The U.S. Army Joint Munitions Command

# Bullet'n

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# Col. Hewitt appointed SES

**By JMC Public Affairs Staff**

Col. Jyuji D. Hewitt has been appointed Executive Director of Ammunition for the U.S. Joint Munitions Command, according to an announcement from the Office of the Secretary of the Army. In that Senior Executive Service position, he will serve as deputy to the commander and be the senior civilian in JMC. The appointment is effective in 2007.

In the new position, Hewitt will focus on the operational side of JMC, including the Munitions and Logistics Readiness Center and the Security Assistance Directorate at the headquarters; the Defense Ammunition Center; and JMC's 19 ammunition production plants and storage depots across the nation.


**Col. Jyuji D. Hewitt**

## Biography

Hewitt currently serves as JMC Chief of Staff. Prior to coming to JMC Headquarters in September 2005, Hewitt served at the Headquarters of the U.S. Army Materiel Command as the deputy chief of staff. His other past assignments include serving as commander of two JMC installations: McAlester Army Ammunition Plant in McAlester, Okla., and Iowa Army Ammunition Plant in Middletown, Iowa.

Hewitt has served overseas in Germany, Korea and Japan, in positions that include nuclear policy officer, program manager of the Defense Special Weapons Agency, deputy command ammunition officer, and Army Materiel Command liaison officer. His stateside assignments include serving as a company commander and an operations officer for the 70th Ordnance Battalion at Fort Bliss, Texas, and as chief of the Weapons and Munitions Section for the 11th Military Intelligence Battalion at Aberdeen Proving Ground, Md.

Hewitt's military training and education includes the Ordnance Officer Basic Course and Ordnance Officer Advance Course at the U.S. Army Ordnance Missile and Munitions Center and School at Redstone Arsenal, Ala. He later served at the school as an instructor and team leader. Hewitt is also a graduate of the Combined Arms Staff Service School, the U.S. Army Command and General Staff College, the Army Management Staff College, the Joint and Combined Warfighting School, and the Army War College, where he earned a master's degree in Strategic Studies. Hewitt also holds a Master of Science degree in Physics (Nuclear) from the University of New Hampshire, a masters degree in Systems Management from the Florida Institute of Technology, and a Bachelor of Science degree in Chemistry from the University of Maine-Orono, where he earned his commission as an officer through the ROTC program following his graduation in 1978.

Hewitt's military awards and decorations include the Legion of Merit with Oak Leaf Cluster; the Defense Meritorious Service Medal; the Army Meritorious Service Medal with three Oak Leaf Clusters; the Joint Service Commendation Medal; the Army Commendation Medal with Oak Leaf Cluster; and the Army Achievement Medal with Oak Leaf Cluster.

Hewitt is married to the former Susan Meister of Old Town, Maine. They are the parents of two sons.

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# ARMY ANNOUNCES NEW 'Army Strong' CAMPAIGN

## *National Advertising Will Begin November 9*

The U.S. Army announced Oct. 9 the start of its communication and education efforts to assist the Army family to communicate to the Nation about Soldier's skills, leadership, teamwork, and selfless service prior to the launch of a new Army advertising campaign. Army Secretary Dr. Francis J. Harvey unveiled the Army Strong campaign, a key component of the Army's recruiting and advertising efforts, at the 2006 Association of the United States Army Annual Meeting in Washington, D.C.

"This morning we will launch our internal communications and education phase lasting several weeks until we formally launch the new advertising campaign on Nov. 9," Harvey said. "It is vitally important that the internal Army family understand and embrace this new campaign. I believe this campaign speaks to an essential truth of being a Soldier."

The Army Strong campaign builds on the foundation of the previous recruiting campaigns by highlighting the transformative power of the U.S. Army. Army Strong captures the defining experience of U.S. Army Soldiers.

"Army Strong is a strength personified by every U.S. Army Soldier – Active Duty, Army Reserve, National Guard, Cadet and Retired," said Lt. Gen. Robert Van Antwerp Jr., commander U.S. Army Accessions Command. "This campaign will show Americans that there is strong, then there's Army Strong. I am both inspired and confident that the campaign will build on the positive momentum within our recruiting program."

