



The Bullet'n



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Wyche: 'This is about selfless service'



By Darryl Howlett
Joint Munitions Command Public Affairs

ROCK ISLAND ARSENAL, Ill. - A former enlisted man took a step -- today few in the Armed Forces take -- promotion to a general officer.

Brig. Gen. Larry Wyche, commanding general, Joint Munitions Command, was promoted to that rank at a promotion ceremony Sept. 19.

“This is truly a humbling experience. I’m very grateful for each and every one of you for taking the time out of your busy schedules to share this special moment with the Wyche family,” he said.

Gen. Benjamin S. Griffin, Army Materiel Command commanding general, officiated the ceremony as several active and retired general officers attended the event.

“It is an honor and privilege to promote an officer to a general officer. We promote for two reasons: past performance and future potential,” Griffin said. “Clearly those of us who have served with Larry Wyche know what his achievements have been with respect to past performance. And clearly we understand his great potential as a leader in the United States Army in this case with the Joint Munitions Command.”

Wyche took over as JMC commander, Aug. 1. The new general thanked his family, community leaders, JMC employees, and a wide spectrum of military and government civilians both past and present. Wyche’s son, David, an Army first lieutenant,



U.S. Army photo by Ted Cavanaugh/EL Hamm

Gen. Benjamin S. Griffin, Army Materiel Command commanding general, places the one star onto Brig. Gen. Larry Wyche's uniform while Denise Wyche does the same during the Sept. 19 promotion ceremony.

presented his father with his general officer’s belt. Wyche’s wife, Denise, and daughters assisted in pinning his star on his uniform and beret.

“Coming from a rural, small, country-town, Emporia, Va., where my grandparents were sharecroppers most of my younger years, this truly exemplifies how great this nation is with respect to the opportunity that is provided to each and every one of us, and it is just great to be part of such a great nation.”

Both Griffin and Wyche are from Emporia, Va.

Supporting U.S. military members must remain the number one priority, according to Wyche.

“I promise you from the bottom of my heart, I will work harder to serve

the people and the organizations that I serve with. I will always give it my all and I will remember that this is about selfless service. That I am a warfighter logistician and supporter prepared to give the shirt off my back and boots of my feet to support the fight. I will never say 'no' as long as I have one gallon of gas to give and one bullet to give.”

Wyche leads an organization with 14,000 employees that manages the ammunition manufacturing plants and storage depots that provide ammunition to all military services, other Defense and federal agencies, and allied nations. These 19 installations are located in 16 states. Additionally, Joint Munitions Command has on-site ammunition experts stationed with U.S. military units throughout the world.

Army Secretary demands culture change

Launches campaign on sexual assault and sexual harassment

Courtesy of Army News

The Army conducted a Sexual Assault Prevention and Risk Reduction training summit Sept. 9-12 in Alexandria, Va., to introduce senior leaders and their sexual assault prevention program managers to a new campaign to prevent sexual assaults and sexual harassment and make the Army's program the national model for prevention.

"Sexual assault is a crime that is repugnant to the core values that define our Army," said Secretary of the Army Pete Geren. "Soldiers who live the Army values must not only never commit the crimes of assault or sexual harassment but must actively work to rid our Army of these crimes. It is a Soldier's duty to protect his fellow Soldier from harm--on the battlefield, in the barracks, on-post or off."

"At this summit, we are launching phase one-leadership commitment to the new campaign," Geren said. "Phase two includes education and training of Soldiers to ensure they understand their moral responsibility to intervene, stop sexual assault and sexual harassment, and protect their

comrades," Geren added.

"In phase three our goal is the establishment of an Army culture that drives the twin crimes of sexual assault and harassment from our Army. The final phase will grow and sustain the program through engagement and program refinement. Our goal is to eliminate sexual harassment and sexual assault from the Army and make the Army sexual assault prevention program a model for the rest of the nation," he said.

Geren is calling on Army leaders to develop and promote a command climate of zero tolerance for gender-based crimes--in attitude, word and deed--and establish a culture that sets an example for America that sexual harassment and any attitudes or activities that foster or allow sexual harassment and assault to happen will not be tolerated.

"The Army will launch new initiatives, create the right climate, and prosecute Soldiers and Army Civilians who don't live up to the standards to which our Army holds our people," Geren said. "We intend to prevent sexual assault, not just respond to the

tragedy of sexual assault. We will be the nation's model in how to prevent sexual assault."

As part of the summit, the Army will be launching its I.A.M. Strong program. Rooted in Army values, I.A.M. Strong demonstrates appropriate intervention behaviors to those confronted by a situation that may lead to a sexual assault. The acronym stands for Intervene, Act and Motivate (I.A.M. Strong) and will give Soldiers the tools they need to stop sexual assaults.

