

## *2021 Ammunition Hall of Fame Inductee*

### **RHONDA L. VANDECASTEELE**



Senior Executive Service member and former Joint Munitions Command (JMC) Deputy to the Commanding General, Mrs. Rhonda VanDeCastele, provided superior command direction to ensure the JMC's efforts aligned with the strategic intent of the U.S. Army Materiel Command and the Department of the Army (DA). Under her leadership, JMC managed the U.S. munitions stockpile and distributed ammunition annually for contingency operations and training for DA and the Department of the Defense (DOD).

Mrs. VanDeCastele provided leadership and fiscal management to execute the JMC mission. From 2015 to 2018, she oversaw the execution of ammunition funding across multiple appropriations enabling ammunition readiness to the Joint Warfighter. JMC Army Working Capital Fund (AWCF) installations met all customer requirements, while closely managing resources. Through her leadership, customer requirement reviews increased significantly, leading to better planning and resulting in the JMC ability to reduce carryover at our Government-Owned, Government-Operated (GOGO) organizations by \$90M.

She also led strategic readiness efforts in linking the Organic Industrial Base (OIB) to the Sustainable Readiness Model (SRM) with three focus areas. Efforts to increase logistics and production capacity reduced manhour standards by 20% resulting in a savings of \$35M starting in FY20.

Mrs. VanDeCastele drove reform initiatives in support of the Future Force. The JMC is responsible for munitions receipt/issue, storage, demilitarization and production for the DoD providing ready, reliable, lethal munitions. Reforming the munitions OIB is critical for future readiness as today's footprint was built on the remnants of a 75-year-old strategy. The reform reinvented the munitions OIB to reshape the power projection platforms responsible for delivering munitions; storing munitions in a ready state to receive, store and issue; and maximize demilitarization funding and execution while modernizing infrastructure.

Under Mrs. VanDeCastele's, the JMC made progress in achieving Army's Audit Readiness/Remediation goals on both the General Fund and AWCF statements, achieving 100% sample submission rate for AWCF in 2018 and reducing the value of discrepancies for Material Ownership Data by \$746M. She chartered a stepping stone project to improve communication flow related to audit readiness/remediation across the Headquarters functional areas. The DA recently received its first modified opinion related to Munitions Inventory Management. JMC was instrumental in this effort by supporting multiple installation site visits, developing/implementing standard operating procedures, and sample testing.

Mrs. VanDeCastele spearheaded the JMC's human capital transformation strategy efforts to define the culture, remove barriers, communicate expectations, and align management systems and rewards to support and enable the desired culture to meet mission requirements.

She recognized that people are the JMC number one resource and fully supported all human capital recruitment and retention efforts. Mrs. VanDeCastele played an intricate role in establishing the Leader Assessment Tool that identified supervisory strengths and areas for improvement throughout JMC.

Mrs. VanDeCastele supported the JMC's Special Emphasis Program workforce managers, Minority College Relations Program, and hiring initiatives for individuals with disabilities, by enhancing and advancing the spirit of diversity, inclusion, and Equal Employment Opportunity (EEO) within the workforce. She increased efforts to identify barriers and reduced gaps of under-represented minority groups, resulting in a 53% increase of minorities in the workforce.

Under Mrs. VanDeCastele's direction, the JMC went through two major restructuring efforts to have a culture focused on improvement and moving the command forward. She served as the Commander's right hand in facilitating command and control. She improved trust, accountability, and forward thinking within the JMC workforce, higher headquarters, and with customers. She was decisive and inspired integrity and collaboration. She turned vision into reality, as she understood the complexity of the Army and executed all actions required to move a large organization forward. She improved mission execution and built trust.

She implemented JMC's Sales and Operations Planning process to improve supply chain planning associated with our logistics mission. She also developed metrics to track supply and demand forecasts and perfect order fulfillment. She championed a centralized workload planning initiative to develop a consolidated and integrated supply plan for all products and services at our seven storage and distribution installations. As part of JMC's enterprise logistics strategy to maintain a healthy organic base, she led a team that developed a JMC-wide workload acceptance policy, documented leadership responsibilities for both the headquarters and installations, and established a disciplined process to review and approve workload.

During periods of budgetary uncertainty, she assured critical ammunition requirements were funded and deferred those less important in order to support the DOD resource challenges. She led a comprehensive review of requirements, identified those critical to maintaining a safe and secure stockpile and prioritized requirements consistent with the CSA priorities to support Operation Enduring Freedom (OEF), deployed/deploying forces, Korea Call Forward, Homeland Defense and Rapid Deployers. Due to shortfalls in Army funding, an innovative strategy was recommended to utilize our storage and distribution installation's Accumulated Operating Results (AOR) to continue shipment of ammunition to support critical training and receipt of ammunition from production and retrograde.

Throughout her career, Mrs. VanDeCastele was respected as a logistician committed to developing future generations. She was awarded numerous times across her career. Under her leadership, the JMC Resource Management team received the Army Manpower and Force Management Excellence Award and the Resource Management Organization of the Year Award. She also received the Army Fiscal Year 2010 Comptroller/Deputy Comptroller of the Year and Capstone Awards.