

*2013 Ammunition Hall of Fame Inductee*  
**ROBERT CRAWFORD**



Mr. Robert Crawford's 24 years of federal service demonstrated an unwavering commitment to ensuring the best ammunition to the Soldier, Sailor, Airman and Marine. His determination, perseverance and leadership have melded the processes within the organization and the ammunition community. Before retirement, Mr. Crawford served as the Deputy to the Commander for the US Army Joint Munitions Command from Apr 2006 to Dec 2006. In this position he oversaw ammunition production and logistics operations at JMC headquarters and 18 ammunition installations in the field.

Mr. Crawford began his career in January 1982 as a Quality Engineer in the Product Assurance and Test Directorate. He worked as a Weapon System Matrix Manager for the 120mm tank program. He worked the transition of items from the Program Manager to the command through a formal Memorandum of Understanding.

Mr. Crawford developed and led the first self managed team for the command for the 120mm tank ammunition program. The concept involved bringing together the matrix support into one collocated team to support all aspects of the life cycle. This structure became the model for the entire organization.

As the Director over Commodity Management, Mr. Crawford developed the Journey to Excellence Program. This program engaged the US Army's Armament Research Development and Engineering Center (ARDEC) and Industry. Expanding into Industry created very successful partnerships that proved essential during critical times. The Journey to Excellence adhered to these principles: partnering, product to process link, variation reduction, lesson learned sharing, management commitment and visible results. All of these principles assured the readiness of our troops through safe, quality and timely delivery of ammunition.

During the period of May - August 2002, Mr. Crawford served as the IPT team leader determining the usability of 190M 5.56mm cartridges that were block suspended for possibly containing critical defects. The team's efforts focused on developing the System Safety Risk Assessment (SSRA) and determining the appropriate evaluation criteria to determine the risk of using these cartridges. Along with his team, efforts included the development of the hazard fault tree for 5.56mm ammunition and identifying required improvements at Lake City Army Ammunition Plant (LCAAP) to reduce the risk of safety defect escapes to historic levels. He analyzed critical information concerning the number and type of defects generated along with the effectiveness of the inspection system. His efforts in the SSRA salvaged approximately \$50M of small caliber ammunition along with increasing the armed forces readiness.

Beginning in June 2005, Mr. Crawford served as the Deputy for the Munitions and Logistics Readiness Center. In this position he provided joint conventional munitions support through an acquisition confederation, inventory management, storage operations, and distribution

for operations in peacetime and war. He managed and executed the Single Manager for Conventional Ammunition, Field Operating Activity mission for production, supply, storage, maintenance, and demilitarization of conventional ammunition and provided customer support. His vision and knowledge in leading an organization of this magnitude led to significant accomplishments.

His areas of responsibility included oversight for worldwide stockpile management valued at over \$2.7B along with providing the Army's readiness posture. He ensured Warfighter requirements were met by assessing the readiness posture and using predictive approach for urgent shipments to theater. During this time, he fostered the Ammunition Enterprise concept between PEO Ammunition and ARDEC. Roles and responsibilities were defined along with processes to ensure the Warfighter requirements were met. These relationships and agreements then forged the Life Cycle Management Command (LCMC) construct ensuring the integration of acquisition, logistics and technology. The success of the LCMC has ensured war fighting capabilities readiness in theater, thereby improving the process for supporting joint requirements.

Mr. Crawford's insight with the Journey to Excellence was the also the premise for understanding processes which led us to adoption of the Lean/Six Sigma program. He provided the foresight to contract for a professional Lean/Six Sigma service for projects and training and help shift the JMC culture. This vehicle allows skilled black belts to lead/facilitate, train, design and plan for a command wide LSS sustainment program.