

Relinquishment of command ushers in civilian leadership

Jyuji D. Hewitt, former Deputy to the Commander, will lead the Joint Munitions Command and Joint Munitions and Lethality Life Cycle Management Command as Executive Director.

**By Linda Loebach
JMC Public Affairs**

ROCK ISLAND ARSENAL, Ill. - On an overcast, July 30 morning at Memorial Field, Rock Island Arsenal, the Joint Munitions Command conducted a relinquishment of command ceremony in which Jyuji D. Hewitt, deputy to the commander, assumed responsibility from Brig. Gen. Larry Wyche, commander. Lt. Gen. James H. Pillsbury, deputy commander, Army Materiel Command, Fort Belvoir, Va., presided.

Pillsbury commended Wyche for his hard work at JMC and expressed his praise for the command. "There is no better organization than JMC for safety."

Pillsbury had succinct advice for Hewitt on his new duties. He said, "You're in charge. When in charge, take charge."

Wyche, who became commander of JMC in August 2008, is now deputy chief of staff for logistics and operations for AMC.

Wyche thanked everyone present for their assistance during his tenure at Rock Island Arsenal. In a speech laden with football references, the avid Min-



Photo by Rhonda Brunning/EL Hamm

A Change in Leadership Brig. Gen. Larry Wyche, outgoing commander, Joint Munitions Command; Lt. Gen. James H. Pillsbury, deputy commanding general, Army Materiel Command; and Jyuji D. Hewitt prepare for the relinquishment of command. Hewitt assumed responsibility from Wyche, commander since 2008. Pillsbury officiated.

nesota Vikings fan said, "My message is short. Simply, thank you to each and every one as part of a Superbowl team." He joked, "I love each and every one of you from the bottom of my heart, but I love the Vikings better!"

Wyche also thanked the Quad City community. "I have never felt such continuous heartfelt support. I pray that the strong partnership between this community and the arsenal continues to stay strong."

Concerning his two years at JMC, Wyche said, "My most precious memory is of the ceremony honoring

over 70 JMC retirees for 40 plus years each of service. These people are our true pioneers and heroes."

Hewitt assumed responsibility until Brig. Gen. Gustave Perna, currently director of logistics, U.S. Forces-Iraq, Operation New Dawn, Iraq, takes command in November.

Since 2007, Hewitt has served as deputy to the commander, and is the senior civilian in JMC. Previously, Hewitt was the JMC chief of staff as an active duty Army colonel. He also served at headquarters AMC as the

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ARMY NEWS

Army begins shipping improved 5.56 mm cartridge



Picatinny News Release

PICATINNY ARSENAL, N.J. - The Army has begun shipping its new 5.56mm cartridge, the M855A1 Enhanced Performance Round, to support the warfighter in Afghanistan.

The new round replaces the current M855 5.56mm cartridge that has been used by U.S. troops since the early 1980s.

The M855A1 resulted in a number of significant enhancements not found in the current round. These include improved hard target capability, more dependable, consistent performance at all distances, improved accuracy, reduced muzzle flash and a higher velocity.

During testing the M855A1 performed better than current 7.62mm ball ammunition against certain types of targets, blurring the performance differences that previously separated the two rounds.

The projectile incorporates these improvements without adding weight or requiring additional training.

According to Lt. Col. Jeffrey K. Woods, the program's product manager here, the projectile is "the best general purpose 5.56mm round ever produced."

Woods said its fielding represents the most significant advancement in general purpose small caliber ammunition in decades.

The Enhanced Performance Round contains an environmentally friendly projectile that eliminates up to 2,000 tons of lead from the manufacturing process each year in direct support of Army commitment to environmental stewardship.

Woods said the effort is a clear ex-

ample of how "greening" a previously hazardous material can also provide extremely beneficial performance improvements.

Picatinny Arsenal's Project Manager for Maneuver Ammunition Systems manages the M855A1 program.

Former Project Manager Chris Grassano called the fielding the culmination of an Army enterprise effort by a number of organizations, particularly the Army Research Laboratory, Armament Research Development and Engineering Center, Program Executive Office for Ammunition and the Joint Munitions Command.

"The Army utilized advanced science, modeling and analysis to produce the best 5.56mm round possible for the warfighter," he said.

The M855A1, tailored for use in the M4 Weapon System, vastly improves the performance of the M16 and M249 families of weapons.

A true general purpose round, the M855A1 exceeds the performance of the current M855 against the many different types of targets likely to be encountered in combat.

Prior to initial production, the EPR underwent vigorous testing. Official qualification of the round consisted of a series of side-by-side tests with the current M855.

Overall, the Army fired more than 1 million rounds to ensure the new cartridge met or exceeded all expectations. The M855A1 is without question the most thoroughly tested small caliber round ever fielded, Woods said.

The Army has recently completed

the Limited Rate Initial Production (LRIP) phase for the M855A1 and is beginning the follow-on full rate production phase where it plans to procure more than 200 millions rounds over the next 12-15 months.

The M855A1 Enhanced Performance Round is the first environmentally friendly bullet resulting from a larger "greening" effort across the Army's Small Caliber Ammunition programs. Other greening efforts include 5.56mm tracer, 7.62mm ball and green primers.

Soldiers in Afghanistan will begin using the new, improved round in the summer of 2010. The M855A1 clearly demonstrates that the Army is providing America's warfighters the best possible ammunition.

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Seeing Is Believing Brig. Gen. Larry Wyche, former commander of the Joint Munitions and Lethality Life Cycle Management Command and Joint Munitions Command, shown during a site visit. Wyche relinquished command on July 30 to Jyujii D. Hewitt, now executive director of both organizations.

Two years, two complex organizations: Wyche relinquishes command

By Rikeshia Davidson
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. -- "I want to go back and say we definitely need the modernization and it goes back to me consistently saying we have two sets of heroes. The ones at the tip of the spear- those Soldiers in harm's way- and the 16,000 heroes we have within the ammunition enterprise. The ones on the production lines producing things that are willing to work in not the best conditions to ensure our Soldiers, Sailors, Airmen and Marines get what they need."

And with that Brig. Gen. Larry Wyche, then commander of the Joint Munitions Command and concurrently the Joint Munitions and Lethality Life Cycle Management Command, offers a look ahead at what's important for the organizations he relinquished July 30.