Army Strong was developed to specifically address the interests and motivations of those considering a career in the U.S. military. The campaign also speaks to those who understand and support the decision of a family member, friend or employee to serve.

A national advertising campaign for the Army Strong message will launch Nov. 9 and will initially involve television, radio and online spots as well as an updated www.goarmy.com Web site. Print ads are scheduled to begin running in January 2007. The ads will be directed to media that appeals to young adults.

Army Strong is the creation of the McCann Worldgroup, the U.S. Army's marketing communications agency. McCann Worldgroup was retained Dec. 7, 2005, after a competitive review of potential agency partners. To develop the campaign, McCann conducted extensive research among prospective Soldiers and their influencers, and interacted directly with hundreds of Soldiers. "This is a campaign informed by research, and inspired by Soldiers," said Eric Keshin, McCann Worldgroup's worldwide chief operating officer and regional director-North America.

A preview of the campaign and information is available to all Soldiers and their families at www.us.army.mil. Additional details about the Army Strong campaign will be announced when the ads begin airing Nov. 9.

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# Ammo LAR "valuable member" of USPACOM

**By Darryl Howlett**
**JMC Public Affairs**

CAMP H.M. SMITH, Hawaii – Residing on the Hawaiian Islands, one JMC employee has the attention of senior military officials.

Neil Wachutka (pronounced WA HUTE KA) serves as the JMC Logistics Assistance Representative for U.S. Pacific Command. Wachutka, a Quality Assurance Specialist (Ammunition Surveillance), QASAS, for 28 years, provides Class V (ammunition) logistics assistance to the USPACOM staff.

USPACOM is a four-star, combatant command responsible for promoting security and peaceful development in the Asia-Pacific region by deterring aggression, advancing regional security cooperation, responding to crises, and fighting to win. While Korea is the most obvious hot spot for the command, USPACOM also has an extensive exercise schedule with other nations in the region and provides disaster relief after events such as the Indonesian tsunami.

Before Wachutka arrived in Hawaii, he was stationed at JMC and the Army Field Support Command headquarters in Rock Island, Ill.

During his time in Rock Island, Wachutka deployed to Southwest Asia three times.

"I went to Kuwait in 2002 and 2003," he said. "I was attached to the Coalition Forces, Land Component Command (CFLCC) munitions branch from January through April 2003 during major combat operations in Iraq," he said.

Other prior assignments included instructor duty for the Defense Ammunition Center, when the command was located at the former Savanna Army Depot Activity in Savanna, Ill., Europe, Alaska and various locations in CONUS.

Presently, Wachutka's job is focused on providing the best support to USPACOM possible.

*U.S.Army Photo provided by Dan Brown.*

**Neil Wachutka, center, is a JMC Ammo LAR for USPACOM at Camp H.M. Smith in Hawaii. In the above photo, Wachutka stands next to Ron Mathewson, left, and Dan Brown, right, of JMC.**

"One of my main jobs is to keep JMC informed on operations in PACOM's AOR (area of responsibility) that relate or impact JMC's mission," he said. "During various PACOM exercises, I work at the Pacific Distribution and Deployment Operation Center (PDDOC) desk. I'm there working on solutions to problems that may arise concerning ammunition."

Wachutka works with other service members of the directorate's ammunition team including a Navy captain and an Army lieutenant colonel.

Currently, Wachutka is working several items. He's providing ammunition information for PACOM commander, Adm. William J. Fallon's, State of the Command address presented to Congress annually, and information papers and Congressional testimony on preferred munitions and prepositioned stocks. He is assigned as the lead PACOM action officer for the Joint Chiefs of Staff exercise TURBO CADS 2007.

Air Force Col. Dean A. Smith, chief of PACOM's Logistics Support Division, said Wachutka is a valuable member of the logistics team.

"(The division) is responsible for all classes of supply except medical: munitions policies and responsibilities, oil, and mortuary services," he said. "Ammunition is the area that receives the most attention on a daily basis because of the desire for preferred munitions.

"Munitions become a greater concern because of conditions in the region."

Smith said Wachutka works hand-in-hand with his staff.

"On a daily basis, he is my expert on munitions requirements throughout the world. He's one of my most vital (liaison officers). The best thing we did was put a JMC LNO out here."

