



U.S. ARMY JOINT MUNITIONS COMMAND



**BRIGADIER GENERAL JAMES E. ROGERS
COMMANDING GENERAL,
U.S. ARMY JOINT MUNITIONS COMMAND
17 August 2005 - 1 August 2008**

END OF TOUR INTERVIEW



Interview Conducted: 22 May 2008
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PREFACE

The following transcript is an interview with Brigadier General James Rogers and is an end of tour interview. Defense Ammunition Center (DAC) Team, Ms. Christine Holiday and Mr. Mike Bartosiak, and Ms. Keri Pleasant, Historian, conducted this interview on 22 May 2008 at Rock Island Arsenal.

The interview focuses on his command tour of the U.S. Army Joint Munitions Command (JMC) from 17 August 2005 to 1 August 2008. The interview covers BG Rogers' thoughts on continuous improvement, Lean Six Sigma, the stand up of the Joint Munitions and Lethality Life Cycle Management Command and the working relationship between its organizations, the importance of open communication, leadership development, and challenges and trends affecting the JMC during his tenure as Commanding General.



Brigadier General James E. Rogers **Commanding General, U.S. Army Joint Munitions Command**

Brigadier General James E. Rogers serves as Commander of the U.S. Army Joint Munitions Command. He leads an organization that is responsible for the production, storage, issue, and demilitarization of conventional ammunition for all U.S. military services. JMC Headquarters is located at Rock Island, Illinois, and the Command operates a nationwide network of ammunition plants and maintains a global presence wherever U.S. combat units are stationed or deployed.

Brigadier General Rogers held the rank of Colonel when he took command of JMC on September 15, 2005. He was promoted to the rank of brigadier general on January 23, 2006.

Before coming to JMC, Brigadier General Rogers was assigned to MacDill Air Force Base, Florida, where he was chief of the Logistics Operations Division (J-4) at the U.S. Central Command. His Army career began in June 1979, when he was commissioned into the Ordnance Corps following his graduation from the U.S. Military Academy at West Point, New York. Along with his Bachelor of Science degree from West Point, Brigadier General Rogers holds a Masters Degree in Industrial and Operational Engineering from the University of Michigan. His military education includes the Ordnance Officer Basic and Advanced Courses, the Army Command and General Staff College, and the Army War College.

During his career, Brigadier General Rogers has served overseas in Korea and at U.S. posts such as Fort Riley, Kansas; Fort Bragg, North Carolina; and Fort Campbell, Kentucky. Some of his assignments include serving as research and development coordinator for Future Combat Systems at the program executive officer for Armored Systems Modernization at Warren, Michigan; as the logistics assistance officer for the 2nd Infantry Division; as commander of the 82nd Forward Support Battalion for the 82nd Airborne Division; as chief of the Ordnance Branch of the Officer Personnel Management Division at the U.S. Army Total Personnel Command in Alexandria, Virginia; and as commander of the 101st Division Support Command for the 101st Airborne Division (Air Assault).

Brigadier General Rogers' awards and decorations include the Defense Superior Service Medal; the Legion of Merit; the Bronze Star Medal; the Meritorious Service Medal with Silver Leaf Cluster; the Army Commendation Medal with two Oak Leaf Clusters; the Army Achievement Medal; the Senior Parachutist Badge; and the Air Assault Badge. He is a member of both the Aviation Order of St. Michael and Ordnance Order of Samuel Sharpe.



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LEGACY & CONTINUOUS IMPROVEMENT

HOLIDAY: Today is May 22, 2008. I am Christine Holiday of the U.S. Army Defense Ammunitions Center (DAC). I am interviewing Brigadier General James Rogers, the Commanding General of the Joint Munitions Command (JMC). Sir, thank you for your time and for sharing your expertise with us.

Thinking back over the last three years in your position, what would you like to leave behind as your legacy?

BG ROGERS: If I had a legacy that I'd like to be associated with, it would be continuous improvement. I've spent my time at this command instilling continuous improvement programs; to continually improve all aspects of our depots, plants, installations, and the headquarters of JMC.

HOLIDAY: Have there been specific programs that you've initiated along those lines of continuous improvement?