The 35-year-Army leader is Deputy Chief of Staff for Logistics and Operations, Army Materiel Command, Fort Belvoir, Va., following two years in command of the JMC and one year commanding JM&L LCMC.

Nearly two years ago during his one-star promotion ceremony, just one month after taking command, Wyche said,

"I promise you from the bottom of my heart, I will work harder to serve the people and the organizations that I serve with. I will always give it my all and I will remember that this is about selfless service."

Wyche has used his tour with the JMC and JM&L LCMC to foster a work environment committed to teamwork all the while maintaining focus on the warfighter.

His emphasis on teamwork led to big successes for the JMC within the last two years.

Among the accomplishments JMC has received during Wyche's tour: the 2008 Secretary of the Army Award for improving manpower and force management; Operational Security First Place Organizational Achievement Award for the Department of the Army, 2009; Department of the Army division level award for Excellence in Explosive Safety, fiscal year 2009; and the 2009 Department of the Army Lean Six Sigma subordinate level organizational deployment award.

And yet upon his exit, Wyche continues to set higher goals for the JMC, a command with a track record of being ready, reliable and lethal.

"I would never allow myself to be pleased with the support that we're providing because I always feel that we can
"Warfighter Logistician" continued on page 15

JMC OPSEC receives force protection award



The OPSEC Team
(Left to Right)
Judy Orasky,
Melanie Armes,
Rhonda Golden

By Linda Loebach
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. - The Joint Munitions Command's mission is to supply America's warfighters with the right ammunition at the right place, on time, every time.

To help accomplish this mission, JMC's Force Protection/G2 office provides security, law enforcement, anti-terrorism assistance and Operation Security expertise to JMC headquarters personnel and to subordinate ammunition plants, activities, arsenals and depots.

In December 2009, former JMC Commander Brig. Gen. Larry Wyche nominated the JMC Force Protection/G2 office for the prestigious National OPSEC Organizational Achievement Award.

"During this past year, the G2 staff made huge strides with our OPSEC program when it developed a process to provide OPSEC reviews of all contracting/procurement efforts, instituted quarterly reviews of JMC web pages,

and updated workforce training on OPSEC issues," said Wyche.

The JMC OPSEC program was essentially inactive for several years before Judy Orasky, JMC OPSEC Officer, and Melanie Armes, Alternate OPSEC Officer, came on board. Orasky and Armes, along with Rhonda Golden, JMC Foreign Disclosure Officer, worked as a team to resurrect and bring organization and visibility to the OPSEC program to make it viable and successful.

One of the initiatives accomplished in 2009 was the creation of a standing operating procedure for quarterly website reviews to protect JMC's sensitive information. Ultimately, JMC's public web pages are reviewed and any offending items are removed by the webmaster.

Every day, JMC employees are in contact with contractors, foreign nationals and the public by phone and email and by face-to-face interactions. The OPSEC team saw a need to raise employees' OPSEC awareness.

This issue resulted in an initiative whereby Armes created a briefing to be given to all new employees that explains local policies, procedures and restrictions and that stresses that OPSEC must be considered foremost in daily communications and work processes.

The preeminent new initiative that the OPSEC team accomplished in 2009 was the development of the process to review all JMC contracts to significantly reduce the vulnerability of the command.

Although many of the functions of manufacturing, shipping, storing and demilling ammunition is accomplished at government-owned facilities, a growing portion of this work is done by contractors.

The information contained in contracts is often considered sensitive. Sensitive information can provide an advantage to an adversary by revealing methods, vulnerabilities and capabilities which can then be used contentiously.

Orasky developed an OPSEC clause that can be inserted into contracts containing sensitive information.

Once a contract is awarded, Orasky provides the contractor a list of critical information (based on the item being produced) and unclassified threat information (based on production location).

The contractor uses this information, along with a sample OPSEC acquisition plan, to write an OPSEC plan within 30 days of award. The contractor's OPSEC plan must address how the contractor will handle the sensitive information according to the requirements of the OPSEC clause.

"Recognition" continued on page 9



Job Well Done Thomas Buechler (below)—an industrial engineer supervisor—was awarded the Louis Dellamonica Award recognizing his outstanding performance at Lake City Army Ammunition Plant. Lt. Col. Christopher Day, former commander, Lake City Army Ammunition Plant, accepts the Dellamonica award from Gen. Ann Dunwoody, commanding general, Army Materiel Command and Command Sgt. Maj. Jeffrey Mellinger, AMC.

given the legacy of Mr. Dellamonica,” he said. “But in a larger sense, this recognition would not have been possible without the professional support and valued contributions of the JMC and LCAAP staff and leadership.”

Day served as LCAAP commander from 2008 to early July 2010. Buechler, an industrial engineer supervisor, has worked at the plant since December 2001.

Lake City’s mission includes the day-to-day fabrication, manufacturing, and testing of small arms. LCAAP is a government-owned facility, operated by Alliant Techsystems Inc. under a fixed price supply contract.

Day was the first active duty military awardee from JMC since the award was renamed for Dellamonica.

The last AMC Soldier to win the award was in 2004, when the award was called the AMC Top Ten. The last JMC Soldier awarded was Staff Sgt. Brian G. Wisneski in 2002.

Past JMC awardees include Daniel Brown, Thomas Enrico, Clifton Tolbert (2006) and Mark Haring (2002).

Dellamonica winners include Soldier

By Darryl Howlett
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. – Two Lake City Army Ammunition Plant employees have been selected as Louis Dellamonica Award winners this year.

Former LCAAP Commander Lt. Col. Christopher Day and Thomas Buechler, also of Lake City, received the award earlier this summer in Huntsville, Ala.

The annual award recognizes outstanding employees within the



Army Materiel Command.

The Louis Dellamonica Award is named after a former JMC employee who worked for the federal government for more than 65 years – the majority of them at Hawthorne Army Depot, Hawthorne, Nev.

Day expressed his thoughts on receiving the award.

“As we’ve researched the history of the award, we were very humbled to be considered in the same context of previous nominees and selectees. Not to mention being considered compared to the huge contributions and accomplishments of the award’s namesake, Mr. Louis Dellamonica,” Day said. “I’m very honored to be selected and to represent JMC and LCAAP. We

are very fortunate at LCAAP to have professional and mission-focused personnel, across the entire munitions enterprise, working very hard to provide small caliber ammo for our service-members.

