



U.S. ARMY JOINT MUNITIONS COMMAND

COLONEL TODD R. SMITH
CHIEF OF STAFF, HQ JOINT MUNITIONS COMMAND
1 AUGUST 2007 to JUNE 2008



END OF TOUR INTERVIEW



Interview Conducted: 22 May 2008
Historian Office & Defense Ammunition Center
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PREFACE

The following end of tour interview was conducted with Colonel Todd Smith. Defense Ammunition Center (DAC) Team, Mr. Mike Bartosiak and Ms. Christine Holiday conducted the interview on 22 May 2008 in the Chief of Staff's office on Rock Island Arsenal. The interview focuses on COL Smith's tour as the Chief of Staff for U.S. Army Joint Munitions Command (JMC) from 01 August 2007 to June 2008. The text of the interview was approved for release by Colonel Todd Smith and may be requested from Headquarters, U.S. Army Joint Munitions Command, ATTN: AMSJM-HI, Rock Island, IL 61299-6000

COLONEL TODD R. SMITH BIOGRAPHY

Colonel Todd Randall Smith was born and raised in Bluefield, West Virginia. He graduated from Eastern Kentucky University in 1979 where he received a Bachelor of Science Degree in Police Administration. Upon graduation, he was commissioned through ROTC as a Second Lieutenant in the Ordnance Corps. He holds a Master of Arts Degree in Management from Webster University and a Master of Science Degree in National Security Strategy from the National Defense University, Washington, D.C. Military education includes the Ordnance Officer Basic and Advance Courses, Command & General Staff College, Joint Staff Officers Course, and the National War College.



Colonel Smith's initial assignment was as Platoon Leader and Executive Officer of the 64th Ordnance Company, 59th Ordnance Brigade, in Fischbach, Germany. He commanded an Advance Individual Training Company at Fort Jackson, South Carolina and subsequently became the 4th Combat Support Training Brigade S-4 and Executive Officer of the 15th Training Support Battalion. He served as an Assistant Professor of Military Science at Bradley University, Peoria, Illinois. Returning to Germany in 1990, he served as the Chief of Supply and Transportation, Munitions Division, 200th Theater Army Materiel Management Center and then as Materiel Officer for the 84th Ordnance Battalion, 60th Ordnance Group. In 1992 he was assigned to Department of the Army, Deputy Chief of Staff for Operations as a staff officer in the Training Support Division. He then served in the J4 of U.S. Special Operations Command as the Joint Munitions and Readiness Officer. Upon transfer to Korea in 1998 he was assigned as Chief, G4 Munitions Division, 8th U.S. Army. He commanded Lone Star Army Ammunition Plant in Texarkana, Texas from July 1999 to July 2001. After completion of the National War College, Colonel Smith returned to South Korea to become the Munitions Division Chief for Combined Forces Command and United States Forces Korea. Colonel Smith commanded Crane Army Ammunition Activity from 2004 to 2007. He was assigned as the Joint Munitions Command Chief of Staff in Aug 2007.

He has been awarded the Legion of Merit, Defense Superior Service Medal, Defense Meritorious Service Medal, Meritorious Service Medal (w/ 5 Oak Leaf Clusters), Army Commendation Medal (with 1 Oak Leaf Cluster), Parachute Badge, and the Army Staff Identification Badge.

Colonel Todd R. Smith
Former Chief of Staff, U.S. Army Joint Munitions Command
End of Tour Interview

Mr. Bartosiak: I'm Mike Bartosiak and I'm with Christine Holiday of the Defense Ammunition Center (DAC). Today we're interviewing Colonel Todd Smith, Chief of Staff (CS) of the Joint Munitions Command (JMC). Sir, we just want to thank you ahead of time for taking the time to do this, to share your experiences with us.

Our lead off question is what are the key features of your role in this organization? And if you can explain that, step us through what you need to do in that typical day or typical week to accomplish your job.