BG ROGERS: Yes, the whole Lean Six Sigma effort that we have undertaken and are continuing is the biggest process. And we've developed a Strategic Analysis and Execution (SA&E) plan to assess our way ahead. Instead of creating a strategic plan that sits on the shelf unread, this strategic plan actually has goals and metrics that you have to measure and follow on a monthly basis. It is a three-to-five year plan, which allows interaction. You can actually talk to people about where you think JMC is going to go in the future.

What's even more powerful is the addition of the Life-Cycle Management Command (LCMC) to this process. Now we talk about where we all think we're headed together. The PEO (Program Executive Office) for Ammunition, ARDEC (Armament Research Development and Engineering Center) and JMC are very powerful because we're acting as an enterprise, integrating more research and development, acquisition and logistics pieces of the mission. We codified our strategic analysis and execution for three-to-five years, chunked it down into one year increments with goals and metrics. We then added people responsible for those specific metrics and goals. To me, that is what makes it so powerful.

ROLE AS COMMANDING GENERAL

HOLIDAY: What are the key features of your role as Commanding General of the Joint Munitions Command?

BG ROGERS: Head cheerleader [laughter]. I've talked to Colonel (P) Promotable, Larry Wyche who will take command in August. There are a lot of great things going on throughout

the whole ammunition enterprise.

The most important thing I left him with this thought. When he looked at me, I said, none of it's me. We were both recognized a few times for some of the things we've done. All of it is the workforce that we have here, that is still going to be here when I leave. The power of my role is to make sure that the civilians that really run the place have a hierarchical structure. I also make sure that training the next generation who take their place, is truly being developed. Part of our strategic plan, is workforce development and our metrics pave a path to accomplish that goal. We have some very senior civilians that are doing excellent work. They are grooming the next generation of senior civilians to take over their jobs. That's also very powerful.

HOLIDAY: Within any given week, can you share with us some specific activities that demand your attention?

BG ROGERS: I travel to all the installations and I think that's important. You always learn more by walking around. When I walk through the floors here it drives people crazy, but it's the right thing to do. I've learned more from talking to someone in the cells then I do through e-mails or anything else. It's the same at a depot or installation when you walk through and talk to people. Either our GOCOs (Government Owned, Contractor Operated) plants with the contractors or our GOGOs (Government Owned, Government Operated) installations.



BG James Rogers and LTC Kristine Nakutis tour Milan AAP 40mm production line operations.
BG Rogers discusses quality checks with Milan employees.

Most of my week is spent talking to my site Commanders, my senior people, my Chief of Staff, the MLRC (Munitions Logistics Readiness Center) Chief or one of my G-staff members like the Chief of the G-8 Resource Management Directorate Chief for money. Managing the funding and money is clearly one of the biggest roles of the JMC Commander. The JMC Commander is responsible for making sure we're resourced properly, so that we can do what we need across the organization.

JMC gets its funding from just about everywhere such as Procurement (PAA) and the OMA (Operation Maintenance, Army) revolving fund. Every different color of money you can think of is funneled to JMC to perform its missions. The objective is to have it in the right place and do what we need to do based on our priority system.

It is also very important that I make sure that everyone understands what the priority is and making sure that we're all working toward that same priority. When I visit the installations I talk to them about where we're going, what the future is, and not so much on the administrative issues. The administrative issues are handled by G-staff, MLRC, and sometimes by my Deputy Commanding General, Mr. Jyuji Hewitt.



BG James Rogers and Mr. Jyuji Hewitt dedicate a building in honor of a fallen Soldier at Letterkenny Army Depot in 2008.

My focus is really on our strategic vision, visiting the installations and articulating the path forward again and again. Then, working on acquiring funding required to accomplish all aspects of our mission is also a critical part of my role.

HOLIDAY: What aspects of your position do you find to be the most fulfilling for you?

BG ROGERS: I think I'll reserve the answer to that question for two years into the future. My philosophy has always been is that when you've led for a few years, you look back two years. If what you brought to the organization is still viable, then you know you were successful in taking the command in the right direction. If the initiative is gone and the command is on a different tangent, perhaps you didn't look at it well enough to truly get it on the right tangent. It's the old *Emperor's Clothes*. Right now, everything's going great. The strategic way ahead is great, but

I'll let you know in a couple of years if the practices I put in place were successful.

HOLDIAY: What types of obstacles have you encountered in the process of fulfilling your responsibility?