“This award truly represents their significant contributions and support for our warfighters. As you know, it takes the entire team to be successful... and although I’m somewhat biased, I think LCAAP does an exceptional job. Which includes the entire team, Joint Munitions and Lethality Life Cycle Management Command, and our industry partners.”

Buechler also expressed gratitude in his selection for the award.

“It is an honor to be recognized with this award,

MCRP interns tackle internships across JMC

By Linda Loebach
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. -- Enthusiastic. Energetic. Friendly. Only six days into their summer internship, these words were used to describe the interns of the Army Minority College Relations Program.

"We already feel that this is going to be an exceptional group," said Carmen Ausborn, coordinator of the summer 2010 MCRP contract intern program. "The interns are quickly assimilating to the government work environment and its acronyms. They already are learning to navigate their communities and are finding a myriad of fun things to do in their free time."

"This program is a passion of mine," said Ricky Peer, JMC Co-Chairman for the MCRP. "It gives these young people an opportunity to see how the Army operates, to give them a behind-the-



Jasmond Smith

scenes look at what it takes to support our Soldiers."

"MCRP is helping to revitalize the Army workforce. The Army is benefitting from an infusion of fresh minds, ideas, and cultural influences. It's a win-win situation for the Army and for the minority colleges and students," said Richard Jayne, ASC Co-Chairman.

The Minority College Relations Team has a tradition of excellence that began in 1996. Since 1997, the team's intern program has grown in both spring and summer sessions, currently including 33 interns. In addition to 16 interns at Rock Island Arsenal, Ill., this summer, there are two at Fort Hood, Texas, one at Fort Bragg, N.C., three at Iowa Army Ammunition Plant, Iowa, six at Crane Army Ammunition Activity, Ind., three at Tooele Army Depot, Utah, and two at Milan Army Ammunition Plant, Tenn.

The mission of the MCRT is to develop collaborative programs within the Army Sustainment Command and Joint Munitions Command that will allow minority institutions to participate in federal programs and therefore enhance the commands' future readiness through these partnerships.

In support of the intern

program, Vista Sciences Corporation was awarded a contract from the U.S. Army for the recruitment, administration and logistics support for the student intern program.

Prospective interns go through an entailed application process. As a U.S. citizen, they must be a junior or senior in college, or a very recent college graduate from a minority institution such as a Historically Black, Tribal or Hispanic college or university. They must provide a resume and a transcript to Vista, pass a security check, and only then may be matched to a specific job where they will complete a comprehensive project.

Past projects have included: updating of websites, computer modeling of production lines, performing continuous improvement studies, analyzing command budgets, editing command historical reports, writing articles and speeches for public affairs, completing facility engineer-

ing assessments and environment studies, and developing mission-related databases.

The main benefit to MCRP interns is the hands-on work experience in their field of study. In addition, they establish positive working relationships and networks.

Before leaving, the interns receive information on the procedures to apply for government jobs, and on government and corporate resume writing. Each intern conducts an outbrief presenting their own personal and academic background and describes what they learned during the internship.

"The work and life experience gained through the program is invaluable to the interns' futures regardless of their career goals," said Rebecca Peterson, former MCRP coordinator.

All of the interns interviewed expressed similar sentiments. Each one professed excitement about completing their internship, and commented on the



John Graesser



Carlton Curry

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Command recognized for safety excellence

By Darryl Howlett
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. – In the ammunition business safety has to be a top priority, and for the Joint Munitions Command, it's an award-winning priority.

Safety personnel within the command are enjoying the kudos for winning several safety awards from the Army.

The Joint Munitions Command was awarded the fiscal year 2009 division level award for Excellence in Explosives Safety, while increasing its labor hours and reducing compensation costs by 35 percent.

Other JMC installation winners included Holston Ammunition Plant- located in Kingsport, Tenn.- for Excellence in Explosive Safety Award, garrison level. The plant was rated Green in every evaluated area.

The Army first announced winners in April with the award presented during a ceremony in June.

Bruce Elliott, JMC safety director, noted that everyone can contribute to a successful safety atmosphere.

"Three years ago we started measuring our performance. We asked ourselves the question, 'What is our baseline?' We made a point to focus on behavior-based safety," he said. "Everyone is a safety officer."

Elliott said his office started to collect monthly data on safety statistics all the while using Lean Six Sigma's DMAIC (Define, Measure, Analyze, Improve, and Control) techniques.

"We wanted to get buy in and acceptance from the workforce on the process," he said. "We wanted to reduce accidents by 25 percent."



U.S. Army photo by Darryl Howlett

Members of the JMC headquarters safety office: Front row left to right: Bob Loyd, Jerry Bryan, Owen Moe **Back row left to right:** Kathy LaFrenz, Gary Buckrop, Ralph Knape, Gary Vanvehoven, Richard Dale, Darlene Norton.

Not pictured: Bruce Elliott, Tim Gallagher, Julie Sparbel, Cindy Brock and Charles Curtis.

Another important part of the safety success story was rewarding employees for their safety partnership through surprise award recognitions.

"We wanted people to feel good about this and take pride in safety through our (On the Spot) awards," he said.

Among the other changes initiated: a quarterly safety council between JMC installations, JMC headquarters and JMC leadership.

Walter Shearin of Crane Army Ammunition Activity in Crane, Ind., was also applauded for leading his safety program.

In fact, Crane recently learned it has earned a Star Status designation in the Voluntary Protection Program after

follow-up inspections by the Occupational Safety and Health Administration, making it only the second organization in the Army Materiel Command to earn this distinction.

The Star Status marks a first for a JMC.

The Voluntary Protection Programs (VPP) promotes effective worksite-based safety and health. Approval into VPP is OSHA's official recognition of the outstanding efforts of employers and employees who have achieved exemplary occupational safety and health.

Shearin said Crane's program focused on preventing workday lost injuries.

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Engineer takes childhood curiosity, crafts successful career at Blue Grass

By Rikeshia Davidson
JMC Public Affairs

RICHMOND, Ky. -- It's rather difficult to walk away without an interesting story or two.

Considering most of the Joint Munitions Command sites operation in such a low-key manner, you don't expect to find little gems there--whether people or history.