Wachutka said he's thankful for the opportunity to serve JMC and USPACOM.

"I enjoy working here in Hawaii supporting PACOM and JMC's mission," he said.

# MCAAP study improves safety of bomb line

**By Mark Hughes**
**MCAAP Public Affairs**

*U.S. Army photo by Mark Hughes*

**MCAAP employee Jimmy Roberts works on an inert bomb with bags of concrete in the background. An improved LSS project will eliminate the bags.**

In any manufacturing process, smooth, uninterrupted production ensures a quality product that safely meets the customers' needs. This is no less true for McAlester Army Ammunition Plant's inert production lines.

Using Lean Six Sigma, black belt Todd Stone and his seven-member team spent three months studying the cement handling and storage system for the inert bomb lines. Their purpose was to eliminate constant interruptions causing costly delays for the customer and the ammunition plant.

One of the interruptions impacted the 1.2 million-pound dry cement silo that is the main storage facility for distribution of the dry cement to the inert bomb lines. From the silo, the powder-like substance would exit through a piping system that would then deliver it to a 14,000-pound capacity "day silo."

To fill their vats, the operators would push a button signaling the day silo to unload a pre-measured amount of dry cement from the day silo down a system of funnels and into their vats.

Somehow moisture was being introduced into the day silo causing what should have been dry cement to form clumps that caused stoppages along the way through the twists, turns and openings of the delivery system.

Every time clumps would clog the system, operators would have to manually fill their inert production line vats with about four bags of cement weighing in at 92.5 pounds per bag. Stoppages averaged 1.3 times a week as measured over a four-month period.

Stoppages adversely impacted the rate of production and increased the possibility of injuries to those who handled the almost 100-pound bags.

The team pulled two sample clumps from the system and had the contents analyzed at the plant's chemical lab. Results showed two abnormalities. There was a water content of 19 percent (16 percent is normal) and there was a trace of foreign contaminant.

Some might think that being three percent over the moisture level is not a big deal. But when dealing with a 1.2 million pound silo, three percent is equivalent to 36,000 pounds —a significant amount of dry cement potentially exposed to clumping.

Stone and his team discovered what was causing the clumping; but what was contaminating the cement and how was it being introduced?

The source of the contamination was oil that was being introduced through the air compressor due to damaged silica beads. The silica beads were designed to absorb all moisture from the air, which assures the system is getting clean, dry air.

The silica beads weren't doing their job because a filter, specifically designed to keep the oil from the air compressor, had not been installed by the equipment's manufacturer.

Then the team had to find out why concrete "rocks" were forming in the 14,000-pound day silo.

Don Cathey, production line mechanic, explained that the same poor air that was supplied by the damaged silica bead air compressor was allowing moisture to settle into the dry bulk material. The 14,000-pounds of weight and the additional moisture created compaction, which formed layers of hardened cement around the inner wall of the silo, creating numerous "rocks."

Solution?

>Install an oil separator filter that will ensure the air being provided down line will be free from oil contaminants.

>Move the air compressor from an enclosed, motor-straining location to a more open-spaced position.

>Replace the regenerative air dryer. The new air dryer will not allow any air to pass into the system if the air quality is poor.

>Empty the 14,000-pound capacity day silo to remove the rocks and prepare for new concrete powder.

The final piece to the puzzle of why the 1.2 million pound silo was forming clumps was obvious, upon closer inspection.

The silo had deformities at the top of the unit and around numerous seams. These deformities allowed rainwater to directly enter the silo and moisten the dry, bulk concrete powder.

But what cause the silo's deformities?

Contacted by a team member, a manufacturer's

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# New command awards ready for JMC

**By Darryl Howlett**
**JMC Public Affairs**

Deserving employees within the Joint Munitions Command can now be nominated for three new awards.

Thanks to JMC human resources employees Ursula Burkhalter and Chris Jones, the awards look to recognize various achievements.

"Brig. Gen. Rogers is supportive of the awards process," Burkhalter said concerning JMC's commanding general. "He encourages praising and rewarding the efforts of employees."

