



# THE GLOBAL LINE



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## ASC's new tool: Contingency Contracting

By Rhys Fullerlove  
ASC Public Affairs

When can a bale of hay cost more than a personal computer? This was the scenario in Bosnia in 1992 when our Soldiers arrived. Today, situations like that are being mown down by newly assigned Army Contingency Contracting Soldiers.

The Army has assigned Army Sustainment Command the mission of setting up contingency contracting units to provide seamless support to combatant commands, eliminating competition among units while purchasing goods and services in the field – one of the reasons why hay cost so much in Bosnia.

Prior to the Army Modularity Redesign Efforts, Contingency Contracting Officers were assigned to Division and Corps Support Commands. No single commander was responsible for contracting support, which lacked standardization Army units.

With the Initial Army Modularity effort, and under the leadership of Maj. Gen. Jerome Johnson, commanding general of Army Sustainment Command, the Army

highlighted the requirement for better contracting support at the unit level. The modular design generated an active component officer requirement of 122 officers and 118 NCOs. The inclusion of NCOs increases support to the field and enhances ASC's brigades', battalions' and logistics support elements' ability to provide a single face to field commanders for all logistics needs, including contingency contracting support.

Following the Army modular example, ASC has reshaped itself and includes Army Field Support Brigades and battalions and Contracting Support Brigades, which includes Contingency Contracting Battalions, Senior Contingency Contracting Teams, and Contingency Contracting Teams.

In the field, contingency contracting teams have roles besides keeping costs of materials low. Often times they are the first ones into an area of operations.

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### TACOM LARs supporting new arms

By Jennifer King  
405th AFSB Public Affairs

Logistics Assistance Representatives from Tank-automotive and Armaments Command - working with the 402nd Army Field Support Brigade - are currently assisting Soldiers in Iraq with the Army's new FN303 Less Than Lethal Launcher. The launcher, which the Army uses to enforce the lower end of conflict, fires a .68 caliber round that is powered by compressed air, working in much the same fashion as a paintball gun.

"(We) are providing operator, unit armor and direct support maintenance training on the system," said Donald Dennis, TACOM Armaments LAR. "We are also assisting TACOM and the Army

in setting up a maintenance program for this off-the-shelf item."



U.S. Army photo by Donald Dennis

Mac Franklin, currently deployed from the 405th AFSB Plans Office, demonstrates the Army's new FN303 Less Than Lethal Launcher.

# What can Lean Six Sigma do for you?

**Maj. Gen. Jerome Johnson**  
Commanding General

Across the nation and around the world – and throughout the Department of Defense, the Army Materiel Command and the Army Sustainment Command – Lean Six Sigma is producing results.



Organizations of all sizes and with a variety of missions have successfully applied Lean Six Sigma. We're cutting costs, reducing lead times, achieving quality improvements, and creating more productive, efficient processes. Our Lean Six Sigma accomplishments are benefiting our two most important customers: America's Soldiers and other warfighters, who count on us to deliver support as they fight for our freedom, and America's taxpayers, who foot the bill and expect us to get good value for their money.

Lean Six Sigma combines the principles of Lean manufacturing, aimed at eliminating all non-value added processes, with Six Sigma, which aims to reduce variations in processes and improve quality. The goal of Lean Six Sigma is to create a culture of continuous improvement where everyone is involved and empowered to make processes better and more efficient.

While Lean Six Sigma can trace its roots to the factory floor, its principles can be applied to all our business areas – administration, logistics, and support services, as well as manufacturing. Any process that results in any sort of tangible or intangible end product – in other words, just about everything –

can benefit from the proper application of Lean Six Sigma.

Lean Six Sigma success stories can be found right next door and halfway around the world. For example, the Joint Manufacturing Technology Center here at Rock Island Arsenal applied Lean Six Sigma on the Forward Repair System which earned a 2006 Shingo Prize – described by authorities as the “Nobel Prize of Manufacturing.” This project resulted in a dramatic decrease in manufacturing lead time and an equally impressive increase in production, while also leading to a number of safety enhancements.

Across the Pacific, Army Field Support Battalion - Korea is using Lean Six Sigma to improve the procedures used to maintain and store essential combat equipment. Production rates have gone up, rejection rates have gone down, and a cost avoidance of nearly \$2 million has been realized.

At the 402nd Army Field Support Brigade in Iraq, employing Lean Six Sigma principles has improved in- and out-processing of all personnel deploying to and from the theater, making these moves faster and easier. At our site in Qatar, Lean Six Sigma helped get battle-damaged vehicles restored and returned to troops in the field.

I could share dozens of other examples, but instead I'll leave you with this: Lean Six Sigma works because it taps individual initiative and creativity and fosters an atmosphere of teamwork and cooperation. As a member of this organization, you make Lean Six Sigma happen, and you are the ultimate source of its strength and success.

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**“... just about everything can benefit from Lean Six Sigma...”**

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## THE GLOBAL LINE

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# Making a difference one BRAT at a time

By Debbie O'Connor  
402nd AFSB Public Affairs

Richard Paltani, a Quality Assurance Specialist Ammunition Surveillance, from Pine Bluff Chemical Activity took it upon himself to ensure that war fighters have what they need to accomplish their mission.

Paltani is well aware of the need for Bradley Reactive Armor Tiles to support the troops; so when he noticed loose tiles sitting around that looked serviceable but needed a little work, he had a plan and jumped into action.