Often nestled away in remote or rural settings, the personnel and operators of the facilities boast a wealth of knowledge. But their unique backgrounds leave you intrigued and yet not the least bit surprised they hold the positions they do. Fast fading is the notion people come to their professions by coincidence. Ask Brian Freeman.

"As a kid growing up in rural Leland, N.C., I was always dreaming up inventions and or coming up with clever ideas to make my chores easier (which was sometimes mistaken for laziness).

"Long before I ever heard of the term 'engineering', I had a strong draw toward science and its practical application." Freeman wasn't lazy and his love of science never quite faded.

"My dad was an ac-

complished welder; he loved to build things in his spare time. I have fond memories of him showing me intricate hand drawn sketches of useful items that he would later construct. Though he passed away some 14 years ago, many of his creations are still with us today."

Years later as a mechanical engineer educated at North Carolina State University, he calls the Blue Grass home.

At Blue Grass Army Depot, Brian continues to dream up new and innovative ways to get the job done. And this time, no one mistakes his ideas for idleness.

Freeman's forward thinking took one project from the brink back to reality. While discussing a plan initially believed to be feasible, talks went south and someone had to speak up.



U.S. Army photo by Rikeshia Davidson

The Thinker Brian Freeman stands outside following a tour of the 81 mm cartridge mortar fin production area, Blue Grass Army Depot's first non-energetic project in which he served as technical lead. The North Carolina native and Blue Grass Army Depot mechanical engineer continues to impart his creativity into depot projects. Freeman spent years working with industry at companies like Texas Instruments and Raytheon.

"What if we acquired our own armor, cut some sample pieces, and sent them to you for examination along with the cut-times, then you'll see what we can do and go from there," said Freeman.

With that suggestion, Blue Grass maintained its position as an ideal location for a new project.

Not that this great outcome didn't include added responsibility. From there, Joel Kallenberger, director, BGAD Mission Operations, appointed Freeman the single point of contact for the potential project.

And so the story goes. Freeman offers an interest-

ing thought and buys himself an additional responsibility, but the fun is just beginning as this sequence of events launches the MRAP Expedient Armor Protection kits mission.

The MEAP kits or Mine Expedient Armor Program are add-on-armor kits for Mine Resistant Ambush Protected vehicles, MRAP, developed to safeguard Soldiers against the threat of improvised explosive devices and explosively formed penetrators.

The jump to MEAP kit production ushered Blue Grass into the Army's organic manufacturing
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deputy chief of staff. Past assignments included serving as commander of two JMC installations in McAlester, Okla., and in Middletown, Iowa.

Addressing Hewitt, Wyche said, "Thank you for providing the link between the mission and the people. I know you will have great success during the transition period between me and Brig. Gen. Perna. He will have a great leader and supporter in you. Continue to guide this great organization in fulfilling its role in supporting the warfighter. I know you will."

Hewitt then thanked Wyche for his service. "Because of your great leadership, JMC excels in its mission to deliver the right ammunition, at the right place, on time, every time. Sir, you have been an inspiration to us all, and we will miss you.

"You have charged me with continuing to guide this great organization in fulfilling its role in supporting the warfighter. I pledge to continue the JMC's mission, and with this great team here, I know we are up to the task," said Hewitt. ^{JM}_C

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"As of (July 9), the installation has gone 2 million hours without a lost work day injury," he said. "We have strong employee safety councils and weekly safety topics. We also have strong leadership from our (former) commander, (Col. Charles Kibben). He's a real down to Earth person who stresses safety every time he gets a chance to talk to people."

Elliott also lauded the efforts of Scott Sullivan, risk manager, and James Hammonds from McAlester Army Ammunition Plant in McAlester, Okla., in emphasizing safety in their new employee training program.

"All of our new employees go through a one-day employee orientation and the first thing they learn here

is the command's emphasis on safety and the (Volunteer Protection Program)," Sullivan said. "We follow that up with a two-day safety class that covers OSHA hazard communications, specific MCAAP safety rules, and Safe Start behavior-base safety."

Sullivan also said employees also take a mandatory ammunition class titled Ammo 45.

"People working in (ammunition) production wear a tan color-coded hat their first year," he said. "This lets everyone know that this is a new guy and they might need some extra looking after. They wear that hat for a year and then they move on to another color hat." Elliott concluded that the

Recognition continued from page 3

The contractor then sends his plan to Orasky who reviews and approves it within ten days.

After implementing the OPSEC review process, the OPSEC team reviewed 192 contract documents in the last seven months of 2009 and identified several that contained sensitive or restricted data that was prevented from being released outside of government channels.

"The OPSEC team has been completing contract reviews for over a year, and it has added to our workload," said Orasky. "However, we felt it was absolutely necessary and

the process is going more smoothly now."

Although they did not win at the national level, Orasky, Armes and Golden are grateful for receiving the distinguished OPSEC First Place Organizational Achievement Award for the Army. "This is a big deal. We don't see many of these at this level," said Orasky.

In his congratulatory letter to JMC, Peter W. Chiarelli, General, U.S. Army Vice Chief of Staff, succinctly stated, "Your command's nomination and subsequent selection at the Department of the Army level is indicative of the outstanding efforts of your OPSEC Officers and the Soldiers and civilians assigned to your command."

Chiarelli continued, "Your leadership and implementation of processes to ensure the protection of JMC's critical information will no doubt help to ensure the success of your mission of supplying America's Warfighters with the right ammunition at the right place, on time, every time. Thank you for a job well done." ^{JM}_C



Spotlight on

Lean Six Sigma

LSS simplifies container ordering process

**Courtesy of
JMC Lean Six Sigma**

The headquarters JMC has recently completed a Green Belt Lean Six Sigma project designed to improve the Container Ordering Process.

The goal of the project was to increase the accuracy of leased container estimates and subsequent orders, reduce the costs to the service components caused by re-ordering containers and paying expedited delivery charges. In addition, the goal was to reduce the administrative timeline associated with coordinating and receiving the required funds from the applicable services. This process often caused delays in getting the needed containers at the destinations.

The team assembled to carry out the project consisted of representatives from JMC Transportation Division, JMC Resource Management and Army Intermodal Distribution Plat-

form Management Office (AIDPMO).

