

2019 Ammunition Hall of Fame Inductee

MRS. PATRICIA HUBER



Mrs. Patricia Huber's 32 years of federal service demonstrated an unwavering commitment to ensuring the best ammunition to the Warfighter. Her determination and leadership have melded the processes within the organization and the ammunition community. Mrs. Huber began her federal career in 1983 with the U.S. Army Armament, Munitions and Chemical Command (AMCCOM) as an Industrial Engineer in the Industrial Readiness Directorate. From there, she worked as a Weapon System Matrix Manager, performing life-cycle management, on major commodities including the weapon system and integrated helmet for the AH-64 Apache Attack Helicopter. In this capacity she served as the expert for the helicopter, gun and helmet to integrate all the functionalities of production, logistics, contracting. During that time, she sought opportunities to learn various aspects of the command such as budget and materiel requirements planning. Mrs. Huber prided herself as being able to educate herself on the run as she accepted more challenging projects over her career.

After gaining broader experience in leadership positions in commodity management, Mrs. Huber served as the JMC's Deputy for Munitions and Logistics Readiness Center from 2006 to 2011. She also served as the Army's representative on the Executive Committee of the Joint Ordnance Commanders Group. She provided joint conventional munitions support, inventory management, storage operations, and distribution for operations in peacetime and War. She 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. In 2011, Mrs. Huber served as the Executive Director for Ammunition, as a Senior Executive Service member. She was responsible for providing joint conventional munitions acquisition and production support to the Program Executive Officer for Ammunition (PEO Ammo), and readiness and logistics direction for all U.S. military services.

Her advice and wisdom provided the expertise critical to JMC in every capacity she served. As an expert logistician, she was a critical component to the management of 14 government munitions production installations, and 37 companies producing millions of rounds of ammunition annually in support of the DoD and Allied Nations. She provided leadership as JMC intensively managed a munitions stockpile that averaged a worth of \$61 billion. Frontline ammunition support to Warfighters was critical across the duration of the War. Her guidance contributed to the critical shipment of thousands of tons of ammunition to Southwest Asia to support Warfighters. Performing responsible drawdown and reset actions led to strategic placement of assets and further sales to Allies, and demilitarization in place. Cross-leveling assets saved valuable transportation costs from CONUS and other theaters. In addition to supply of ammunition, JMC addressed reset planning in theater at the using unit level, identified packing requirements to support reset/retrograde of units' basic loads, provided guidance to units for proper ammunition storage, answered concerns on all Class V matters, and addressed

accountability. During the War, JMC's management of renovation of M67 Hand Grenades with confidence clips improved safety for Warfighters. JMC increased the number of LARs over the course of the War. JMC sent Ammunition Assessment Teams into theater which visited forward operating bases and assessed battalion sized units to assist Commanders in their ammo operations, determine packaging requirements, identify serviceable versus unserviceable stocks, and ensure safe storage. JMC managed the Automated Tactical Ammunition Classification System and the Desert Optimized Equipment Tactical Ammunition Workshop, which returned ammunition items to a serviceable condition in support of combat operations. JMC deployed the Mobile Ammunition Renovation, Inspection and Demilitarization (MARID) team to Kuwait to conduct minor maintenance on ammunition stocks, bringing millions of dollars of ammunition back to serviceable status. Across her tenure, JMC worked extensively to field the M982 Excalibur artillery round and supported initiatives to create precision-guided mortar rounds. JMC fielded 5.56mm M855A1 Enhanced Performance Round (EPR) to theater to provide Soldiers with advanced superior ammunition performance capability.

Mrs. Huber supported the deployment of teams of explosive safety personnel to participate in reviews of ammunition storage, accountability, and explosive safety enforcement as part of Operation Clean Sweeps. In conjunction with the 401st AFSB, JMC led Clean Sweep teams which returned amnesty/legacy ammunition to the stockpile in Afghanistan. The participation by JMC subject matter experts contributed significantly to the process and clearly safeguarded our operations, our equipment and operating bases and the lives of our military and civilian personnel. The list continues, Mrs. Huber was a driving force that guided significant decisions and action in support of ammunition production and logistics operations for the War.

Mrs. Huber provided senior management representation for Special Installation realignment activities. She worked the memorandums of agreements for the pilot installations, provided and defended JMC's position on functional alignments, identified complexities associated with the government-owned, government-operated (GOGO) facilities to Assistant Chief of Staff for Installation Management and DA and prepared the required information for the transfer of real property to Installation Management Command (IMCOM).