The three awards are: Beyond Expectation Peer Award or "BXP," a quarterly award similar to the Army Sustainment Command's HI-PRO Award; the Peer Superior Choice Award, an annual award selected from BXP winners; and the Maj. Gen. John C. Raaen Jr. Achievement Award.

*U.S. Army photos by Darryl Howlett*

**JMC Human resource employees Chris Jones, left, and Ursula Burkhalter, right, worked on creating three employee achievement awards for the command. Cathy Lovellette, center, chief, civilian personnel, supervised the project.**

According to Burkhalter, the Raaen award will be presented to a current JMC military or civilian employee as an achievement award for outstanding contributions to the ammunition community and/or service to the warfighter.

Raaen served as commander of the U.S. Army Weapons Command (WECOM) from 1972 to 1973 and the U.S. Army Armaments Command (ARMCOM) from 1973 to 1975. Both commands were predecessors to JMC.

"This has been a huge project," Burkhalter said. "We wanted a program to present special recognition to JMC personnel for their outstanding workplace contributions."

Jones and Burkhalter were responsible for putting together a standard operating procedure or SOP, for the awards.

"Before relocating to Rock Island, I was assigned to AMC headquarters. Often, I worked with the incentive award program manager on award packages and procedures," Burkhalter said.

Jones said Cathy Lovellette, chief, JMC civilian personnel, brought the two ladies together during an office meeting to inform them of the task at hand: creating an awards program.

Nominations for the awards can come from JMC headquarters, installations, and depots.

Given the responsibility, Jones and Burkhalter set forth to create names for the awards – thus began the "name the award" contest within the command. Jim Cox, a quality assurance employee within headquarters, named the winning quarterly award, while Eddie Brickey, a Holston Army Ammunition Plant employee, named the winning annual award.

Each award winner will receive a cash or time off award, framed certificate and commander's coin.

JMC Chief of Staff Col. Jyuji Hewitt will serve as chairman during the award's board process.

Jones and Burkhalter said they're especially proud of the Raaen award. Raaen, who is retired and is living in Florida, was touched to find out the command wanted to name an award after him.

Thus far, the team is contemplating what the Raaen award will look like.

"We've gone to various businesses to see what (designs) were available," Jones said. "We want something that will rightfully represent the JMC and ammunition community."

The first set of awards is scheduled to be announced in fiscal year 2007.

# Blue Grass LSS project improves line

**By Maggie Browne**
**JMC Public Affairs**

The Blue Grass Army Depot has finished two Lean Six Sigma projects, one involving its Chemical Defense Equipment (CDE) division and one on its receiving truck schedule.

The CDE LSS project was initiated to address safety and ergonomic concerns regarding the packing operation. The ultimate result of the project was a 30 percent reduction in packing time and a cost savings of $250,788.

Before the project, the packing operation was geared toward a "one size fits all" approach and required the lines personnel to lift up to 101 pounds. Additionally, the standard line height was not appropriate for many of the packers; the process was cumbersome as a result because it did not provide a consistent, continuous flow of material, according to Shannon Pendergrass, LSS deployment director, BGAD.

With an eye toward improving the process, BGAD held

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*U.S. Army submitted by BGAD*

**The following photos are before and after snapshots of the Blue Grass Army Depot packaging line. The improvement stemmed from application of Lean Six Sigma principles.**

# JMC, ARDEC team improves ammo malfunction investigation process

**By Maggie Browne**
**JMC Public Affairs**

A team from the Joint Munitions Command and the Army Research, Development and Engineering Center have recently completed a greenbelt Lean Six Sigma (LSS) project to improve the ammunition malfunction investigation process.

The goal of the project was to reduce the amount of ammunition offline due to malfunction investigations. The result was a 34 percent decrease in open malfunction files and permanent reclassification of ammunition valued at over $17 million. Readiness was enhanced by returning ammunition to the serviceable stockpile for issue.

"Often material is suspended from use worldwide until the result of the malfunction can be determined," according to Dave House, general engineer.

The method used was the LSS DMAIC process. DMAIC stands for define, measure, analyze, improve and control. It is used in virtually all LSS projects.

"By benchmarking the malfunction investigation process against other similar processes and brainstorming, we were able to identify some key areas of improvement," said House. "These were confirmed when we completed our Failure Modes Effects Analysis (FMEA), one of the key tools of LSS."