COL Smith: My basic role is coordinating actions. The Chief of Staff coordinates all the staff functions, so a lot of my time is spent coordinating electronically via e-mail. Usually more than one staff section's working an issue.

I also attend a number of meetings during the week. AMC (Army Material Command) OPS (Operations) updates, production reviews, and JMC staff call are mandatory recurring meetings that happen weekly. I also work with the Joint Munitions and Lethality (JM&L) LCMC (Life Cycle Management Command). That is really a new function, because they also have a Chief of Staff that I coordinate LCMC actions with. So it's a new role. I also have interaction with ASC (Army Sustainment Command) and the RIA (Rock Island Arsenal) Garrison and participate in a number of their functions.

There are a lot of routine actions involving travel, TDY (Temporary Duty), leave, and ATAAPS (Automated Time Attendance and Production System) that require approval. Additional taskings come from the Commander or Mr. Jyuji Hewitt, but the issues change from week-to-week. The Chief of Staff position is fairly stable so when the Commander or SES (Senior Executive Service) was gone, I attended all their meetings.

Mr. Bartosiak: What aspects of your position do you find the most fulfilling to you?

COL Smith: I would say the most fulfilling is working with the people. They are very professional, knowledgeable, and experienced. I don't have to be a boss; I just have to be a coordinator and team player. I don't have to spend a lot of time trying to fix things. It's just coordinating and making sure that things are running smoothly. That's been a pleasant surprise.

Mr. Bartosiak: It sounds like you've had some bad experiences in the past?

COL Smith: I wouldn't call them bad. It's just the challenging encounters that occur throughout a career. You don't always come into an organization where everybody has been there for years and knows exactly what they're doing. There are some commands that you enter that do not have this level of expertise so you feel yourself in a constant learning mode.

One of the most challenging parts has been getting the LCMC functioning properly. About a year ago [2006], the JM&L LCMC formed at Picatinny Arsenal [in New Jersey]. They have a small staff there, so we coordinate with them on a variety of issues. We developed a RACI (Responsible, Accountable, Consult, and Inform) chart to better align responsibilities and that has probably been the most challenging aspect of the position because it's more confused by the physical separation of our staffs. Trying to coordinate and make sure everybody's on the same sheet of music leads to a lot of teleconferences and emails.

Mr. Bartosiak: In hindsight, if you had to do that again would you have done anything different to help facilitate the coordination there? Or were there too many constraints?

COL Smith: I don't think so. Anytime you have a physical separation, there are going to be issues. Personalities always dictate how that will work. We have been very compatible with their small staff. It has worked relatively seamless. Things do come up but they've been great to work with and have been very supportive in a positive way.

Mr. Bartosiak: Are there any particular resources that you've gone to, whether that is specific information, people, or particular organizations to assist you? Or resources that you went to all the time to get through some of the obstacles you came across?

COL Smith: I rarely came across obstacles. If I had an issue with ASC, I'd go to their Chief of Staff. Occasionally issues would come up with AMC but I'd usually call the staff principal and immediately got the issue addressed. From a command perspective, the obstacles have been very limited. There has been good cooperation from the people I've worked with in regards to getting answers. I'm trying to work at my counterpart's level because it works faster that way. Instead of going directly to the person generating the question or problem I can go to my counterpart and it usually expedites issues. They do the same with me.

Mr. Bartosiak: When you came into this position, did you already know who all the correct people were in the chain of command or was that something you had to learn on the fly?

COL Smith: No, I had the benefit of having been an installation commander and experienced in the ammunition business. Now that won't always be the case for incoming military in leadership roles at JMC. I've been around JMC and the ammo world a long time, so there weren't too many times that I actually had to sit around and figure out whom to ask.

Mr. Bartosiak: What projects or initiatives happened during your tenure here at JMC that were key?