The Army implemented the Sexual Assault Prevention and Response Program in 2004 as part of the Army's effort to eradicate sexual assault through training, prevention, education and awareness programs. When prevention measures fail, victims are assured that a system is in place to provide responsive, caring support while holding offenders accountable.

"I will know this program is a success when we eradicate sexual assault. Every Soldier and every Army Civilian must be repulsed by sexual assault and compelled to act," said Geren.

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The editorial content of The Bullet'n is the responsibility of the Public Affairs Office at Joint Munitions Command headquarters. Contributions to The Bullet'n are welcome; contact information follows.

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U.S. Army photo by Todd Mozes

Eugene Olsen, Homeland Defense Systems project manager, discusses breakdown of the Democratic National Convention held in Denver with Amanda Keeshen in the Armament Research, Development and Engineering Center's testbed Emergency Operations Center at Picatinny Arsenal, N.J.

Picatinny ARDEC emergency operations center provides support for Democratic National Convention

Picatinny Arsenal News Release

PICATINNY ARSENAL, N.J. -- Throughout the Democratic National Convention Aug. 25 – 28, the Armament Research, Development and Engineering Center's testbed Emergency Operations Center supported the Colorado Emergency Preparedness Partnership.

The partnership was responsible for providing enhanced situational awareness and information sharing to the many agencies responsible for overall security during the convention and better prepared them for emergency situations.

"The New Jersey Business Force, along with the New Jersey Institute of Technology, approached ARDEC (in July) and asked us to help facilitate the NJBF Business Emergency Operations Centers here at our EOC," said Eugene Olsen, Homeland Defense Systems project manager.

The Colorado Emergency Preparedness Partnership is a newly established private and public sector collaboration enterprise based in Denver.

"ARDEC's EOC is such a modern state-of-the-art facility that the CEPP relied on its technology to provide them with real-time information several thousand miles away," Olsen said.

"Resources such as NC4 National Incident Monitoring Centers and 'CYBERCOP' secure communications portals helped provide the staff of the Denver Office of Emergency Management Operations Center with the information and knowledge they needed to help protect the thousands of spectators, media, law enforcement and government officials who attended the convention," said Amanda Keeshan of ARDEC's EOC team.

NC4, with Incident Monitoring Centers, helps improve situational awareness of business and government

by providing round-the-clock, real-time, proactive incident information, personalized, geo-relevant alerts and coordination services.

CYBERCOP is a secure web-based environment that helps relate sensitive information to first responders, homeland defense and law enforcement officials.

"While there were no specific terrorist or security threats against the city of Denver or convention attendees, there were protests and riots in years past which are a cause for concern," said Olsen.

"There was a small concern this year when the band 'Rage Against the Machine' held a small concert near the convention and the group encouraged fans to walk to the convention to present their grievances," he said.

"It didn't amount to much because the fans were told that if they were not true protesters, they should move to the back of the group and they would

