural resources is a paramount consideration for any organization that has, in its care, vast amounts of wildlife habitat. And the Army takes this responsibility very seriously. Sponsorship of hunting programs, such as the ones on JMC installations, goes a long way toward natural resource preservation because they seek to conserve valuable natural habitat.



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

Hunter Oren Smith displays his prize after a day of hunting at Kansas Army Ammunition Plant.

CBHCO *continued from page 2*

Some Soldiers who served this country were not properly cared for was critical and now VA seeks to change that fact.

Consequently, there are additional challenges that the rehabilitation officers, like Tate and Jack Hackett, face from issues of entitlement to hesitation to injuries. Hackett said it's "challenging to communicate benefits in a way to let them (Soldiers) know they are entitled to them."

Gray acknowledged a faithful commitment to those men and women saying, "as long as they are on our program, we address it," referencing any problem Soldiers may be experiencing that CBHCO can help alleviate.

Vocational rehabilitation officers, such as Hackett, make themselves available for musters and remain available for two to three hours afterward to answer questions. These musters are helpful to vocational rehabilitation officers in educating Soldiers about the benefits and offerings of VA including the CBHCO. They (vocational rehabilitation officers)

make an effort to begin the process of paperwork and discussion of options on the same day.

Recognizing that not all servicemembers are forthcoming about conditions, Hackett said it is critical to "give people an environment to discuss issues." He explained that the first step is fostering a supportive environment.

Giving people the freedom to talk through their issues and arranging meetings with professionals can help Soldiers feel comfortable about the services they are being offered. Vocational rehabilitation officers do just that in their time following these musters; establish a rapport, make recommendations and stay involved.

Female Soldiers receive assistance in tune with past observation because specific issues plague female Soldiers. Female Soldiers' role within the family can create unique issues once she faces deployment. As a result, VA has responded by training representatives, "so our staff is sensitive to those issues" said Hackett. Hackett noted

that female Soldiers are noticeably more vocal about their services and thus VA has a clearer idea of their concerns and needs.

Ultimately, those who work with the Soldiers and CBHCO note the improvement to the process. Soldiers are making a better transition into VA's system of assistance and those working to better the program can't say enough about its impact. "VA has changed a lot in my four years (and I) can't say enough about VA adapting to our Soldiers," said Gray.

Apparently, the VA has a new approach to taking care of Soldiers. Their methods are different but the focus is the same. A quest to help one Soldier has assisted about 250. The paperwork is now easily accessible, complete with assistance from people who do this day in and day out. The deadlines no longer seem to be imminent and the uncertainty has all but diminished. It's a community effort and as Hackett said, "in the end organizations don't (accomplish) things, people do."

"Muster" helps Midwest Soldiers

By Rikeshia Davidson
Joint Munitions Command Public Affairs

ROCK ISLAND ARSENAL, Ill.--
"It was like having no home."

"The XO was looking out for me; she didn't want to see my stuff get lost."

Those two statements from Soldiers were the contrast among other Soldiers who sat quietly checking e-mail messages while another stared at a lap top screen. Those were the two vastly different scenes played out in one room of Soldiers.

These Soldiers sat--some stood--waiting for the Community Based Health Care Organization sponsored "muster" to resume with an afternoon session focusing on the Army Physical Disability Evaluation System.

It's the goal of CBHCO-Wisconsin to bring together Soldiers from a six state region to help address and, if possible, alleviate the confusion associated with medical hold. By no means could you simply look at these men and women and notice their ailments. By all accounts, few looked injured. Take a moment to speak with these Soldiers and if nothing else, you begin to hear the frustration and sense the dissatisfaction in their voices.

Before finding CBHCO-WI, Spc. Thomas Kline admitted to "getting passed around."

"I work in the medical field--this is what's wrong," said Kline. "What's wrong" is getting passed around. However, Kline is unique. As a Soldier working in the medical field, he

could have easily rattled off how to assess his own injuries.

Knowing too well how his treatment should have progressed, Kline was disappointed to have "participated in physical therapy for so long." He acknowledged the course of action wasn't the best for his specific injury.

The case managers with CBHCO-WI take on Soldiers like Kline and attempt to make a difference in the care they receive.

For some Soldiers, meeting and speaking with case managers marks a time of answering questions and addressing issues that in the past went unresolved.

Spc. Mark Bosman recalls how his case manager treats him like a "blank

"Home" continued on page 13

ARDEC *continued from page 1*

The Baldrige Award was established by Congress in 1987 to enhance competitiveness and performance of U.S. businesses. Since 1988, 72 organizations have received the coveted award. The award program is managed by the Department of Commerce's National Institute of Standards and Technology in conjunction with the private sector.

The award recognizes small and large businesses, health-care and educational organizations and nonprofit organizations that have achieved excellence in seven key areas: leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; human resource focus; process management; and results.

"Government agencies are equally capable in being high performance, serving their customers, operating in a fiscally responsible and sound way," said Harry Hertz, Baldrige director. "And ARDEC is the first (government organization) to prove that it is achiev-

able while delivering great products to the warfighter."