The team initiated several improvements in the process. First, they conducted several planning conferences to analyze the funding process. The administrative portion of the funding process would take anywhere from 2-4 days for completion at the service headquarters each time they needed to order containers no matter the quantity.

This administrative delay often caused the services to incur expedited delivery charges of the containers due to tight timeframes and the leasing company's ability to react to these late requirements. The team and service representatives agreed to test a different method of funding that would eliminate or reduce the funding administrative timelines.

The services agreed to position funds on a quarterly basis with the DoD leasing organization AIDPMO. AIDPMO then agreed to

draw upon the accounts for the services and provide reporting to the service representatives on expenditures.

Funds were distributed based on historical data. This test basis was very successful and the testing procedure was implemented into the daily operating process. Additionally, during the last two TURBO CADS exercise programs, the JMC exercise POC used the DAC-developed container estimating tool. This online product assisted in developing more accurate container requirements estimates, and this tool is now available to all DoD components that load munitions into containers.

With a more accurate planning tool, container

leasing requests are more accurate, and reduces the need to reorder.

The project was a great success because the goals were met and kept on schedule. Cost avoidance is measured at \$97,088 due to reduction in labor costs at various organizations involved in the process since. Reorder/re-work has been reduced; more accurate container estimates are now being developed and funding is positioned at the leasing agent to assist in reducing late orders due to inaccurate estimates, which further reduces expedited delivery charges. ^{JMC}

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Rogers assumes command, Blue Grass says farewell to Tirone



U.S. Army photo

By Sam Hudson
BGAD Public Affairs

BLUE GRASS ARMY DEPOT, Ky.-- Col. Joseph A. Tirone, Commanding Officer of Blue Grass Army Depot, relinquished command to Col. Brian L. Rogers during a time-honored military tradition, which transfers total responsibility, authority and accountability of the unit from one individual to another.

At exactly 10:43 a.m. on July 13, a new period began for Blue Grass Army Depot by the passing of the BGAD command flag from Tirone to Rogers.

Stormy weather couldn't stop the excitement of taking

command of the Blue Grass Army Depot. "When the opportunity came to be the commander of the depot, I jumped on the opportunity," said Rogers.

Rogers has a proven history of being an effective and productive leader.

"Hav(e) no doubt that Rogers can lead this command to a greater level of readiness and a greater level of excellence," said Brig. Gen. Larry Wyche as he welcomed Rogers and his wife Elizabeth.

"Though we have only been here for a few days I am impressed by the warmth and kindness, which we received from this community

and depot," said Rogers.

Rogers reported to Blue Grass Army Depot from the Naval War College in Newport, Rhode Island.

Rogers arrived at the Naval War College in July 2008 and served as a Professor of Joint Military Operations.

Prior to that assignment he took command of the 210th Brigade Support Battalion, 10th Mountain Division and subsequently served as

the Deputy Commanding Officer of

New Leadership Col. Joseph A. Tirone marches with Brig. Gen. Larry D. Wyche, then commander of the Joint Munitions Command, and incoming commanding officer Col. Brian L. Rogers to their seats for the Blue Grass Army Depot change of command.

the 10th Sustainment Brigade.

Tirone assumed command of Blue Grass Army Depot on July 10, 2008, following a year of duty in the Department of the Army Operations Munitions Chief at the Pentagon. Tirone departed shortly after the ceremony to assume the role of Support Operations Officer, 21st Theater Sustainment Command in Kaiserslautern, Germany.

Preceding the change of command, Brig. Gen. Larry Wyche, then commander, Joint Munitions Command, bestowed upon Tirone the Legion of Merit for exceptionally meritorious service as Commander, Blue Grass Army Depot. ^{JM}_C

Preceding the change of command, Brig. Gen. Larry Wyche, then commander, Joint Munitions Command, bestowed upon Tirone the Legion of Merit for exceptionally meritorious service as Commander, Blue Grass Army Depot. ^{JM}_C

The Joint Munitions Command
2010
Changes
of
Command



Clark takes command at Crane

By Tom Peske
Crane AAA Public Affairs

CRANE, Ind. – Col. Linwood Clark, Jr. became the 15th commander of Crane Army Ammunition Activity July 15 at a ceremony overlooking Naval Support Activity Crane's Lake Greenwood.

Clark relieved Col. Charles Kibben, who will depart for Kuwait to become the next Deputy G-4 ARCENT.

A large crowd of Army, Navy and civilians watched as command colors passed from Kibben to Brig. Gen. Larry Wyche, then commanding general, Joint Munitions Command, to Clark. Wyche, who was the guest



U.S. Army photo by Tom Peske

Taking the reins Col. Linwood Clark (3rd from right) takes the Crane Army flag from Brig. Gen. Larry Wyche, then commander, Joint Munitions Command (far right), signifying his acceptance of command of Crane Army Ammunition Activity. Looking on are former CAAA Commander Col. Charles Kibben (2nd from right) and JMC Command Sgt. Maj. David Puig (4th from right)

speaker, explained the importance Kibben had in directing CAAA and how his dedication to ensure Warfighters got what they needed and his commitment to safety helped make the activity an asset to the Army.

“You have successfully commanded one of the toughest, most diverse organizations in the United States Army,” Wyche said of Kibben. “You and your wife, Myrrhina, should be

truly remarkable job you have done.”

Clark, a native of Baltimore, most recently served as Director, U.S. CENT-COM Washington Liaison Office in the Pentagon.

Wyche told the audience how Clark was the right man to carry on and build upon the standard of excellence CAAA established for itself.

He said, “I am confident Col. Clark's vast logistics experience has prepared him to lead this great Crane team. He will continue to lead this organization to a greater level of readiness.”

During the ceremony, Clark emphasized his commitment to building upon CAAA's success. He said, “My priorities remain the

same and we are going to focus on three critical areas: safety, Logistics Modernization Program implementation and customer support. This is a rather daunting set of missions, but working as a team we can accomplish all of them, and accomplish them well.”

Acknowledging the challenges ahead for the workforce, Clark said, “We live in an era of persistent conflict; we cannot afford to remain static in our approach to support operations, both now and in the future. Your efforts are absolutely vital in our continued success. I look forward to working with this command to ensure we execute any and all missions.”