"DNC" continued on page 6

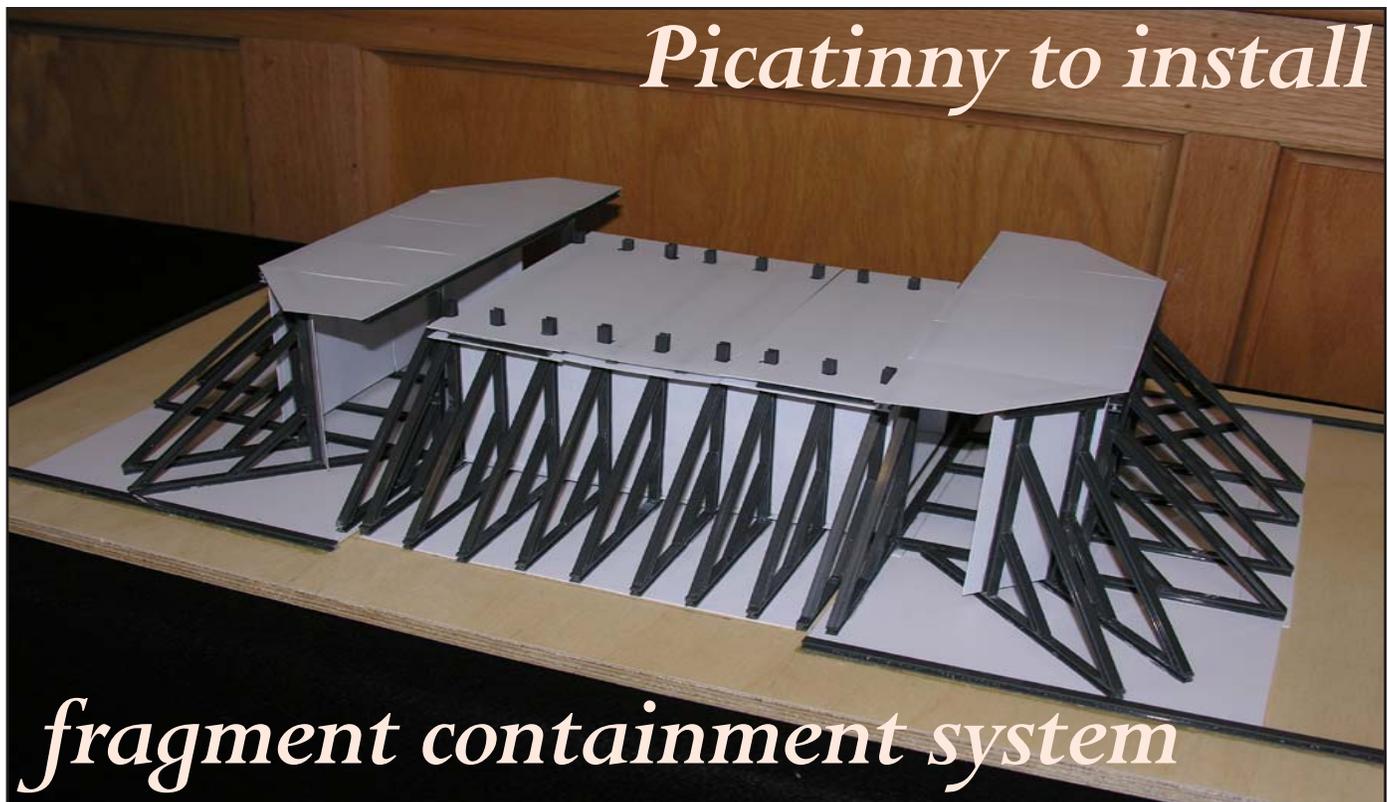


Photo courtesy of Picatinny Arsenal

Constructed following an April 11, 2008 accident, the fragment containment system was designed to withstand blast pressures and contain fragments from 155 mm high-explosive artillery projectiles. It will be used for all tests that could possibly produce fragments that could fly off Picatinny Arsenal.

Picatinny Arsenal News Release

PICATINNY ARSENAL, N.J. - Picatinny will install a containment system to prevent a repeat of an April 11 incident in which an errant projectile fragment left the installation during a test and struck a nearby residence, arsenal officials announced.

During an Aug. 19 press conference, Dominick Carra, director of the Armament Research, Development and Engineering Center's Quality Engineering and System Assurance shared the results of a four-month investigation.

A nearly 2-pound steel fragment broke away from a M107 155 mm artillery projectile during a static test and traveled more than a mile, 5,984 feet, and passed through the roof of a Jefferson Township home, Carra said, stressing that Picatinny's response was immediate and focused.

As a precaution, installation officials suspended all outdoor testing April 11. Brig. Gen. William N. Phillips, the installation's commanding general, later approved the continuation of some outdoor testing after being assured by installation safety and test managers that the tests were safe to conduct.

"We deeply regret what has happened to this family," Phillips said emphasizing the importance to reassure the American public--especially those right

outside the borders of Picatinny-- the importance of having safe operations inside the installation.

The morning after the incident, a technical analysis team met to begin fact finding to determine not only what happened, but how to ensure it would never happen again, Carra said. The team, which included master black-belt Lean Six Sigma graduates, 24 subject matter experts, internal experts and outside consultants, applied the Lean Six Sigma principle to their project plan.

"Lean Six Sigma is a process where we use a proven technique to determine root cause of why something happened, and then that will lead us to the appropriate recommendations that we will implement to fix them," said Phillips.

Picatinny employees were using the M107 155 mm artillery projectile for testing in support of operations in the Global War on Terror. Carra explained that the test was being conducted to develop disposal methods for unexploded ordnance in support of operations in Afghanistan and Iraq.

The team determined that one of the root causes of the failure was unexpected aerodynamic flight of the M107 fragment, Carra said.

While earlier tests had determined large fragments would break off the M107 during the particular testing, extreme flight range was not a concern based on the

"System" continued on page 11

Mobile rail road repair: An exclusive service by MCAAP



U.S. Army photo courtesy of McAlester Army Ammunition Plant

McAlester Army Ammunition Plant's mobile rail road repair crew uses a tie inverter to remove a defective wooden tie. The plant's crew travels all over the United States to service rail road lines at federal installations.