Prior to this project, malfunctions were reported to a number of different workers based on commodity.

"There was a high level of inherent variation and workers in these positions had a high rate of turnover due to deployments and transfers which magnified the importance of proper training," said House. "The solution developed was to have a central receipt point that is responsible for opening malfunction investigations, classifying them, providing initial notification to the commodity experts, and assuring close-out," he said. "Under the revised process, the central reporting contact will lend continuity and standardization to the classification, notification, and file maintenance process, thus freeing up the product quality managers to focus on the technical aspects of coordination and processing the file to closure. During the course of this project, we discovered that there were large amounts of material suspended with status unknown because a need for formal investigation was not determined, nor closure action, taken on the file. The project resulted in an improved process developed where all material is tracked.

"All malfunctions are now tracked as open or closed; not just those with separately funded detailed investigations," said House.

House credits the LSS process for providing the tools to make these improvements possible. "Lean Six Sigma provides tools to improve our processes. The projects help us to focus on our key areas in the processes, gather the data to document the process and implement improvements. The better we understand our processes, the better we can serve our customers," House said.

# DAC and contractor wins Tibbetts award


*U.S. Army photo submitted by DAC*

**DAC employees Bruce Ramm and Jimmy Medley setup the ATACS located in Camp Arifjan, Kuwait.**

**By Jamie Thompson**
**DAC Public Affairs**

MCALESTER, Okla. – Cybernet Systems Corporation of Ann Arbor, Mich., was recently selected to receive the 2006 Tibbetts Award. The small research business received the national award for its effort in teaming with the Defense Ammunition Center located in McAlester, Okla., to develop an automated system for sorting and inspecting Small Arms Ammunition (SAA) known as the Automated Tactical Ammunition Classification System (ATACS).

The ATACS started as a vision that Brig. Gen. (P) Robert M. Radin, former commander of the Joint Munitions Command, had in early 2004. Radin noticed the large volume of SAA and said, "Isn't there an easier way of doing this? Couldn't we check those with some sort of electronic laser gauge?" He then continued to explain to Steve Penrod, chief of the Ammunition Civilian Career Management Office at DAC, the story of a relative who

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## Blue Grass

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a Lean Rapid Improvement or Kaizen Event in February 2006 and by April 2006, a new process was in place, which improved ergonomics and safety. "Changes to the line included removal of a computer table from the line, incorporating scales into the line and the ability to adjust the height of the line relative to the worker," said Pendergrass.

The second LSS project was designed to establish a truck schedule for ammunition being shipped to and received at BGAD, culminating in a reduction in carrier waiting time and an annual cost saving of $321,000.

"Before the established truck schedule, carriers arrived at the truck gate throughout the workday, leading to traffic congestion, inspection delays and increased time for material offload," said Pendergrass. "The LSS project developed a receiving schedule for incoming carriers to reduce congestion at the truck gate and provide a continuous flow of trucks for efficient processing of ammunition receipts."

A Kaizen Event was conducted and implemented last year and the result was a reduction in traffic congestion, inspection delays, material offload times and overtime required.

"We are using both Lean and Six Sigma techniques across our mission and base enterprises. Team events like these are a positive program builder," said Col. Richard Mason, commander, BGAD. "Early success is a requisite for the program to take hold."

These success stories are testament to the fact that through LSS, JMC is dedicated to efficiency.

## MCAAP

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representative who said that for enough internal pressure to create structural damage to the large silo unit could only be accomplished by a non-functioning dust collecting unit. Sure enough, the dust collector was not in service.

The dust collector is designed so that air can escape the system and the bags within the system will collect all cement dust from escaping into the air and return it back to the bulk material.

The dust collector in the damaged silo is being replaced and the damaged silo is under contract to be repaired.

In addition to repairing the old silo, a new silo is going to be built for the second inert bomb line so each inert bomb line would have its own source of concrete. In case one of the silos became inoperable, then the other silo could support both production lines.

To fix the clumping and rock problems, a rock prevention screen was inserted into a delivery pipe that will prevent anything larger than one to two inches to pass to the large silo.