BG ROGERS: A lot of it is perception within our whole organization. When the Life Cycle Management Command (LCMC) formed, it was to bring organizations to work together and not to sub-optimize the different stove pipes. What's interesting is because the enterprise partners/commands are on different posts like Picatinny and Rock Island, it compounds the issue. The biggest challenge is to get people to believe that everyone is really trying to do the right thing.

Instead of e-mailing, talking to someone in person or calling them on the phone for a clearer understanding can be more powerful. Sometimes e-mail is not the most efficient way of communication. That is probably the biggest challenge that we have in all our organizations in the Army, quite honestly. Ours is compounded as the Life Cycle Management Command because we are not physically located together and never will be.

The question is how to develop trust and rapport with those individuals that you work with every day? You really need to work with them by picking up the phone and talking to them every day, or at least every other day, to get this you/they mentality out of the way.

That has been my biggest challenge. It's getting better. There's always the belief that the Picatinny workforce is trying to get a whole bunch of U-Haul vans and move JMC out to Picatinny. There are also people at Picatinny that think we're trying to get several U-Haul vans and move them to Rock Island! Quite honestly, there is a little bit of truth to both sites wanting to combine the commands. It would be easier if we were together, but it will never occur. So we have to get over that and work toward the trust, teamwork and more consistent communication with each other. That has been my biggest challenge. The LCMC relationship is still a work in progress. It really is.



Key JM&L LCMC leaders BG James Rogers, Dr. Joseph Lannon, and BG William Phillips tour a facility at an off-site conference.

RESOURCING THE MISSION

HOLIDAY: What are the resources that you use to deal with obstacles or any responsibilities that you have, whether it's people or information?

BG ROGERS: Whenever I have obstacles, the best resources I have are the people that need to work it. Every time there is an issue or a challenge, 9 times out of 10, you can resolve it with a phone call. The obstacle is getting people to talk, so that you can figure out what the real issue is and better understand the reason they created an obstacle that we must break through.

We deal with that every single day. AMC (Army Material Command) won't approve this, or a PM (Program Manager) won't approve that. They won't let us do this. We'll just sit here in the office and call them up and walk through it. Nine times out of 10 it's just a communication problem that they probably could have solved on their own with a phone call.

That's probably the best resource. The other one is, getting the right people together to work on something. We have many issues out at the installations where we have a fault with the production line or something like that. People are a little hesitant to call outside help, like ARDEC or DAC (Defense Ammunition Center) experts in explosives safety or Lawrence Livermore.

We find that if you call in the cavalry, and you huddle, they solve the problem in less time. It's worth getting them all together. Plus you meet other people with the same interests that actually help you develop a better process. The LCMC's working to bring the right people together, but it's still a challenge.

JM&L LCMC AND ARDEC

BARTOSIAK: When you say bringing the right people, how do you do that? Do you go to the LCMC?

ROGERS: No, I'll give you an example of what I do. We had a red phosphorus issue down at Pine Bluff Arsenal. It kept hitting off the alarms. It's so dangerous that just a little bit of friction will sound an alarm. The design of how you work with it is very tight. The Pine Bluff employees couldn't figure out how to solve the problem. The alarm kept going off about once a day. They decided to call in ARDEC (Armament Research Development and Engineering Center) engineers that are the experts in some of the red phosphorus. They sat down at the Pine Bluff site and walked through the process. Afterward they had the ah-hah moment of realizing the tolerance was too tight. They made changes to loosen the tolerance, and started production back up to get product out.



BG James Rogers, BG William Phillips and COL Barnett touring Pine Bluff Arsenal.

Most people know who the experts are. Usually I call Gary Carney at DAC and say, I need an expert on whatever the issue is. For example, I did that when we had the Lake City incident. Or I'll call Dr. Joe Lannon or the Commanders and say, I need an expert. They will call the experts up and ask if they can send somebody down. Ninety-nine times out of 100 they'll fly someone down the next day. That's just the way we are.

We have a great organization. People just don't talk together enough to figure that out. If I'm having this problem that's taking longer than two weeks to resolve, the experts come down and in less than two days, they've got it solved. I really try to push that in order to get those people. Some of it's the knowledge of not knowing who to call. You always know who the heads of the organizations are. That's why we had the LCMC offsite with PMs and the Commanders all together. That was the first time that we've done that. The perceptions of what's right, wrong or indifferent are amazing.