By Mark Hughes

McAlester Army Ammunition Plant Public Affairs

Since 1994 McAlester Army Ammunition Plant has offered a service that is unique and exclusive to the Department of Defense--mobile rail road repair.

Of the 16 rail capabilities offered, rail tie replacement is the number one request for work followed by service and track alignment, according to Steve Bedford, chief of track maintenance branch for the engineering and public works directorate.

Bedford estimates that since 1994 the plant has installed about 30,000 railroad ties at more than a dozen federal installations including Cape Canaveral

Currently there are 20 employees working for Steve Bedford, chief of track maintenance branch, of the engineering and public works directorate, and he's trying to hire more.

Right now Bedford has nine employees at Fort Lee, Va., replacing ties and providing surface and track alignment which includes tamping all the low-lying areas along the track.

"When a train runs over a track for so long you get low spots on the track. This causes the ties to sink because they get tamped down by the train wheels," Bedford explained.

The nine-man crew will lay 315 ties at Fort Lee, N.J. then align and smooth out the train tracks. Members of this crew are: Kenny Maxwell, Ron Scrutchfield, Jerry Brown, Louis Stalling, Tommy Robertson, Chris Shirley, Steven Trammell and Paul Williams.

Also scheduled for service is Fort Eustis, Va., where the plant's mobile railroad crew will replace 750 ties and 12 "sticks of rail" and each rail is 39 feet in length. After laying the rails, the nine-man crew will surface, align and dress 52,000 feet of track, equivalent to 10 miles of track. The job will take about three weeks.

Crew members are: Kenny Maxwell, Ron Scrutchfield, Jerry Brown, Louis Stalling, Tommy Robertson, Chris Shirley, Steven Trammell, Paul Williams and Russell Labor.

Ship simulator provides testing for containerized ammunition

By Jaime Thompson
DAC Public Affairs

McALESTER, Okla.--The Defense Ammunition Center (DAC) located in McAlester, Okla. has developed a one-of-a-kind capability within the Department of Defense (DoD) that allows engineers to simulate real-life shipping conditions for containerized ammunition.

The Ship Motion Simulator (SMS) was designed to replace an aging test simulator, and took less than 22 months from funding to operational status. The design and development of the SMS was a joint team effort among DAC, McAlester Army Ammunition Plant and industry partner TSM Corporation.

"The SMS is a computer-controlled, six-axis simulator that provides more accurate and reliable test results for the approval of containerized ammunition procedures," said Jerry Beaver, Associate Director for Engineering. "The SMS offers unique testing capabilities and opportunities exist for validation testing within DoD and non-DoD organizations."

The SMS has six degrees-of-freedom and variable controls, allowing for the replication of actual wave conditions seen at sea. The SMS can move in the X, Y, Z, Roll (+/-30 degrees), Pitch (+/-10 degrees), and Yaw (+/-10



U.S. Army photo by Daryl Sieczkowski

Ship Motion Simulator tests an ISO container loaded with multiple launch rocket systems.

degrees) directions. "These variable movements not only provide more accurate test results but also ensure that shipments of ammunition items arrive in the best condition for use by U.S. Soldiers," said Daryl Sieczkowski, electronics technician.

DNC *Continued from page 3*

not be pepper sprayed. Nearly everyone disbursed after that."

Olsen said that the testbed EOC proved to be a valuable asset to the project especially to the CEPP.

"Denver-based businesses and organizations were well informed of DNC venue activities, both planned and unplanned, and were able to make timely, coordinated decisions to protect citizens and property. All agencies agree that the business EOC concept has proven itself to be a viable solution for integrating public and private sector resource and information sharing during emergency preparedness planning and response."

Due to time-zone differences, the staff at Picatinny worked from noon until midnight all four days of the

convention without any major struggles.

Olsen said that there were some lags in the system but nothing that raised a cause for concern. "The reason for a testbed EOC is to work out any flaws in the system to help better prepare in the event of an actual emergency."

ARDEC's EOC, which opened in May, serves as a developmental battle lab providing warfighters and first responders with interoperable, "world class" decision-support technologies to meet America's 21st century security challenges. With a focus on developing dual-use (civil/military) technologies, the testbed EOC provides a unique environment for maximizing resource and information sharing, strengthening unity of effort, and building trusted relationships.



'It has always been my goal to keep training in the forefront'

Tom Wick chronicles his career



U.S. Army photo provided by Tom Wick



U.S. Army photo provided by Tom Wick



U.S. Army photo by Darryl Howlett

Tom Wick, Defense Ammunition Center liaison to JMC, at various points in his Navy career. Wick sits inside his office at JMC headquarters.