COL Smith: One was the SA&E (Strategic Analysis and Execution). The process started at the staff level and now has gone out through the command and installations. We set up monthly metrics reviews back before Christmas. Making that work was a huge success for the command.

Establishing the LCMC has been a big success as well, at least at the staff level. There are still issues but it is working a lot more seamless. People have a lot more trust and confidence

in each other.

Lean Six Sigma is another one. It has had its ups and downs, but everybody still understands the emphasis and the need to keep it moving forward.

I would consider those three initiatives, as well as implementing NSPS (National Security Personnel System) as key. I have spent a lot of time trying to work with the people on how to write NSPS self-assessments and understand this is now a performance system designed to reward outstanding performance.

Mr. Bartosiak: Were there any programs that you dealt with that maybe weren't as successful as you would want them to be? And do you have any examples you can think of that?

COL Smith: I still think we have issues with the LCMC concept and trying to make that work. I think you would hear that from anybody. We still have different opinions and ways of doing business. I think we've made headway but we're certainly not as far along as I had hoped by this time.

Mr. Bartosiak: My next set of questions has to deal with key resources and lessons learned. The first question is what key resources have you found to be most useful in your position? And were there any of those types of resources that maybe were kind of unexpected or that were surprises?

COL Smith: With the onset of the Internet and everything electronic, if you have a question, and you can't ask somebody, you can look it up and get the information pretty quickly. The days of having to look it up in a manual or try to figure out which manual to look at, are really gone. Even if I didn't know what it was, it really wouldn't take me too long to jump on the Internet or Intranet and get a source. In the world we live in, the information and answers occur so much quicker. The information flows so much faster.

Mr. Bartosiak: That's a good thing.

Ms. Holiday: Are there any particular Websites though that you go to? Are you referring to Army Knowledge Online (AKO), the Army's Website?

COL Smith: Army's Website, the Internet, our own JMC Internet and a lot of the Lean Six Sigma information is there. If there are Army questions, you can just look it up under pubs and scan quickly. The whole timeline for information has accelerated. Of course, there are downsides. People expect answers now as opposed to waiting two days for it. The expectations of getting answers quickly are really high.

Mr. Bartosiak: Looking back, what roles did you have during your tenure as JMC Chief of Staff?

COL Smith: One was the SA&E, which I talked about prior. Trying to get that on track and moving forward. The other one was to keep Lean Six Sigma moving in the right direction and generate some enthusiasm. Another was to bring an installation perspective on issues. Since

I've been a [Ammunition Plant/Installation] Commander, I thought that might have helped on certain issues. When appropriate I tried to bring my knowledge of plant operations to the HQ level.

Mr. Bartosiak: Did you meet any resistance in the implementation of Lean Six Sigma?

COL Smith: Yes, it's still a struggle to keep people moving forward on their projects. I'm working on the final phase of my project, but even that took longer than it should have. It's just not an easy thing to do when you're doing everything else. There's still heavy resistance and people asking why should I do this? But there's a requirement to have all GS-13s greenbelt trained and working on a project. So yes, that's a big struggle. Many don't want to do a project or the training. When you have that attitude then your project will take its time getting finished, because you don't see it as a priority. The biggest problem in any organization with that type of program is keeping things moving forward and generating enthusiasm. Across the command we have had successes in savings and generating projects, but it's still not a command culture yet.

Ms. Holiday: As you were speaking, I was wondering, would it be beneficial to connect the Lean Six Sigma project to someone's IDP (Individual Development Plan)? Or has that been considered?

COL Smith: Yes, that's connected to the SA&E to where if there is a strategic objective, then a Lean Six Sigma Project should support it. We had implemented Lean Six Sigma before the SA&E. Eventually, those will support each other, but this led to serious disconnects that will take time to work itself out.

So, the IDPs is one idea or to integrate it with EDS (Employee Development System) and employee training system. With Lean Six Sigma, using a forcing function is the opposite of where we need to make this a business culture. That's been and still remains a struggle to get people to understand continuous improvement is something that an organization should embrace.