BARTOSKIAK: One of the major issues we're hearing about is communication.

BG ROGERS: Absolutely.

BARTOSIAK: Specifically, is there a way that you tried to formalize or work into your strategic plan to make people talk more often?

BG ROGERS: Yes, if you look at the LCMC's Strategic Analysis and Execution program, it lays out six functions. It actually gives a lead and a supporting role to all three of the major

organizations. We're working on the FY09 metrics intentionally, so that we could have FY08 to build to it.

We're still not there yet, for example, research and development and logistics. ARDEC is the lead and we're the supporting command. We also give them the priorities of what we want them to work on. If you don't have a metric for that, and you don't have a forcing function for that particular year, it will never happen. It may, but it'll all be by the will of the people. What I'm trying to do is make it a forcing function for our workforce so they have to get with ARDEC to make sure that they meet a goal or metric. I need to also make sure that they have a logistics prioritized plan for research and development that feeds our logistics challenges in the industrial base. Those forcing functions are being built into our strategy and hopefully force communication.

This isn't the first time we've tried this. Booze-Allen did a study in 2000–2001 when PEO Ammunition was stood up. That gave swim lanes and articulated who had leads, and the plan kind of faltered. Unfortunately, you notice when you get started in this, most of it is personality driven.

Fortunately, General Phillips [JM&L LCMC Commanding General] is a very positive influence and he wants his PMs to facilitate work. Dr. Joe Lannon is the same way. His argument is I work for you, so tell me what you want. That's a great argument. Our argument on logistics is we work for the PMs, so tell us what you want. We also have a role of readiness and getting stuff out to the Soldier. We will do that bar none.

It's just a dynamic to keep working at every day. Unfortunately, it's very personality dependant, and that creates a challenge, because the command and control in a tactical unit is very clear. There's a very clear chain of command, most of the time. In an organization where you have to team up, the chain of command is the will of the people that want to do the best for it. Brigadier General Phillips is trying to facilitate team work, trust and communication as the LCMC Commander. If we can get those things right the rest will be easy.

LEAN SIX SIGMA

HOLIDAY: During your tenure at JMC, what are the projects or initiatives that you see to be key?

BG ROGERS: The developmental links to Lean Six Sigma. We didn't do it right at the beginning because we thought if we got enough green and black belts we would be able to overcome all our problems. However, we didn't have the strategic vision at the top of where we wanted to be as the JMC in five years. We were completing many improvement projects that were very myopic with the different sections. They weren't really looking at a total picture of what we wanted for JMC in the future.

Right now our biggest fear is that we're going to get a thousand cuts rule. They'll just keep coming down every year and say, slice 5%, slice 10%, and slice whatever. Our goal is that we ought to be growing JMC. If we can show that we're the most effective and efficient in every

aspect of what we do, other Services will come to us for their acquisition support. They will also come to us for the logistics piece rather than a portion of it being sequestered in other Services' storage igloos, which they really do not need any longer.

With the SA&E linked to Lean Six Sigma continuous improvement, there's also a future way to look at it. Everything flows to that strategy, as opposed to going in every other direction. Everything's nested, just like DAC. When you've developed your level one processes, strategic plans and analysis, all of those were toward the five goals that JMC has. You kind of see where it leads. All the installations are the same way. That's very powerful.

The other one is the forcing function. I've had to put all GS-13s, 14s, and 15s into green belt training. [It is] not popular. My logic is that we can train people to think logically. The Lean Six Sigma is nothing miraculous or new, it's just a process packaged in a pretty good way. It's a combination of TQM (Total Quality Management) and velocity management. It's a different way to look various problems with a data-driven process that will be there so you can always reference it. It has a control phase at the end, so you can go back and check to make sure that the process you developed is on track and stays on track.

More importantly the GS-13s have to lead an IPT (Integrated Process Team) to solve the problem. Most of the time the problems that they have in their own organization are the ones that are causing them pain. I am trying to develop all of the GS-13s to be leaders who can take disparate organizational group members and come up with a coherent strategy to solve a problem. If they can even grow in their leadership development, I've then created the next generation for the future of the organization. My goal is that after the GS-13s become leaders then we'll focus on the GS-12s and GS-11s. If that process builds a better base for us in the future, then I've been successful. Therefore that is probably the key project that I have had during my tenure here at JMC.