By Margaret Browne
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill.-- If you never thought television could influence a person, think again. The 1960s program "Sea Hunt" was just what a farm boy from Sibley, Iowa needed to become a diver.

At the age of 17, Thomas Wick answered his country's call and enlisted in the U.S. Navy where his dream to become a diver became a reality.

"Watching that program got me interested," said Wick. "I was always a good swimmer, so when the Navy was looking for explosive ordnance disposal divers, I signed up."

Wick is the Defense Ammunition Center's liaison at headquarters, Joint Munitions Command, a position he's

held for seven years. He has worked with ammunition his entire career.

DAC is located at the McAlester Army Ammunition Plant, McAlester, Okla., where it has been since 1998. Established in 1920, its original home was at the Savanna Army Depot, Savanna, Ill. The mission of DAC is to provide ammunition knowledge and logistical support.

Wick has been with DAC since 1988, when he entered the Logistics Management Specialist career program after his retirement from the Navy. At the time of his retirement, Master Chief Petty Officer Wick (E-9) was the senior EOD technician and served at the Navy EOD school as the command master chief. Having dealt with ammunition all throughout his career, DAC hired him to teach Navy courses.

"At the time, the Army had taken on the responsibility of ammunition safety for all the services," said Wick. "I was the point of contact for information on Navy-related ordnance.

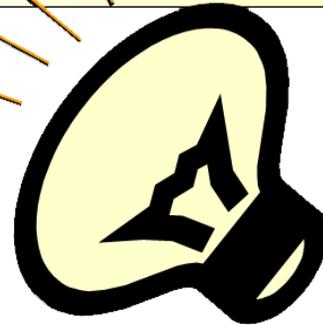
"I focused some of the courses I taught to senior naval officers. One course, in particular, was Expendable Ordnance Management which readied the officers to be commanders on naval weapons stations," said Wick. He also developed that course. Other courses he's taught include the Ammunition Management and Quality Assurance Surveillance Ammunition Specialist intern programs.

To be a diver in the Navy or any military service is not the same as being one for an Olympic team or other competition. It usually involves something dangerous or search-and-

"Wick" continued on page 9

Spotlight on Lean Six Sigma

'The voice of 19 ammunition installations just became stronger'



By Paul Woodhouse
JMC Munitions and Logistics Readiness Center

ROCK ISLAND ARSENAL, Ill. – The voice of 19 ammunition installations just became stronger.

That's because a Joint Munitions Command Lean Six Sigma green belt project totally transformed the way installation advocates interact with their installations. All of this and the project saved the government more than \$31,000.

Using surveys as a feedback tool, JMC headquarters' directors and division chiefs identified attributes they wanted to incorporate in good advocate services.

Incorporating brainstorming techniques and possible solution initiatives were applied to develop a plan that would assure proper prioritization, streamline outreach to customers and associates, and ensure positive results.

The team designed action tracking and advocate engagement logs, feedback vehicles, and initiates by which advocate involvement can be increased and become more recognizable. Added visibility for the JMC advocates will help clarify what they do and how they support installation-related interests.

Advocate Yancy Bolden said, "Paul's green belt project, like many of the other successfully completed JMC LSS projects, exhibits the savings which can realized via a well led team effort. The resulting summary work is a reflection of the well focused involvement of the subject-matter-experts, the black belt coach, and the validator."

Stephanie Vesely, another JMC installation advocate, said, "As a new advocate for a GOCO (Government-Owned, Contractor-Operated) installation, I provided a new perspective on how I envisioned an advocate's role to be in the future. As a result of a customer survey, we found that there were different definitions and perceptions of an advocate's role within JMC and the installations.

"In order to increase customer satisfaction, we found it necessary to establish a more clear definition of advocate roles and responsibilities and develop a communication plan to educate the customer. As a result of this increased awareness, customer expectations will be better managed and advocates will be more effective in meeting those expectations."

Incident files more efficient: Thanks Lean Six Sigma

By Lisa Hale
JMC Office of Strategic Plans
and Initiatives

ROCK ISLAND ARSENAL, Ill.--
In the Ammunition Surveillance
Division, Munitions and Logistics
Readiness Center, access to timely
information and concurrence on

ammunition malfunction incident files (MIF) is essential. In order to achieve this, a Lean Six Sigma green belt project was carried out with this purpose in mind. And they were successful.

Because of that project, the

concurrence process for malfunction incident files is now more efficient and takes less than half the time it did before. A baseline analysis revealed an 8.6 day cycle time to receive concurrences on proposed actions. After implementing the improvements to the

"LSS" continued on page 9



Box plot (or box-and-whisker diagrams) give a quick look at the distribution of a set of data providing an instant picture of variation and some insight into strategies for finding what caused the variation.