The Joint Munitions Command
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proud of your accomplishments and the



U.S. Army photo by Sharon Bass

Passing the Colors Brig. Gen. Larry Wyche, then commanding general, Joint Munitions Command, passes the colors of McAlester Army Ammunition Plant to incoming commander Col. Timothy Beckner while outgoing commander Col. Arnold Montgomery looks on during the July 1 ceremony. Far right: Command Sgt. Maj. Dave Puig, Joint Munitions Command.

By Mark Hughes
McAlester Public Affairs

McALESTER, Okla.--Col. Timothy D. Beckner assumed command of McAlester Army Ammunition Plant as the 32nd commander July 1 from Col. Arnold P. Montgomery in an outdoor ceremony at the plant.

More than 200 plant employees, city officials, congressional representatives, military officials, family and friends attended the 30 minute ceremony which began at 9 a.m. The ammunition plant has about 1,400 employees.

In his farewell remarks, Montgomery praised the work ethic and accomplishments of the installation's Department of the Army civilians.

"Every day for the past three years I have been in awe of the mission performed here, the challenges taken on every day by MCAAP employees and with the outstanding leadership and hard work provided by MCAAP directors, supervisors and employees," he said.

Some of the challenges and hard work Montgomery recognized in his speech included shipping and receiving

hundreds of thousands of tons of critical ammunition every year for the U.S. Air Force, U.S. Navy and allies like Canada, Australia, Israel, Great Britain and the United Arab Emirates. Other challenges met included packaging and shipping trainloads of ammunition almost routinely for destinations such as Iraq, Afghanistan, Kuwait, Korea and Germany.

He also mentioned accomplishing "middle of the night" urgent shipments of Patriot missiles to U.S. air defense units.

Montgomery also passed along a secret to his success at the plant--"the great men and women of MCAAP (who) do what they do best--complete missions and support warfighters."

Brig. Gen. Larry Wyche, then commanding general, Joint Munitions Command, was the guest of honor and endorsed the success Montgomery lauded about his employees.

"Under your leadership this McAlester team continues to provide timely,

McAlester welcomes Beckner to JMC

quality ammunition support" for the joint warfighters, Wyche said.

The commanding general also bestowed some accolades upon Montgomery. "Commanding an ammunition plant is a different type of command assignment and the Army needs a different type of person to lead these unique facilities . . . you've met the test and exceeded expectations," he said.

During Beckner's remarks he paid tribute to plant employees for contributing to the country's freedom.

"You play an important part in providing a safe and secure place to raise and educate our children and creating opportunities for success regardless of a person's background. This enables our nation to be a light of hope and freedom for other countries to follow," he said.

Montgomery now serves as chief of staff at headquarters JMC. Beckner's previous assignment was at the Pentagon where he served as the Quadrennial Defense Review lead for joint logistics. ^J_M_C

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Interns continued from page 5



Dennis Askew

value of the work experience to their future studies and careers.

Most of the interns said that they found out about the MCRP internship through their university's career development office or its website.

Brooke Waller, a native of Salisbury, N.C., and a senior at North Carolina A&T State University, Greensboro, N.C., heard about the internship by chance from a classmate.

Waller said, "I completed an internship last summer in Public Affairs for the North Carolina state treasurer, so I knew I wanted to do another internship with a government entity. This program is exactly what I was hoping for."

The 33 interns work in a great variety of jobs. Waller is working in public affairs at Tooele Army Depot in Tooele, Utah. She works for Tooele's newspaper, *The Desert Star*, completing story boards, photographing ammunition and writing articles.

After graduation, Waller would like to work for the U.S. government as a public affairs officer.

John Graesser, a senior at the University of Texas at El Paso, works at Fort Hood in scheduling and planning for the training program for the 407th Army Field Support Brigade.

"As a 20-year Army veteran, I feel I have an advantage that most MCRP interns don't have. I know the government acronyms and know what it's like to work for the Army," he said. Graesser graduates in December and would like to be a teacher or work again for the government.

Jasmond Smith, from Little Rock, Ark., is a senior at the University of Arkansas at Pine Bluff. Smith said, "I was curious to learn about the business side of the Army."

She's working at the Rock Island Arsenal for JMC in human resources on a Lean Six Sigma Green Belt project slated to improve the hiring process for new employees from the job offer through the first week of employment.

"I created a survey and distributed it to new hires and then I will collate their responses. Human resources will use this information to streamline and systematize the hiring process for all JMC employees," Smith added.

Working in ASC at Rock Island Arsenal, Dennis Askew is a native of

Rancho Cucamonga, Calif., and is a recent graduate of Howard University, Washington, D.C. Askew said, "I work to support the 401st and 402nd Brigades. In the future, I would like to work in logistics or supply chain management."

Another intern, Carlton Curry from Talladega, Ala., is a senior at Tuskegee University, Tuskegee, Ala., working in the business development department at Tooele Army Depot. "I'm working on the department's website, making modifications and improvements



Chanale Propst

to its design and making it more user-friendly," Curry said.

Curry had never considered working for the government but now says, "In the future, I would like to serve those who serve our country."

Chanale Propst, a native of Salisbury, N.C., and a student at North Carolina A & T State University, is working at Rock Island Arsenal in the JMC resource management



Brooke Waller

directorate.

All of the interns expressed personal and professional expectations of the MCRP program. Personally, most expect to take away an increased sense of personal independence and responsibility, and better time and money management skills.

Professionally, the MCRP interns expect to improve networking, communication and team-building skills. They acknowledge that they are learning how to be professional and disciplined at a job. All mentioned exposure to government employment as a positive for future career enhancement.

With such enthusiasm, energy, friendliness and professionalism, this group of MCRP interns should not be deterred from achieving their own extraordinary expectations.

For more information about MCRP, contact Carmen Ausborn, MCRP Coordinator. She can be reached at (309)782-2927. ^J_M^C

Warfighter Logistician continued from page 3



do better as long as we have Soldiers in harm's way.

"Having said that, this was an absolutely magnificent organization before I arrived and I hope that I--in an unselfish way--have contributed to bringing this organization to a greater level of warfighting and ammunition readiness by being passionate and believing in what this organization does and what it has contributed to our Soldiers, Sailors, Airmen and Marines on the ground in the battlefield," said Wyche.

In reflecting Wyche identified the success in leading two commands simultaneously.