A rock crusher "delumper" was installed at the throat of the day silos. The rusher will not allow anything above one-quarter of an inch to pass into the transporter thus eliminating any chance of pipes closing down line.

Stone said the team determined that the plant could show a cost avoidance of up to $212,917 with the line improvements for this fiscal year alone.

Stone would also like to praise his LSS team members, without whom he would never have been able to complete the project: Patti David, continuing improvement; Karen Crews, continuing improvement, Walt Gatsche, line engineer and Don Cathey and Jack Sikich, line mechanics.

# JMC employee wins USASAC award

*photo submitted by JMC Security Assistance office*

**Michael Roche receiving his award.**

**By Marcy Salmonson**
**JMC Security Assistance**

Joint Munitions Command employee, Michael Roche, is the recipient of the U.S. Army 2005 Security Assistance Award, presented by Brig. Gen. Clinton Anderson, commanding general, U.S. Army Security Assistance Command.

Roche was cited for his significant effort in improving the security assistance process for the customer and his dedication to excellence in furthering U.S. security policy objectives.

Roche played an integral role in developing and sustaining customer service posture for Central and South American countries. Roche managed ammunition requirements for Colombia, one of JMC's Security Assistance top 10 ammunition customers. Roche's specific knowledge and understanding of the JMC acquisition and stockpile management process enabled him to efficiently communicate customer requirements within the organization.

# SMA visits IAAP

*photo submitted by Iowa AAP*

**Sgt. Maj. of the Army Kennenth O. Preston takes a tour of the IAAP.**

**By Iowa AAP Public Affairs**

Sgt. Maj. of the Army Kenneth O. Preston recently visited the Iowa Army Ammunition Plant. Preston was accompanied by AMC Command Sgt. Maj. Daniel Elder, JMC Command Sgt. Maj. Noberto Osborne, among others officials. Preston and party were taken on tours of IAAAP's Line 2 which is the 120mm tank line, Line 1 to view the Reactive Armor production and viewed the building 1-12 area where there was an explosive incident in June 2006.

Lt. Col. Jack Judy, commander IAAAP, Army staff and American Ordnance, LLC, conducted the tours.Preston expressed great interest in the tank round production as well as the reactive armor areas. The party was also amazed at how the structures at the 1-12 area contained the blast considering the adjacent structures were over 60 years old.

## DAC

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worked in a peanut factory. According to Radin, they have a line where every peanut that passes through is checked for size and color by lasers. If it detects a defective peanut, a blast of air shoots out and knocks it off the line. Radin asked, "Isn't there a way we can do that?" DAC took the initiative to make his vision reality.

DAC engineering personnel developed the technology requirements, footprint, and throughput requirements and reviewed potential equipment manufacturers for collaboration on the design and development of the ATACS. The automated system is state-of-the art technology that uses optical laser scanners and imaging cameras to determine caliber and condition of ammunition that it processes. The inspection rate of the ATACS is up to two rounds per second (86,400 rounds per 12-hour shift) using only two people compared to the old method of inspecting SAA manually, where 25 plus individuals were used to inspect up to 100,000 rounds in 24 hours. Once rounds are inspected, they are sorted into specific caliber/model bins and are reclassified for training purposes.

The development of the ATACS took only eight months from problem identification to equipment fielding and only 90 days to design, manufacture, and field. The first ATACS, supported by DAC and Cybernet, was deployed to Camp Arifjan, Kuwait, in support of Operation Iraqi Freedom and Operation Enduring Freedom in 2004. The ATACS at Camp Arifjan, Kuwait, has processed over 3.6 million rounds, which have been reclassified and reissued back into the stockpile for training. The second ATACS underwent validation tests at DAC and has recently been deployed to Fort Irwin, Calif., to be utilized in the inspection and separation of SAA training ammunition. The second system at Fort Irwin is currently undergoing Lean Six Sigma analysis and additional equipment has been added to remove dirt and debris from the rounds before emptying into the hopper of the ATACS.

The next generation ATACS is being redesigned by DAC and Cybernet personnel to make the system more robust and transportable. Engineering developments are underway to provide the ATACS in self-contained Mil-Van type containers with supplied utilities including: power generators, air compressor and associated operational equipment.