LSS *Continued from page 8*

process, the cycle time was reduced to 3.4 days.

The team assembled to carry out the project consisted of five JMC members.

The LSS tools used in the project were process mapping, capability analysis, box plot, solution selection matrix, quick-wins, cause-and-effect matrix and pilot runs.

The changes implemented resulted in an improved process by streamlining the MIF format. Internal office checklists were removed from the official document and the relevant data pertaining to the MIF was placed at the beginning of the document.

An initial training program was developed for all new personnel into the Ammunition Surveillance Division to maintain efficiency and effectiveness of the overall program within the division during recurring personnel deployments.

"This project will be very beneficial for the Surveillance Division. It helped streamline the concurrence process for MIFs and opened everyone's eye on the process, whether you were the writer or the one providing the concurrences," said Dale Call, product quality manager, Quality Assurance Specialist – Ammunition Surveillance for Small Arms, Quality Directorate.

"The project did identify some shortfalls within the MIF process and lack of training provided to new product quality



managers within Quality Assurance Surveillance," Call said.

"We incorporated changes to the MIF process which helped reduce the number of days it took to receive concurrences from 8 days to 3 days. The training plan that resulted from this project will be an additional benefit for our office that will assist all new (Production, Quality, and Manufacturing) in the MIF Process as well as providing consistencies with all involved," said Chris Garton, Installation Support/Workload and Funding team lead, Quality Assurance Surveillance Division.

Other benefits of this new streamlined process are improved readiness, higher morale, customer and employee satisfaction, and employee motivation.

Wick *Continued from page 7*

recover operations.

"During the Vietnam era, the military needed personnel for bomb disposal and they culled them from the ranks of the divers," said Wick. One of his last tours in Vietnam was in 1973 in Haiphong Harbor and Hanoi working to neutralize and remove the underwater mines that had been dropped over the years.

His task throughout most of his Navy career was to remove old ordnance dating back to World War II. "Most of this old ammunition was in Hawaii, Guam and the Philippines," he said. "A lot of it did not explode when it was originally fired."

"While I was stationed in Guam in 1972, I came upon a discovery that proved to be one of the highlights of my career," he said. "The Guam police department had captured the last known Japanese soldier, Sgt. Shoichi in the remote jungle. As a member for the Navy EOD team at the Navy magazine, we were called in to inspect his cave for any explosive devices he may have had. Since I was the junior man on the team as well as the 'skinnyest', I was chosen to be lowered by ropes into the vertical cave to recover numerous hand grenades, mortar rounds and small arms ammunition," Wick recalled. "Meeting someone like Yokoi had a profound effect on me and what dedication to

duty really means." Yokoi died in 1997.

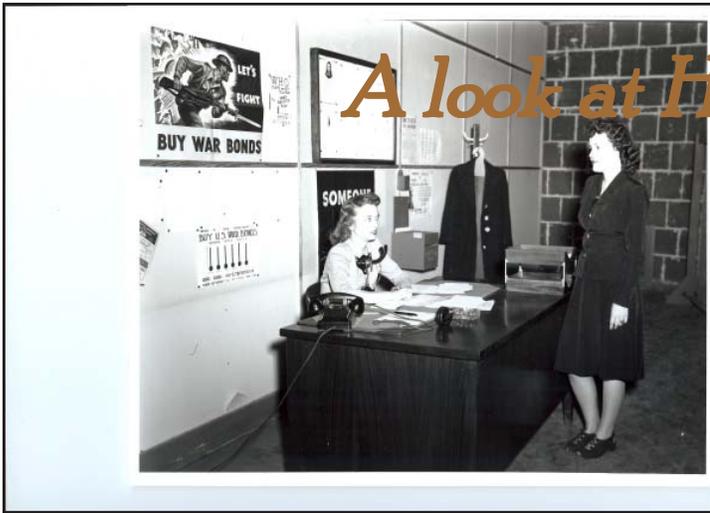
But that was not his only brush with infamy. During his career, he has served as EOD support with the Navy SEALs. The SEALs are an offshoot of the Navy diving teams and were created during the Viet Nam War to engage in "jungle warfare."

Two individuals he had the good fortune to serve with were Master Diver Master Chief Petty Officer Carl Brashear, one of his instructors at Pearl Harbor Deep Sea Diving School and Master Chief Petty Officer Rudy Boesch, with whom he served on Special Warfare Enlisted Personnel development screening boards. Brashear's story was told in the movie "Men of Honor" and Boesch was on the television reality program "Survivor" and "Combat Missions."