"I would say the first benefit was the ability to see the entire ammunition enterprise from the research and development aspect to the acquisition process and then the sustainment process; and then, having the ability to influence that for the right reasons to gain efficiency.

I would say that's probably one major advantage," said Wyche.

As with any organiza-

tion, there were challenges.

"The biggest challenge in my opinion was understanding other organizations' culture, their roles and responsibilities

and then working through differences to come up with a common vision--a vision that everyone can understand and accept," he said.

With an adopted vision and a strategic plan in place to measure what success looks like, Wyche counts these as accomplishments.

On his departure, the commander feels training the next group of leaders is especially important.

"One thing that I hope I have imparted with the leadership here is that it is absolutely critical that we take time to train and prepare the next generation of

leaders in this organization because they will be leading this organization one day," he said.

"Frankly speaking, I would not be a brigadier general if someone hadn't taken the time with me as a young, upcoming Soldier," Wyche said.

While Wyche took charge of the responsibilities placed before him as commander, he made certain to recognize those who dedicated four decades and more to the JMC, noting their recognition as a day he was proud to be part of.

"I will cherish that for the rest of my life. Not to take anything away from all of the great employees here that served 20 to 30 years, but when you look at an individual that has given 40 years of their life--in some cases, we had an individual 60 years--you talk about selfless service.

"To me a lot of these in-

dividuals are really the true heroes of this organization," he said.

And he always kept the premise of being a warfighter logistician first and foremost.

"We are warfighter logisticians and supporters prepared to give the shirts off our backs and boots off our feet to support the fight. We will never say 'no' as long as we have one gallon of gas to give and one bullet left to give," said Wyche numerous times while commander.

"I'm always warfighter focused." ^{JMC}

A Look Back (top) Brig. Gen. Larry Wyche, pictured with CFC committee members, taste tests salsa during the Fall 2009 Combined Federal Campaign salsa cook off at Rock Island Arsenal.

(below) Wyche shown in office during his tour as commander of the JM&L LCMC and JMC. Wyche is currently Deputy Chief of Staff for Logistics and Operations, Army Materiel Command, Fort Belvoir, Va.



Crafts



Three-dimensional image

club. It wasn't just this feat that served to further motivate Freeman but rather this comment, "Brian, it wasn't your capabilities that impressed us enough to partner with you guys. It was your attitude. We were convinced that you wouldn't let us down." (Donald Wild of TACOM Life Cycle Management Command, Warren, Mich., referring to MEAP kit production)

From that experience Freeman acknowledged, "In the end, it's not the equipment, but the quality of the people that makes the difference."

To make a difference you have to think differently and not insist on keeping with the usual way of doing business--Freeman doesn't shy away from this concept.

"I love process improvement. I find it hard to resist challenging the status-quo when a better way of doing things is within reach.

"At times, I can have a pretty inventive mind, and over the years I've come up with some real doozies. But I've found that if I lay out a plan that

clearly demonstrates achievability, cost cuts, and productivity gains, management will at least listen. If it makes sense to them, they'll back it 100 percent," said Freeman.

With just under six years spent at the depot, Freeman is making his mark. Taking any ideas he sees as plausible and approaching leadership, he has the background for such progressive thinking.

With knowledge rooted deep in industry, he began his career with Texas Instruments and later moved on to Raytheon and into automation.

"I enjoyed working there (Raytheon) in a production support capacity. I designed fixtures, jigs and an automation system that joined two sections of a laser-guided bomb. I enjoyed the automation project so much so, that after Raytheon shutdown our site, I passed up a Raytheon offer in Arizona to spend the next few years working for small industrial automation companies in Texas, Pennsylvania and New York," said Freeman.

Probably without knowing it, Freeman was acquiring the knowledge necessary to guide another large and interesting project, 81 mm mortar fin production. Only this project would be new to Department of Defense and Freeman would serve as technical lead.

By the middle of 2004, Freeman weighed two options--return to another large defense manufacturer or work directly for the government.

Now, he takes his well-acquired skills and puts them into play daily at Blue Grass Army Depot never thinking for a moment those days of automation were just coincidence.

Freeman says, "In retrospect my past experiences prepared me well for my current position. Standing up a manufacturing operation really requires that same entrepreneurial tenacity that I developed during that small automation company season.

"At the same time, having worked at Raytheon's Baldrige Award winning plant in Texas provides a mental benchmark for the quality of operations we should strive to have." ^{JM}_C

On the 81 mm cartridge mortar fin project:

"Brian has done an outstanding job of directing many of the technical aspects of this project. His relentless pursuit of efficiencies has helped to both move this project forward and keep it on schedule."

Joel Kallenberger
Director, Mission Operations
Blue Grass Army Depot

"With regards to the mortar fin mission, I believe our success with MEAP kit mission certainly gave us the courage to go after this kind of work. We had never done it before; it required procurement of new kinds of equipment we had little or no experience with, tight timelines, building modifications, etc. In many respects it was a rerun of what we had just undertaken, and we made every attempt to leverage off lessons learned."

Brian Freeman



How It's Made (top) Brian Freeman, mechanical engineer, Blue Grass Army Depot, constructed this image from CAD models created in Solidworks (a three-dimensional mechanical design software program). The CAD models are virtual parts and assemblies which are useful proving out the fit and function of fixtures and gauges Freeman designs before they are actually built.

(left) Freeman explains the design elements of the 81 mm mortar fin. Freeman served as technical lead for the project, Blue Grass Army Depot's first non-energetic mission.

U.S. Army photo by Rikeshia Davidson

The Joint Munitions Command

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Anniston Munitions Center



Lt. Col. Randall DeLong
Commander

Lt. Col. Randall DeLong leads the 13,160-acre Anniston Munitions Center housed on Anniston Army Depot, Anniston, Ala. Site of the Department of the Army's only Missile Recycling Center and one of the Army's ammunition storage sites, Anniston is capable of storing some of the Army's largest munitions.

DeLong's assignment prior to Anniston was distribution integration branch chief, 1st Sustainment Theater Command, Fort Bragg, N.C.

Hawthorne Army Depot



Lt. Col. William Johnson, Jr.
Commander

Lt. Col. William Johnson, Jr., commands the designated site for long-term storage of reused Industrial Plant Equipment. Hawthorne Army Depot, Hawthorne, Nev., spans 147,236 acres where all IPE is received, stored and accounted. Hawthorne, which stores and demilitarize ammunition, is operated by Day and Zimmerman Hawthorne Corporation. Prior to leading Hawthorne, Johnson served as special project officer in the Joint Munitions Command, following an assignment in Australia.