The ARDEC leadership is excited and confident in their role in maintaining industry excellence. "ARDEC winning this award demonstrates that government organizations can be competitive with the best industry has to offer," said Lannon.

ARDEC has an overall mission of improving already fielded items, developing new ones, maintaining a strong armament technology base in government, industry and academia and provide technical support to the Soldier in the field.

"We (ARDEC) listen to what the Soldier says and needs," said ARDEC Deputy Director Col. Russell J. Hrdy. "We provide the warfighter with the most capable and best quality product that anyone can provide, so that when the Soldier uses the product, it's going to work right the first time."

ARDEC is internationally known for the advancement of armaments

technology and engineering innovations. "ARDEC provides 90 percent of the Army's suite of armaments," said Donelle Denery, ARDEC Strategic Management and Process Office chief.

ARDEC works on a variety of technologies and products supporting the current and future forces to include small-, medium- and large-caliber weapons, guidance systems, explosives, ammunition and related support systems.

The ARDEC organizational culture is customer-focused, team-based and dedicated to the continuous improvement and innovation through streamlined work system processes and practices. Employees are focused on the needs of customers and rapidly developing the best products possible, Denery said.

"We are continuously improving our processes and the journey doesn't end with this award, it is beginning," said Lannon.

Home *continued from page 12*

new manager the day before. He admits to not knowing what to expect but having only one expectation--"mak(ing) sure he has my medical records and send(ing) them on."

The Community Based Health Care Organization (CBHCO) program was created to assist Guard and Reserve service members injured in the line of duty to return to their homes where they will continue to receive care locally while they are evaluated for return to duty, medical release or medical board.

To date, CBHCO-WI transition officers at Rock Island Arsenal arrange quarterly musters serving Soldiers from Wisconsin, Michigan, Indiana, Iowa, Illinois and Minnesota. A four-year-long practice, Lt. Bryan Huebsch, executive officer of CBHCO-WI, explained, "Rock Island Arsenal supports the CBHCO-WI making these quarterly musters possible."

The only requirement of CBHCOs is town hall meetings however with CBHCO-WI serving six states, it is a model for other programs not yet offering similar assistance.

CBHCO-WI sponsored muster was held at Rock Island Arsenal on March 16 and 17 highlighting key areas such as the Army Physical Disability Evaluation System, career development and financial awareness.



U.S. Army photo by Rikeshia Davidson

Steven Engle, supervising attorney for the Office of Soldiers' Counsel, talks with a Soldier during the CBHCO-WI Muster recently held at Rock Island Arsenal, Ill.

JM&L LCMC's Safety Spot Check

Spring/Summer Safety Message

With the onset of spring and summer come warmer temperatures, outdoor activities and national holidays. Memorial Day and the Fourth of July provide opportunities for countless Americans to take time away from their everyday activities to honor those individuals who paid the ultimate price to keep our country free, and also to celebrate our Nation's independence.

During this period each year, injuries are incurred and lives are lost due to preventable accidents. Unsafe use of privately owned vehicles and motorcycles continue to be the number one killer of our Soldiers, Civilians and their Family members. Everyone must understand and recognize contributing factors which lead to accidents, and take necessary precautions to protect themselves and others. Speeding, misuse of alcohol, and the lack of seatbelt use are three hazards that we must eliminate. Slow down and ensure everyone in the vehicle is buckled up. Use alcohol only in moderation. We want each and every member of our Army

team to have a wonderful spring and summer experience and return from all outings safely. Deployed members of the Army team face different hazards, and they also must remain vigilant and safe.

Leaders and supervisors, at every level, must employ tested and proven accident preventive measures to protect our Soldiers, Civilians, and Family members. They must address every member of their command to raise awareness about accident prevention as we prepare our travel plans and spring and summer activities.

The Army Combat Readiness/Safety Center stands ready to provide additional accident prevention information and tools to assist you in this effort, at <https://crc.army.mil>.

We wish each member of our Army team, an enjoyable and safe spring and summer season. Army Safe; Army Strong.

PLRs Preliminary LOSS REPORTS
for the week of March 20-26, 2008

2
U.S. SOLDIERS DIED IN ACCIDENTS
• 1 Soldier Injured

GOT RISK?
<https://crc.army.mil>

➔ A Soldier died April 1 from injuries sustained in a vehicle accident that occurred March 20 at approximately 1200 local near Junction, Texas. The Soldier was driving a 2007 Chevrolet Malibu when he lost control of the vehicle and struck an overpass embankment. He was wearing a seat belt.
COST: 1 Soldier Killed

➔ A Soldier was killed and another injured in a vehicle accident March 22 at approximately 0345 local in Eatontown, N.J. The Soldier was driving a 2007 Lexus IS-250 at a high rate of speed with another Soldier when he lost control of the vehicle and struck a tree. Neither Soldier was wearing a seat belt.
**COST: 1 Soldier Killed
1 Soldier Injured**

LOSSES

U.S. ARMY
U.S. ARMY CENTER OF PUBLIC SAFETY