Mr. Bartosiak: What are your most significant lessons you've learned that have contributed to your success in this position?

COL Smith: The ability to collaborate is a key factor. It's easier to be a collaborator than to be a boss. If you have always had to be a boss, usually there are problems. If you're collaborating and working as a team, then it becomes more congenial, and people are supporting and working with each other. I think it's critical at this staff level to have a collaborative approach because it gets everybody working with each other.

Mr. Bartosiak: Do you feel that the ability to collaborate was something that you personally had the skill for or did the Army give you training to help develop that type of skill?

COL Smith: Yes. I think you get that over time. Everybody has their own leadership technique.

I like subordinates to work that way instead of working through fear. This goes back to my support of Lean Six Sigma and the team approach. We get a team together to fix an issue, everybody gets buy-in and it tends to stick. Versus the Commander or somebody coming in and saying do it. They will do it, but rarely does that stick. That is my experience.

Now sometimes you have to be directive. You sense when that has to be done, but on the other hand, the more complex the organization, the more collaboration is required. It's also been my personal approach to leadership. I don't like to work around people that don't support and help each other. I work really hard to make sure that those types of people are addressed, because they are very corrosive. It just breaks the system down and makes everybody's job much harder. We all have to work with people sometimes we don't necessarily care for but do so anyway in order to be effective. I always demand that we support and train each other, because when the work environment breaks down we are not serving the leadership or organization.

Mr. Bartosiak: Did you ever have to personally get involved in the buy-in process. Could you give an example of what you had to do to try to get that buy-in?

COL Smith: People sometimes get in a mode that they want to do everything. They have an attitude like it's my job, it's my power base, I have all the information and I won't share it. You can count on problems occurring from harboring that attitude because they're the only ones with the information. If you're going to do it that way then I'm going to diffuse your power. I'm going to take missions away from you until you get it. They must understand that this is a team approach and hopefully the light goes on that they will have to work with everybody. It also brings the person along and they realized maybe I'm doing something wrong here and need to adjust. It tended to work itself out over time.

You can interview and counsel people but until you do something concrete, it's usually not effective. Telling them to be a nice person and work with their people is not effective. The other approach is to come at it a different way and start taking away what's important to them until they're more supportive. When you gain a more congenial approach, it's a lot less pressure on the entire command team and the people working for you. Things now take care of themselves, and they only come and ask questions when they need guidance.

Mr. Bartosiak: Really that is something, you might not think that's important insight, but that could be. Now I'll hand you off to Christine Holiday who will ask you questions regarding the future vision.

Ms. Holiday: You said that you will not have any overlap with your replacement. If you did have one day to brief your replacement, what are the three-to-five critical items you'd want to share?

COL Smith: Actually, my replacement was here two days ago. I had an hour or two with him and covered several topics. I started with people issues which was NSPS. If you rate 13 people from your staff, you need to understand NSPS, because that's important to people. That touches them.

I also told him the need to understand the structure. JMC is a subordinate organization of AMC, but now we have the LCMC, which is much harder to understand. The next thing is the Army Working Capital Fund (AWCF). Half of our budget is AWCF and if you don't understand the basis of what that is, resource management issues will be hard to understand. Everybody understands OMA (Operation and Maintenance Army) since that funding stream has been around for a long time, but working capital fund is basically generic to AMC. Installation issues were another item that we discussed. Know what their issues are and what's important to them versus what's important to the headquarters because they're not always the same.

Ms. Holiday: In addition to identifying these issues, are there documents that you would share with him to read up on?

COL SMITH: There's training associated with all of this (NSPS and AWCF). The G1 can do NSPS training and the G8 on Army Working Capital Fund. Lean Six Sigma's another one with Greenbelt training. There's also a course on how AMC operates. In regards to installation issues, you have to actually go to the installation and try to spend some time with them. There are a lot of documents discussing the LCMC and describing the history and structure. Again that's one of those things that you can read about, but you still have to touch it before it all makes sense.

