

2014 Ammunition Hall of Fame Inductee
RICHARD JANIK



Mr. Richard Janik was very well known and respected throughout the ammunition community during his 30 year span in ammunition. Mr. Janik was born in Chicago and graduated from the Illinois Institute of Technology in 1964 with a Bachelor of Science degree in Industrial Engineering and received a Master's of Science degree in Management from DePaul University. He is a graduate of the Material Acquisition and Readiness Executive Development program, and received numerous awards throughout his career.

Mr. Janik acquired a multitude of experience in the field of industrial base management over his career. He started his career as an Industrial Engineer at the U.S. Naval Ordnance Station in Forest Park, Ill., in the 1960s and then gained responsibility of ammunition plant

operations while working for the Ammunition Procurement and Supply Agency in Joliet, Ill., until 1973. In 1974, Mr. Janik focused his knowledge and efforts on the ammunition industrial base and how to downsize in the face of drawdown after the Vietnam War. His previous assignments included serving as the Deputy for Facilities Management, U.S. Army Armament, Munitions and Chemical Command (AMCCOM), Rock Island, Ill., Chief, Ammunition Industrial Equipment Division, Chief, Industrial Preparedness Division, Chief, Industrial Management Review Division to name a few.

In his last assignment, Mr. Janik served as the Deputy Chief of Staff for Industrial Readiness for the U.S. Army Industrial Operations Command (IOC). He was responsible for planning, budgeting, and implementing the command programs for industrial preparedness, production base support, capital investment and for command and control of inactive installations.

In the 1990s when the Depot Systems Command in Letterkenny, Pa., merged with AMCCOM to form the Industrial Operations Command, Mr. Janik was responsible for adjusting the organization to meet new demands. He instituted extensive training of over 400 courses in the field of depot maintenance to compensate for expertise that did not transfer from DESCOM and for the reduction of industrial readiness expertise as a result of post-Cold War downsizing. He helped build the industrial readiness division appropriately to manage the depot mission and manage maintenance.

In the past under the mobilization concept, the industrial readiness division performed planning for over 300 end items and over 400 components. In the 1990s, only 169 end items and 280 components were required. Mr. Janik's task was to help the command find the best strategy for disposing non-essential portions of the ammo industrial base. He also found commercial liquidators as part of the process. The command became the model for properly disposing and

generating funds from the process, then using it to offset costs of disposal or maintaining facilities. As a steward of the environment, Mr. Janik ensured downsizing activities complied with the U.S. Environmental Protection Agency standards.

Managing and controlling inactive ammunition sites was also part of Mr. Janik's responsibility. In 1996, the command had 15 inactive plants. The maintenance bill was around \$18 million and Mr. Janik was able to reduce that figure to \$11 million. By reducing the infrastructure and ammunition installations, they were able to successfully negotiate with contractors and move required equipment to active installations. He was solely responsible for reducing the footprint at Badger Army Ammunition Plant (AAP), Cornhusker AAP, Ravenna AAP and Sunflower AAP. This was a significant action to successfully complete, closing and transferring inactive ammunition sites outside of a directed Base Realignment and Closure act. Mr. Janik and his team moved 600-700 pieces of government equipment, including huge presses and turning equipment, from each site. The successful accomplishment of these actions without lawsuit or resistance was imperative to the initiative. His organization was considered the experts within DoD and the Other Services were seeking information.

He also changed the scopes of work to generate money. The Armament Retooling Manufacturing Support (ARMS) credits generated at some of the installations offset the cost of doing business. This kept equipment in use, kept skills at the installation, maintained the facility and created jobs in the area.

Despite downsizing, Mr. Janik managed significant investment in the active industrial base. He managed a program worth \$100 million. Mr. Janik understood the critical balance between reducing cost versus preserving enough capacity for the base. He often expressed the concern for trending towards open competition and international markets. He warned against divesting of the base to extreme levels. Because foreign companies operate under different environmental rules, the U.S. could experience difficulties if faced with competing internationally. He outlaid the risk of existing downsizing. His concern was for the right size capacity to meet future requirements and to win any conflict.

Mr. Janik was very influential in the shaping of the industrial base and all aspects associated with it. He was known as the "father" of AMMO FAST 21 which was the industrial base strategy that was followed by the command for several years. It shaped the downsizing that occurred and ensured no duplication of capabilities between installations. He was also fondly referred to as "Mr. Industrial Base" by his peers. He was instrumental in the development of the Production Base Plan and was the final approval authority every two years.

The challenge for ammunition in the 1990s was to ensure that the command could meet ammunition requirements, while divesting of unnecessary infrastructure. The change in concept from Cold War mobilization to post-Cold War replenishment reduced the need for end item components by half. It was the Army strategy to size the base accordingly to meet demands of future wars, that would ignite quickly, and not last long.

Under Mr. Janik's leadership, he was able to help the command decrease the price of maintenance of inactive ammunition plants from \$85 million to \$11 million annually by 1997.

Over 68% of the industrial property at the installations was identified as unneeded and properly divested. Over the course of his career, Mr. Janik ensured the operational readiness of the industrial base while ensuring it could meet ammunition requirements (from mobilization to replenishment planning) .