Lake City Army Ammunition Plant



Lt. Col. Elizabeth Keough
Commander

Lt. Col. Elizabeth Keough took command of the site of small-caliber ammunition production. The 3,935-acre Lake City Army Ammunition Plant performs small caliber ammunition stockpile reliability testing and has ammunition and weapon testing responsibilities as the NATO National and Regional Test Center. Keough's last assignment was distribution management center chief for deployment, Joint Base Balad, Iraq, in support of Operation Iraqi Freedom.

Milan AAP leader, women's association discuss plant

By Rikeshia Davidson
JMC Public Affairs

MILAN, Tenn. – “I don’t like the word ‘closing’ because we’re not closing. As you all know there’s a time to downsize and right size and then there’s a time to transform; and I think that’s what’s happening now,” said Lt. Col. Maria Eoff, commander, Milan Army Ammunition Plant.

During an Aug. 23 meeting with the Milan Business and Professional Women’s Association Eoff addressed Milan AAPs’ current status and expressed optimism about the future.

Eoff has been asked countless questions over the course of the last several months. Recently, when she was asked to speak to the Milan Business and Professional Women’s Association, she gave an answer everyone could accept.

The women of the local association are a mix of Milan leaders from business owners, nurses, realtors and current or retired plant employees. The longstanding organization empowers working women to achieve their full potential and partners with employers to build successful workplaces through education, research, knowledge and policy.

As a working woman with an Army career spanning 20 years, six countries and more than 12 assignments, Eoff has seen change on many occasions.

As a commander, Eoff knows times such as these require honest answers and frank discussion.

“I think this is going to be a bit of a trying time for us right now in Milan. I’ve always felt as long as we’re persistent and we’re true to our core competencies and our capabilities, I think things will turn around eventually.

“I can tell you no earmarked, no

BRAC (Base Realignment and Closure), and no government equipment will be moved up to Iowa without--obviously--the government’s permission to do so. They’ve not unbolted anything: we would know about it,” said Eoff.

Released in June, the Environmental Assessment includes a proposal to relocate production of munitions and subassemblies from Milan AAP to Iowa Army Ammunition Plant, prompting further concern over the status of Milan AAP and the local community.

As part of the EA, there was a public comment period. Eoff and her staff have read, counted and categorized all 2,000 comments.

Milan AAP’s higher headquarters, the Joint Munitions Command at Rock Island Arsenal, Ill., is conducting a thorough review of the comments as well, as the next step in the EA process. At this time, there is no specific date of completion for their evaluation.

And while everyone waits, Eoff remains optimistic and equally proud of the contributions of the Milan AAP workforce--past and present.

“I’m very proud of what the Arsenal has done for our National Defense and I want other people to see my staff and how well they’re doing, and of course the contractor (American Ordnance) and what they’re doing.

“We want to advertise the Arsenal. I think that’s very important,” said Eoff.

As commander, she’s Army strong and with numerous assignments within operations, plans and previous

commanding experience, Eoff has the credentials to lead Milan AAP during this time. She expresses her idea that Milan’s time in the spotlight comes with some positives.

“I think it’s good that we have this opportunity to look at ourselves and to look at our process--look at our competencies--and start looking at other ways which we can continue to be relevant,” she said.

Milan AAP currently produces the 40-millimeter (40mm) family of munitions, M112 Demo Block, Mine Clearing Charge(s), SPIDER grenades, 60mm and 81 mm mortars as well as mortar components. Milan AAP has been recognized within the Army Materiel Command for its safety and force protection practices. ^{JMC}

Optimism Lt. Col. Maria Eoff, commander, Milan Army Ammunition Plant, makes a point of reminding the audience, “I don’t like the word “closing” because we’re not closing.” Eoff spoke to the Milan Business and Professional Women’s Association Aug. 23.

U.S. Army photo by Rikeshia Davidson



To promote safety in the workplace: catch someone doing things right

*Joint Munitions Command and Army Sustainment Command
host joint safety conference in Rock Island*

**By Linda Loebach
JMC Public Affairs**

ROCK ISLAND ARSENAL, Ill. -- In the late, sweltering days of August, safety was the hot topic at Rock Island Arsenal.

From Aug. 24th to the 26th, the Joint Munitions Command and the Army Sustainment Command co-sponsored a safety conference.

The conference objectives were to bring together safety personnel for a learning opportunity and to address specific workplace safety topics.

Speakers and facilitators encouraged attendees from across the country to ask questions and to share their experiences regarding workplace safety.

Day one offered such weighty safety topics as risk communication, behavioral-based safety, ammunition and explosives safety training standards, decontamination standards and guidance, and OSHA updates.

Tim Gallagher, Chief, Safety Division of the U.S. Army Joint Munitions Command, spoke on behavioral-based safety.

He stressed that behavior is the cause of accidents resulting in personal injury in the workplace. Gallagher said, "When I first started working in safety, I was instructed to look for people doing things wrong. People got real good at hiding things."

These days, the focus is on positive goals and objectives. "Catch someone doing things right. Use positive reinforcement," Gallagher said. Rewards and recognition are simple yet effective



Aerial view of Rock Island Arsenal

ways to reinforce safety. For example, give a worker a pack of gum when you see him or her following safety rules. Gallagher said, "You'd be surprised at how proud a worker can be about receiving a pack of gum in recognition of doing something right."

Other ways to recognize adherence to safety may include "Safety Employee of the Week/Month" certificates or parking spaces, and awarding time off. Gallagher emphasized that leadership must be committed to providing motivation and resources for workers. Employees must feel comfortable and confident in reporting safety problems and employee involvement allows workers to develop and express their

commitment to safety and health issues in the workplace. Gallagher said, "The health and safety of the workforce is just as important as the fabrication of the product."

During days two and three of the safety conference, attendees learned about topics such as accident reporting and investigation, safety automation issues, hazardous effects of radiation on ordnance, and industrial hazards from non-explosive operations, to name a few.

Even as the summer and scorching temperatures wane, workplace safety is sure to remain a notable concern for JMC and ASC personnel.^{JM C}