Ms. Holiday: Continuing to think towards the future, is there any knowledge or information that you consider vital but that you are concerned could possibly slip through the cracks with regard to the organization?

COL Smith: No, the staff's competent and trained enough that folks will not have to worry about the continuity of operations. I'm not in the least bit worried that things won't function.

Ms. Holiday: OK. What do you see are the biggest challenges facing headquarters JMC over the next three to five years?

COL Smith: One is LMP (Logistics Modernization Program). I think LMP will be a significant emotional event for the entire command. What we do at the installations and HQ from financial to supply will have to adjust to a new process. Money and funding will be an issue. What we don't know is when it will become an issue. Whether it be three, four, or five years, we will have less money to do just as many things. How do we deal with that? That will be a huge challenge for this command as it always is. When over-resourced or resourced well, and all of a sudden money is taken away, most organizations have not planned for that eventuality.

Ms. Holiday: I believe you were at Crane Army Ammunition Activity, correct? With your experience as a installation commander, what do you see as the biggest challenges facing depots and plants over the next three-to-five years?

COL Smith: Yes, I was at Crane Army Ammunition Activity. I believe their issues also will go back to the funding. LMP will be big, because all the processes will have to change. They

need to modernize and bring on new IT structures, get better equipment, and upgrade their buildings. Most of the plants and depots still have very old World War II buildings that are not very energy efficient, have poor lighting and work environments. We have not addressed that very well over the years. The money goes with workload. Workload is required to sustain a trained workforce, generate income to keep the people employed, and be able to perform the mission.

Ms. Holiday: Continuing along the same line with regard to challenges, what do you see as the biggest challenges facing the ordnance field over the next few years?

COL Smith: The Ordnance Corps, at least from the Army's perspective is essentially disappearing. It's evolving towards a Logistics Corp with a change to the uniform and insignias. Now you're no longer an Ordnance Officer but a logistics officer. The challenge is to maintain a level of expertise at the commissioned officer corps. There will be less trained commissioned officers in the ammunition business. They'll come into positions like this with less ammunition experience, more maintenance experience or other logistics experience. They will have to rely more on their warrant officers and the technical experts QASAS (Quality Assurance Specialist Ammunition Surveillance) for expertise than they have in the past. I don't think it's something that can't be overcome.

A lot of folks have concerns but I'm not one of them. I never could understand why we had a Corps that just did ammunition and why we had three logistics branches doing similar things at three different schools. I just inherently never saw the benefit. Fast forward 29 years later and the Army has actually moved in that direction. I just think it's the right thing to do.

Ms. Holiday: How do you see JMC playing within the Army? What emerging role for JMC do you see within the Army over the next three-to-five years?

COL Smith: The onset of the JM&L (Joint Munitions and Lethality) LCMC has changed the whole focus of JMC. Now when somebody has ammunition issues, they may begin with the LCMC and not necessarily JMC. They're going to the LCMC for an answer because they're going for that one belly button. JMC's in a supportive role. I see the LCMC and JMC relationship become more of a team. So we would not just have a JMC approach, but a JM&L LCMC approach of how we're helping the Army.

Ms. Holiday: How would you define leadership for civilians? And what are some desired core competencies that civilians need?

COL Smith: Number one is that they obviously must have some sort of skill set with managing people and resources. The training base for the civilian side is limited. It's primarily OJT (on-the-job training). The Army has schools, training, and progressive positions for enlisted and officers. The civilians' workforce does not have that type of system.

Understanding the environment that you work in and situational awareness is another competency required. This remains a problem because many civilians remain in the same organization or installation their whole career. This creates a very tunnel-visioned, workforce. They may know their job, but they do not have situational awareness about the military

environment. The Army has experimented with moving folks around into different positions and organizations but with moderate success.