MENTORING PROGRAMS AND TRAINING

BARTOSIAK: You had mentioned one of the major things as far as training and grooming the civilians is implementing the Lean Six Sigma processes.. Do you have any other formal mentoring programs right now?

BG ROGERS: Yes, JMC has a mentoring program that is pretty successful. Our G-1 has also developed what they call the EDS (Educational Development System). That system basically codifies, within a workforce and a particular CP (Career Program) exactly what employees are required to have and what they should have been trained on formally and informally according to their grade level. This includes every grade level. It feeds the individual development plan so that the supervisors can look at it. It then allows us to budget in the G-8 based on the feeds EDS (Employee Development System) gives to the training program. If you sit down with an individual with his Individual Development Plan (IDP), and it's fed through the EDS system, you can see where he or she is missing the training required for that career field. Most importantly, it shows where they're missing things for their next progression.

The idea is that you've got to get trained in what you're supposed to do. If you're not trained

but you're doing it, that's nice, but maybe you're missing something. More importantly are you training in other areas so that you will be groomed to be the next GS-11, 12 or 13? That's really what you want to do.

EDS is a very powerful tool. We're about 80% fielded now in the JMC. A good example of that are the safety positions throughout our organization. Particularly in the GOCOs because there's only one position with a backup. The question is, are we training the safety people to ensure that they can oversee a contractor for safety on that installation? We found that they were lacking in accountability oversight when we started plugging all of the different courses that they were supposed to take. They knew their safety job, but they didn't know how to supervise a contract. Now we can go across the board and look at every one of our safety individuals to see who is lacking so that we can send them to school.

HOLIDAY: Is that program task based? And is it showing progression for the individual?

BG ROGERS: Yes.

HOLIDAY: OK, because we talked about that with regard to other efforts at DAC with task-based progression.

BG ROGERS: Well, the key is TED (Total Employee Development). TED has been identified as AMC's system of choice. Our intent is to roll EDS into TED and just make it a part of that, so it'll be an integral part of the process.

Now it's a lot of work up front. But, we have some great ladies in G-1 that have literally punched in every career field possible, that's why it has taken so long. We've been working on it for about a year and a half, and it's really close now. They're using it across the organization. Now we need to integrate EDS into TED. We think that the AMC will buy off on that.

PROJECTED GOALS FOR JMC

HOLIDAY: With regard to key resources and lessons learned, what goals did you have here at JMC that you wanted to try to attain?

BG ROGERS: The key resource for me was how to best articulate where we spend every dollar. Our problem is and a problem throughout the Army is, we say that we need \$485M OMA funds to run JMC. But where does all that go? Lay it out for me and show me where every dollar goes. What happens is that they only give you \$480 M and you have to live with it. This is usually what happens. In this case, it was like \$445 slated for the JMC mission and now you must figure out what the deficit of \$50 million is not going to buy you and the whole Army. Historically, we cannot articulate that very well. We are getting to the point where we can articulate that down to how many short tons we won't be able to ship to a training site, and what exactly will be impacted if we are not fully funded.

That's very powerful. We will always find a way to accomplish mission, because that's just in our nature to say if it has to be done we're going to do it anyway. The challenge is that if, in

fact, we can do it; let's not say we need the money. If we can't do it, then we shouldn't be doing it. In other words, we should not be putting ourselves at a deficit because it just has to be done. The argument is if it has to be done and you're doing it anyway, and yet you still have the money to pay them, then why did you say you couldn't do it?

In my opinion we are really struggling on the resource side. The whole Army's struggling with that. Congress says, why do you need that extra \$2 billion? What will that cut? As an Army we articulate that in the fuzzy ball of the FCS (Future Combat Systems) or something else. We had the same problem, that's why we have the MLRC's business development team with the G-8 that really work hand in hand to articulate where the cut lines are. They know what we can and can't do if we don't have the money.