Wick will retire in 2009 and will take a wealth of experience and knowledge with him having served a total of 42 years. "It has always been my goal to keep training in the forefront," he said. "You should never lose that link between teacher and student. I feel it's that important."

Although Wick, the person, will never be replaced - not his humor, his outgoing personality or his "gift of gab" - he hopes his successor is true to the DAC mission. "I hope they keep the focus on training and teaching."

A mission in history: A look at Holston AAP in pictures



U.S. Army photo provided by Nancy Gray

This photo shows "War Bond Drive Women" who worked at the Holston Army Ammunition Plant during World War II.

By Darryl Howlett
JMC Public Affairs

KINGSPORT, Tenn. -- Looking at the many black-and-white photographs, Nancy Gray knew it was time for a wall of fame.

Gray, an administrative officer and spokesperson for the Holston Army Ammunition Plant, decided to create a historical wall of Holston's contributions to the nation's defense.

"About a year ago, I was asked by a representative of the downtown Kingsport organization, the Renaissance Center, if Holston had photos they would like to exhibit that depicted the World War II era at the plant," she said. "We were asked to exhibit with Ed Westcott, noted published photographer of the book 'A Photographic History of World War II's Secret City' in Oak Ridge, Tenn. (Manhattan Project). I said 'absolutely' and set to work sifting through archived photos of Holston Army Ammunition Plant's mountainous photos that would tell the story of our contribution to World War II."

Gray said she began the project with the history of why the plant was created, and why eastern Tennessee.

"The U.S. government urgently needed a highly effective explosive during World War II and turned to Tennessee Eastman in Kingsport. They got the nod because they were a leading manufacturer of acetic anhydride, a vital chemical used in explosives manufacturing. TEC produced RDX and became a key contributor to the war effort.

"Because German U-boats were able to withstand almost any explosive available at that time except a direct hit from a TNT depth charge, they were virtually invincible

and isolating Europe from all shipping. During the first seven months of 1942, 568 ships were sunk by U-boat torpedoes. The only way to stop the U-boats would be making large quantities of RDX, which had more punch than TNT."

Gray said Wexler Bend Pilot Plant was constructed in Kingsport and round-the-clock employees produced small quantities of RDX high explosives throughout the war.

The U.S. Government authorized TEC to design and operate Holston Ordnance Works for the manufacture of Composition B, the most powerful explosive prior to the atom bomb. Construction of what is now Holston Army Ammunition Plant began in June 1942. Nine months later, explosives were being produced that helped turn the tide of the war. In June 1943, so many U-boats had been sunk with Holston high-explosives that the German Navy admitted they could no longer contain Allied supply lines. In September 1943, not a single merchant ship was sunk in the North Atlantic! By January 1944, Holston was producing and shipping 570 tons a day of Composition B.

"That's our beginning," she said proudly.

From their busy beginning, Gray set out to organize the photos.

"The first grouping of photos (all about WWII and our beginning) shows as much of what was taking place at Holston AAP as photos would allow," she said. "(The) photos depict how women were critical to the success of operations. So many of the men were off fighting the war that many women took their place on the production lines and anywhere needed."

Leaders' buy-in proved vital, according to Gray.

"(Holston's) Commander's Representative, Bob Ragan, and BAE OSI President, Jerry Hammonds, have been on board with this project from the beginning and very supportive of our needs in completing what we have set out to accomplish," she said. "We all recognize it is important that our history be documented in some way that will have meaning to those who have worked and will work at Holston. As much as I love reading, I love photos more. That's the reason I chose to document our history in photos. OSI employee, Sandy Greene, is the other team member who has been a great help in sifting through photos and helping with the matting and framing."

Holston officials are hoping to complete three-to-four photo groupings that will encapsulate 10-20 years of history each until photos from the present. The groupings will be

"Holston" continued on page 11

Holston Continued from page 10

displayed throughout the Holston's plant headquarters building.

Gray said the project, however, did come with some roadblocks.

"One of the difficulties in selecting photos is that many are not labeled as to what you may be looking at. Luckily, there have been very few that someone on the government staff or the contractor staff hasn't been able to identify," she said. "I am hopeful that when we have completed our project, we will be able to invite past employees and others to tour Holston's photographic history."

Ragan said Gray's project is a source of pride for the entire installation.

"Nancy's project of a photo history is a creative way of telling the Holston story so that everyone, employees and visitors, can take a walk around the building and see how we began and evolved, right up to present day," he said. "It is a daunting task, with lots of hard work and research, but when she and her team finish, it will be something that will last and can be updated over the coming years."