Many harbor a very parochial organizational view but not an Army perspective. How do we get better at it? This is much worse at the installation level, because very few people at that level have been anywhere outside their own city, much less served in another organization. Employees develop a very narrow view of the world and do not understand the environment they work in.

Ms. Holiday: Well, we've touched on that quite a bit, and I wondered if there is something that we may have omitted that you would like to share with us before we wrap this up.

COL Smith: There's one question you didn't ask regarding the Plant Commanders. In my opinion, if you are assigned as a Depot or Plant Commander, there are a couple approaches one could take. If inexperienced, a Commander could come in and try to survive it, hoping nothing goes wrong and try to keep the mission on track while keeping your head above water. This is one leadership approach. But, the most important thing is to be a change agent, and encourage other people to do the same.

Commanders must identify what needs changed and where the issues are. Then set an approach and do it. They are then value-added to the organization. Lean Six Sigma offers a one process for change. If a Commander does not take on that role then it will not happen. The organization will execute the mission because they have to but the processes won't improve because inherently that's not the culture.

If the commander's not driving those types of activities, it won't occur. Spending a lot of time trying to figure out issues and fail to recognize what needs to be improved leads to no progress. So within a two- or three-year command, you can look back and ask yourself, what's changed here? Then if you don't see a significant amount of change then you didn't help the organization.

Mr. Bartosiak: It would be interesting probably to get some of your perspective as a depot commander on the ILS - Integrated Logistics Strategy. What's your take on the challenges that would arise from implementing it? Give us your perspective being that you were a depot commander in the past?

COL Smith: It is a very sound and overdue strategy. Having viewed the ILS program from the HQ perspective you can see the benefit of it. At the installation level you're always going to have disagreement about why something is occurring, particularly if it's not helpful to your organization. It's long overdue, because for many years, we just put ammunition in storage locations with no sound analysis. The cause and effect was to create tremendous transportation costs as we were shipping from the East Coast to the West Coast as a result of mal-positioned stocks. ILS is just the baseline to establish and identify what stocks needs to go where. Again, some organizations may not benefit from it in the short term, but the Army and the command benefits long-term. There is no perfect system. There are assumptions built into it. There will always be complaints as well as arguments that go with it, but at the end of

the day analysis drives the decisions.

Could we find out in five years that our assumptions were wrong? That's possible. If we don't make assumptions and execute a plan nothing ever happens. Are the assumptions right? I don't know but we now have an organized plan develop through study and analysis. I think it's a good approach and it's the right thing to do.

Ms. Holiday: Thank you for your time.

COL Smith: You're welcome.

END OF INTERVIEW

ACRONYMS

A		OMA	Operation and Maintenance Army
AMC	Army Material Command	OJT	On- the- Job Training
ASC	Army Sustainment Command	Q	
ATAAPS	Automated Time Attendance and Production System	QUASAS	Quality Assurance Specialist Ammunition Specialist
AKO	Army Knowledge Online	R	
C		RACI	Responsible Accountable Consult Inform
COS	Chief of Staff	RIA	Rock Island Arsenal
CG	Commanding General	S	
CAM	Conventional Ammunition Management	SA&E	Strategic Analysis and Execution
D		SES-	Senior Executive Service
DAC	Defense Ammunition Center	SGS	Secretary of General Staff
E		T	
EDS	Employee Development System	TDY	Temporary Duty
I		X	
IDP	Individual Development Plan	XO	Executive Officer
ID	Identification		
IT	Information Technology		
ILSS	Integrated Logistics Storage Strategy		
ILS	Integrated Logistic Support		
J			
JMC	Joint Munitions Command		
JM	Joint Munitions		
JM&L	Joint Munitions and Lethality		
L			
LCMC	Life Cycle Management Command		
LMP	Logistics Modernization Program		
N			
NSPS	National Security Personnel System		
O			
OPS	Operations		