I think we are as close as we've ever been, and yet we still need to get a little better because each installation and DAC does the same thing. I say OK, I'm not going to be able to do this and you say OK. You don't get any additional funding and then all of a sudden you move resources and complete that part of the mission. I come back and say, how'd you do that, you didn't have the funding? Well, we had to support the troops. So you could've done it from the start, what were you going to do with that money previously? That's the trick we get in all the time. We shouldn't be in that trick. We should be able to say, this is how much this costs and this is how much we're going to do it for. If we don't get that money, then we can't do it. Or, we're going to arrange our funds so we can do it, because that's more important than the trade-offs. That's what we work toward now.

SAFETY

HOLIDAY: What critical success factors do you use to assess your progress and obtain your goals?

BG ROGERS: Our safety records at our installations are a critical success factor. Our ability to remain credible in the resource world of AMCs, G-8, SS, the G-4, and the desk log is important. Then on the G-8 side of the Army, who does our PAA (Procurement Of Ammunition) funding for installation modernization. In order to remain credible with them we have to stick to our word. So, if we say we're going to do something, then we need to do it. Remaining credible is a critical success factor to me.

When I get a call from one of those departments that said, what are you doing? You said you were going to obligate this money, and you didn't. Then, we have lost credibility, and it's very hard to regain that. It's kind of like teamwork, trust and communication. If they call you up and say, I'm going to give you \$40 M for Radford you better be able to obligate that toward a project that's a priority on your list. So we spend a lot of time leaning forward and saying, how can I make sure we are accomplishing and obligating the money we have requested.

A good example is the supplemental (funding). We're not getting the supplemental in by Memorial Day, obviously. We hope to get it by the 4th of July. That still means that we won't get the money until the end of July. How are we going to obligate \$200 M in our industrial base/GOCOs in that timeframe? We then have from August 1st to 30 September to spend the money

appropriately and be able to articulate that we're doing the right thing for the government.

We've got people crashing right now on these things called DNF's (Defense Nuclear Facilities) that go up to the ASAALT (Assistant Secretary of the Army for Acquisition Logistics and Technology) and get approved. All of this is for the different projects that we have identified. We need to spend that money on them because every one of those projects is important. We needed the money yesterday, but we're not going to get it. So we've got to make sure that we can execute it properly and legally, in order to maintain our credibility. Credibility is huge in this process.

LESSONS LEARNED

HOLIDAY: Are there certain significant lessons that need to be learned that you can share with us with regard to your successes here?

BG ROGERS: I'll tell you in two years; the biggest success is that you've got to be open and upfront. When you screw up, you need to be able to say, I screwed up. We screwed up the developmental Six Sigma at the beginning, because it was kind of helter-skelter. All the ammunition installations were way ahead of the headquarters. They were doing Lean, we just piled on Six Sigma to reduce the variance. They were doing Lean for years, before we dove in trying to do a headquarters. Implementing Lean Six Sigma throughout the whole headquarters was huge. In hindsight, we should have done our SAE first, and then started implementing the black belt and green belt projects.

Being open and honest with the people around here about what we're doing and defending what we're trying to do. AMC constantly comes down the chain and tries to add more to the plate with no value added. Your challenge is to articulate to them that we're really doing the right things, and adding something else no value to them as well as to the Army. So fighting for that has been a big lesson.

HOLIDAY: So of those lessons learned, which ones do you perceive as key to pass on to the JMC leadership for the future?

BG ROGERS: The first key is to step back and take a look at where you're going. Make sure that it makes sense to you and some of your senior leaders. In this type of an organization, you cannot make decisions in a vacuum. I always bring in the MLRC leads, G-8 for resources, and the G-1 for people, the DCG and the Chief of Staff. Usually key leadership, the DCG, the Chief of Staff and I sit down and say look, this is what the current situation is and this is where we should be going. If you're trying to change something drastically you would want to bring them in and talk to them. They have to be open enough with you or feel comfortable enough with you to tell you that you're crazy. Now that I have windows, and have them open, I'm a little worried that I might get thrown out.¹

The idea is that you've got to be able to tell them that they can talk candidly and whatever they

¹ In 2006 and 2007 the Commander's suite and office were being remodeled. For a portion of the year the windows in BG Roger's office were boarded up before replacements were installed in Building 350.

may say is not going to be used against them. We have to make sure that whatever we develop, we're developing it for the right reason. It's not for today or tomorrow, it's for the future. What I do today, can affect things I do tomorrow. Making improvements in the buildings to make them a little more livable is nice and perhaps needed. Where I really make my mark is 10 years from now when JMC is flourishing and truly becomes a joint organization where the Services become a part of JMC because they want to be. That's really what we're looking for. You've got to look toward the future. You have to make sure that you can bring people in and be open with them. In return they need to be open with you. So keep an open mind.