Mrs. Huber oversaw industrial base projects as a leader in the command. She played a significant role in the management and execution for American Resource Recovery Act (ARRA) projects awarded across JMC installations to modernize production processes and infrastructure. Mrs. Huber was critical toward broadening documentation and standardization within JMC, by advocating Lean Six Sigma, Value Engineering, and ISO 9001 compliance at the JMC headquarters and at installations. She also provided intensive management for mission areas in light of frequently changing funding. She led the execution of significant funding for the execution of the Quality Work Environment projects mandated by the Chief of Staff for the Army. Top projects ensured personnel safety, supportive energy efficiencies, facility and infrastructure upgrades for more efficient ammunition operations. She assisted the command by leading renewable energy initiatives and utilizing all opportunities available with geothermal, solar and wind energy projects. She supported JMC's energy program and assists in JMC installations securing energy project funding. Validation and quality control of JMC installations project proposals resulted in increased project POM programming. During her tenure, ammunition readiness improved by focusing on and improving the readiness posture of each

ammunition supply family through cooperative management and improvements to critical management systems like the Munitions Readiness Report and the Industrial Base Assessment Tool.

Mrs. Huber oversaw Base Realignment and Closure (BRAC) actions at Lone Star AAP, Kansas AAP, Riverbank AAP, Mississippi AAP, and the Red River Munitions Center. Extensive planning and execution strategies for each plant were executed to accomplish relocation of: cartridge case production from Riverbank AAP to Rock Island Arsenal; Sensor Fuzed Weapon production from Kansas AAP to McAlester AAP; and detonator production from Lone Star AAP to Iowa AAP. Mrs. Huber oversaw Production Base Support projects across the ammo industrial base to modernize core processes. She also guided the execution of the Iowa/Milan Baseline Optimization Plan, to save the government significant funding. She was critical to ensuring these actions never hindered readiness in the wartime operating environment. She also provided successful oversight of the Foreign Military Sales program. She provided overarching guidance and leadership for several ammunition plant operating contract competitions, major contracting actions.

Mrs. Huber participated in the Industrial Base Capability Portfolio Review (CPR) with periodic presentations to both the Under Secretary of the Army and Vice Chief of Staff Army. This has been an involved, complex effort requiring extensive analysis and coordination. She had personal one-on-one conversations with the VCSA to influence decisions. The initiatives have increased capital investment funding in the industrial base.

When sequestration affected JMC along with Continuing Resolution and lack of Overseas Contingency funding, she proactively prioritized a 38% reduction in mission funds realigning Army and other Service priorities for logistics operations. She identified operational impacts and ensured that the lowest priority requirements were eliminated or reduced to preserve Warfighter readiness. In management of actions under sequestration, she processed critical overtime requests in order to ensure mission execution at the installations. As a result of fiscal uncertainty, she ensured a comprehensive review of ammunition logistics requirements, identified those critical to maintaining a safe and secure stockpile, and prioritized requirements consistent with the Chief of Staff of the Army's (CSA) priorities resulting in an approved funding strategy. This effort was coordinated with Army military components and the DoD.

In her final position, Mrs. Huber served as the Senior Executive Service, Deputy to the Commander for JMC to provide top-line management of the ammunition production and logistics operations at JMC headquarters and installations. Mrs. Huber orchestrated significant reorganizations for the command. This included difficult periods of reshaping the workforce, in which Mrs. Huber guided the command through. Reshaping the HQs made the organization more efficient using the processes inherent to Enterprise Resource Programs (ERPs), the Logistics Modernization Program (LMP) and the General Fund Enterprise Business System (GFEBS).

Mrs. Huber led JMC on cost cutting initiatives and efficiency strategies for the future. These efforts required the consolidation, analysis and final submission of proposed initiatives using a task-team approach, which provided solid and strategic plans. Mrs. Huber served as a

member of the Executive Steering Committee and was instrumental in JMC's efforts through her leadership and understanding of the Joint Munitions and Lethality Life Cycle Management Command processes.

For more than three decades, Mrs. Huber was a role model and mentor for many employees. In her desire to assist others, she served as the Functional Chief Representative for two civilian career programs- ammunition managers and quality assurance personnel. Mrs. Huber is also a female role model. When she graduated with a degree in industrial engineering in the 1980s, there were few women in the field. She proved she was competent. After joining government service and earning continuous promotions, she was the first female Senior Executive Service (SES) candidate within the JMC. Through her efforts, JMC began thinking of the entire industrial base as an enterprise. This concept started with the centralized ammunition management system that changed JMC support to the Ammunition Supply Points from a pull to a push system, providing the Army significant savings in ammunition costs. She was key to the decisions that furthered evolution of JMC by creating a regional strategy called the Integrated Logistics Strategy to focus on contingency and outload, and created regions with prepositioned ammunition for unit training. Mrs. Huber guided the command a step further by championing the enterprise concept, which allowed us to visualize the workload at all of the installations and sustained the enterprise for future years.