Gray said she hoped the history project will be part of her legacy upon her retirement.

U.S. Army photos provided by Nancy Gray

Historical photos from Holston Army Ammunition Plant: Top, Holston AAP women at working in a factory lab; Middle, the original Wexler Bend Pilot Plant in Kingsport, Tenn.; Bottom, Holston officials raising the first flag over the plant.



System Continued from page 4

generally accepted methods for calculating hazardous fragment distances. However, the team determined those methods can underestimate the potential range of large fragments, Carra explained.

"They expected large fragments," Carra said. "On previous tests, they had large fragments. But this large fragment hung on and created a spin."

Once airborne, the spin the fragment achieved could be compared to a Frisbee that has taken flight, Carra said.

The investigation team developed several recommendations to ensure an incident of this nature does not happen again - one recommendation being the construction of a fragment containment system. Carra said the target time line for having the temporary containment system in place

is within a year.

In a few years, a permanent containment structure could be constructed, Carra said.

"The containment structures, which will be designed to withstand blast-pressures and contain fragments generated from 155 mm high-explosive artillery projectiles, will be used for all tests that could possibly produce fragments that could fly off the installation," he said.

It's important to get a solution in place so Picatinny can continue to research munitions that support all branches of the military, Phillips said, adding that "the mission that we do here is incredibly important to national security."

Picatinny Arsenal houses 64 laboratories and facilities and employs approximately 4,200 employees.

JM&L LCMC's Safety Spot Check

Our Army is doing great. We know exactly how many accident fatalities we experience; we don't, however, know how many we prevent. And the latter is where the good news stories are found. But, we, as an Army, can do better in both areas.

Every day and everywhere I go, I see firsthand engaged Leaders making a positive impact in the lives of Soldiers, Families and Civilians. Where I believe we experience a breakdown is at two critical points: the level of understanding and the magnitude of our engagement strategy.

Allow me to explain: Several research institute surveys define cultural generations by categorizing groups based on various criteria and expectations. Researchers allow different generation groups to select from a defined list those criteria they believe best categorize and define their age groups.

This simplification of generations provides Army Leaders with a window of clarity to gain a basic understanding of our Soldiers.

For brevity, let's use the "2008 World of Work" survey results discussed in the *Kansas City Star* on July 7, 2008. This survey samples a segment of the U.S. population based on character traits and ages. In my opinion, there is no set of criteria that is completely descriptive of any generation, but the likenesses I see in our Army's culture are amazingly similar.

Why is any of this important and why do I take you through this exercise? I consider this instructional in crafting solutions to lessen the losses of our Generation Y Teammates. Further, our Generation Y brothers and sisters are, according to the number of recorded deaths our Army has experienced, our most vulnerable Teammates.

How do we target the Generation Y-ers who seem to be in the majority of the Army's accidental fatalities? Generation Y Soldiers' expectations are defined and developed by past influencers (Family, church, media, etc.). To forcibly change and positively adjust their lifestyles without degrading what they bring to the fight is tough work. Another approach I suggest and ask you to explore involves Generation X-ers and Boomers using some "out of the box" thinking themselves.

This non-conventional approach may put you out of your comfort zone, but the chances that it will widen the possibility for success are high. At the very minimum, we will increase our awareness of this target-rich environment for change.

Maybe the Generation X-ers and Boomers, not the Generation Y-ers, are the ones who need to adjust their approach and think "out of the box" to create messages and solution sets that transcend the communication barrier between them and the Generation Y-ers.

Each generation is unique and Generation Y-ers are no different. But Generation X-ers' and Boomers' ability to crack the code on the mechanics of what makes the Generation Y-ers unique holds unexplored possibilities of preventing losses. Our efforts surely will create a positive change as we, Leaders, grow based upon our enhanced understanding of Generation Y-ers who seem to be the most vulnerable.

Army Safe is Army Strong !!

WILLIAM H. FORRESTER
Brigadier General, U.S. Army
Commanding

The characterization of generations by age, matched against the top five traits chosen from 31 character traits, are:

The Generational Guide

Gen Y-ers (born 1980 - 1990)

- Make personal friends at the workplace
- Sociable
- Think out of the box
- Open to new ideas
- Friendly

Gen X-ers (born 1965 - 1979)

- Confident
- Competent
- Willing to take responsibility
- Willing to put in the extra time to get the job done
- Ethical

Boomers (born 1946 - 1964)

- Strong work ethic
- Competent
- Ethical
- Ability to handle a crisis
- Willing to take on responsibility
- Good communication skills

Mature (born 1925 - 1945)

- Strong work ethic
- Ethical
- Committed to the company
- Competent
- Confident