You've got to work with the communities of the PMs and the R&Ds Engineers (Research and Development) as if they're a part of your organization. They're not separate; they're an integral part of the entire ammunition mission. So when there's a disconnect, you have to step back and call everybody in for VTC or teleconference.

Open communication is an important thing that needs to be passed on. I talk to BG Phillips about every other day on different issues, just to make sure we're in sync. I'm very candid with him regarding how his staff is performing. He is the same with me. We discuss the issues at hand and figure out how we want to get around it. Do we want to put them in a room and see who comes out first? Should the parties talk it over? Should we have a VTC? It's hard to throw something at a VTC screen, it'll just ruin the screen. Those are the impediments.

Another key lesson is that you've got to think bigger than tomorrow. There are so many ankle-biters in our organization with ammunition. At least once a day, we have an incident occur at one of our installations where a problem needs to get solved, but not by you. There are so many people in our organization that can solve most of those problems without even blinking an eye. It goes back to, how do you identify which are the right people to go to for the answers. I've been trying to push down. I, as the Commander, shouldn't be doing this. The Commander on the ground at the installations should be calling DAC directly to create a solution.

That's the other piece. Don't get into the ankle biting business. Try to keep your mind in the strategic level. Try to work toward a future for this place by working the network up and out. Work with the Air Force, Navy, and the Marines to see what their problems are. Talk to those Generals and gather their feedback on our initiatives. That creates a better environment and gets you to what you are really trying to do, which is improve JMC and build the confidence from the other services to bring their business in. Work at a strategic level and continue to push continuous improvement, despite the push back. Ultimately, continuous improvement has to be done. We have been stagnant for too long throughout the Army. We have people that have been in the same cubicle for 20 years and have no clue of what goes on. They do not know how things get in their inbox or where they go when they go out of their outbox. You've got to build that curiosity in the workforce to get them thinking what can I improve today? Does this really need to happen? Sometimes people have to be able to admit, I'm non-value added to this process and I need to do something else value added to the organization. We're still struggling with that. That's something that the new Commanders are going to fight as well as future Commanders after him. Strategic Analysis and Execution gets to a lot of that.

I've got one more. ISO (International Standards Organization) 9001 certifications. Trish Huber

locks the door every time I say that, so that I can't go in to her office. Quality went through ISO:9001 certification. Our installations went through ISO:9001 because it is the hallmark, and it codifies what you're doing. It literally builds a documentation of your processes. Currently at the HQs, we have none. We have no documentation of our processes. The person that has been sitting in that cubicle for 20 years is the documentation. They're the gurus. When they leave, it's a huge vacuum. So, I'm going to give this to Colonel (P) Larry Wyche to solve. My thought is that we need to make the MLRC ISO:9001 certified. Trish Huber locks the door because she saw quality go through it. Greg Zelnio and the quality team here went through the qualification process, and they're ISO:9001 qualified. It is a painful process but it's the right thing to do. The strategy in Lean Six Sigma will get you there a heck of a lot faster. There's more to be done on that.

HOLIDAY: As we segue into your sense on the future vision for the organization, I'd like to hand this off to my colleague, Mike Bartosiak.

BARTOSIAK: Some topics we've already touched on, but we might jar your memory or make you think of something else. If you just had one day with your replacement to sit down and tell them a few critical things, what would those couple of key things be?

BG ROGERS: Well, I'd have my poster of the Strategic Analysis and Execution. I'd walk him through that and the Integrated Logistics Strategy, which is an optimization of our installations, and driving us to ensure we are the most cost-effective organization for ammunition anywhere.

Then I'd discuss the economics strategy that we are just developing, which should have been done in concert with the Integrated Logistics Strategy, quite honestly. That is a process where we treat our installations as cost centers, not as competitors amongst each other. The strategy involves bringing up the other levels of costs to a higher level. Treating installations as cost centers will allow us to compare and contrast cost amongst our organizations and figure out how to do it best for everyone. That may eliminate the competition, and now we can really get after some of the efficiencies that the installations have not gained over the years.

I'd go after the processes and the EDS system for education in our leadership program. I'd also like to expand where we're taking all our GS-15s and have a mentor with them that will allow them to be coached on how they do work and how their subordinates see them. The program would also be more holistic and explore how their family sees them. It's an 18 month process that develops our senior leaders in realizing where their weaknesses are in their leadership. Afterward, we evaluate them for about 12 months, and determine if we need to bring that type of program down to our GS-14s.

Lastly, the biggest challenge that we will have and we're going to continue to have is to make ourselves credible and value added to the Life Cycle Management Command by working with the PMs and ARDEC. It will be critical to make sure we are in sync with whatever they're doing, vice versa. It's not a you/they, it's a we. That is the biggest challenge we have. It will always be a painful process to go through, but it's the right process to go through. Because the more efficiencies gained will really help JMC in the long run.

BARTOSAİK: So how would you suggest to build the network or the familiarity with, let's say, the PMs? Would it be suggesting doing onsite visits? Should we visit them face to face?

BG ROGERS: Yeah, we've already done that. COL Wyche is going there two weeks from now to Picatinny to meet the PMs. Before that, he visits DAC to learn about ammunition. The biggest challenge is to maintain communication with General Phillips and the PMs. There's a lot of hesitancy with a General calling a Colonel, or a GS-15 or 14, or whoever the subject matter expert is. My opinion is if the subject matter expert has the answer or you have a discrepancy so big that it's de-syncing what you're doing, give him a call. Call up that Colonel and say this is General Rogers, what's going on? We have an issue with this... Sometimes that'll go back and hurt you on the far end. For example on an industrial base issue, I would sit down with my industrial base experts to talk for an hour on various challenges. They'll bring up some issues that are very cogent. Then I'll call up Colonel Andre Kirnes, PM Joint Services in charge of industrial base and say, I understand we're doing this, but why are we doing that? About two minutes later he gets a call from the PMs Deputy saying, what are you doing telling the General that. The bottom line is that, it gets solved quicker. It just makes common sense.

JMC change of command ceremony on 17 August 2008. AMC Commanding General, General Benjamin Griffin presides over the passing of the flag from BG Rogers to COL (P) Larry Wyche.



Colonel Wyche's biggest challenge is to maintain the communications and reinforce the people here, that no one at Picatinny is out to get their job and to reinforce Picatinny people that no one at Rock Island is out to get their job. We're both going to stay put. We are not going to change because Picatinny wants the acquisition support at Picatinny. They do. But it isn't going to happen. So let's get over that, and let's give each other the best support.

Same with the PMs here. There's too much Congressional involvement, a lot of politics, money, you name it. It's just not going to happen. We've got to get over that. That is one of our biggest impediments. Attack! My best defense is a good attack (laughter)!

END OF INTERVIEW

A		L	
AMC	Army Material Command	LCMC	Life Cycle Management Command
ARDEC	Armament Research Development and Engineering Center	LNO	Liaison Officer
ASAALT	Assistant Security of the Army for Acquisition Logistics and Technology	M	
B		MLRC	Munitions and Logistics Readiness Center
BRAC	Base Realignment and Closure	O	
C		OMA	Operation Maintenance Army
CGSC	Command and General Staff College	P	
CP	Career Program	PAA	Procurement of Ammunition
D		PEO	Program Executive Office
DAC	Defense Ammunition Center	PM	Program Manager
DDSB	Department of Defense Safety Board	Q	
DNF	Defense Nuclear Facilities	QASAS	Quality Assurance Specialist Ammunition Specialist
DOD	Department of Defense	R	
E		R&D	Research and Development
EDS	Educational Development System	T	
EOD	Explosive Ordnance Demo JMC Joint Munitions Command	TED	Total Employee Development
F		TQM	Total Quality Management
FCS	Future Combat System	U	
I		UNC	University of North Carolina
IDP	Individual Development Plan	V	
IPT	Integrated Product Team	VTC	Video Teleconference
ILS	Integrated Logistic Strategy		
ISO	International Standard Organization		
G			
GOCO	Government Owned and Contractor Operated		
GOGO	Government Owned and Government Operated		
J			
JOCG	Joint Ordnance Commanders Group		