The first step was to inspect all loose tiles and segregate unserviceable tiles from the serviceable, repairable ones.

Following criteria/guidance found in Ammunition Information Notice 81-06, Paltani had his plan of attack to accomplish the

mission at hand. He required some assistance from his wife back in the United States to make his plan work. She mailed him some commercial off-the-shelf acrylic caulk that he couldn't find, given the scarcity of local Lowes

or Home Depot stores in Iraq. The caulk is used to fill holes that are then inspected in accordance with the AIN, before accepting them into the inventory. Filling the holes prevents damage from moisture contamination or debris.

Once all the holes are filled and a final inspection conducted, the tiles are cleaned and repainted. It may be one BRAT at a time but with Paltani's dedication, motivation, and enthusiasm, matched by his brother and sister QASAS in Iraq, no warfighter will go without ammunition/explosive support when QASAS have anything to do with it.



U.S. Army photo

Richard Paltani services armor tiles for Bradley vehicles

# AMC Commander visits SWA activities

By Jennifer King  
405th AFSB Public Affairs

Gen. Benjamin Griffin, commander of the U.S. Army Materiel Command at Fort Belvoir, Va., recently visited U.S. Army Materiel Command operations in Southwest Asia, including the Communications-Electronics Life Cycle

Management Command Electronic Sustainment Support Center Iraq - operating in cooperation with the 402nd Army Field Support Brigade. During Griffin's visit to the ESSC, Mark Yoder, who

deployed from Friedrichsfeld, Germany as the CE-LCMC ESSC manager for Iraq, briefed Griffin on support to the warfighter.

Griffin toured the new ESSC facilities, which were recently completed in December. The three new buildings house the Tobyhanna Army Depot Tier III and Standard Army Management Information System Forward Repair Activity, the Project Manager—Force XXI Battle Command Brigade and Below (Blue Force Tracker) Armored Security Vehicle Installation Team and Theater Warehouse, and the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System Rapid Aerostatic Initial Deployment support facility.

"This was Gen. Griffin's first visit to Balad since the new facility was completed," Yoder said. "This new facility shoulders approximately twenty percent of the workload of the total CE-LCMC operation in Balad (and is) the largest CE-LCMC FRA in Southwest Asia."



U.S. Army photo

AMC Commanding General Benjamin Griffin visits a forward activity in Iraq.

# 407th AFSB key to 4th ID reset at Fort Hood

By Sgt. Michael Molinaro  
4th Inf. Div Public Affairs

As the glow of returning from a successful deployment begins to fade, Soldiers from the 4th Infantry Division have launched the process of preparing for future potential missions with the resetting of the division.

Equipment is being inspected and overhauled, Soldiers are acquainting themselves in new positions and new units, and training has begun in small doses on the Fort Hood grounds as units across the Army anticipate quick turnarounds back into combat.

"This is massive, with a lot of people and hard work figuring this out," said Brig. Gen. William Grimsley, deputy commanding general-support, 4th Inf. Div. "It's a good and executable plan."

The three components to resetting the division – equipment, people and training, are each important, yet different in how the process runs, Grimsley remarked.

"The equipment piece is the most visible and what people tend to focus on," he said. "You can have all of the equipment in the world, but without the right kind of people and the numbers, the equipment is just equipment. You can have the best people in the world and the best equipment in the world, but if you don't use it in realistic scenarios, then it doesn't matter."

A new dynamic that is extremely beneficial to the whole process is the insertion of two other units on Fort Hood to the reset procedure: the 407th Army Field Support Brigade and the 4th Sustainment Brigade. Both have separate tasks with a common goal in mind: making sure the 4th Inf. Div. and its equipment will be fully mission-capable when called upon.

The 407th AFSB is a new unit developed by Army Sustainment

Command, a part of Army Material Command. It takes on the responsibility of accepting and maintaining equipment from various

lessons from how we do it and will have an even better product," Grimsley said.

New pieces of equipment, like the M2A3 Bradley Fighting Vehicle, a modified UH-60 Black Hawk helicopter, and advanced communications systems, are coming into the division as well. Equipment left behind by 1st Cav. Div. will also be modified with the newest bells and whistles.

Soldiers from various brigade combat teams are starting to integrate new Soldiers into the units, building teams, identifying squad and platoon leaders, and working on individual skills, Grimsley stated.

"Soldiers from 1st BCT are in the field working on room clearing, weapons qualification, and all of the other things that are small building blocks before the next wave of training," Grimsley said.

Because of an expected smaller dwell time between the last deployment and a possible future deployment, the training schedule the division previously used has been tinkered with to make it realistic and identifiable, with tasks that are the most important based on what leaders project potential missions will be.

Resetting the division in the small time frame, as challenging as it may be, will add yet another chapter to the division's ever-growing legacy.

"We will set a benchmark here for the history on how to do this right," Grimsley said. "It's not going to be perfect. We will run into many bumps on the road, but we will figure this out. I think what we are going to do is establish a standard and a method for doing business that people that follow us can use and make it better."



U.S. Army photo

Staff Sgt. Cory Smith from the 4th ID performs maintenance on the engine of his M577.

units throughout the Army and signing the equipment to units that need it, Grimsley said. 4th Inf. Div. signed over a majority of its equipment to the 1st Cavalry Division when the two units swapped out in Baghdad last fall. 1st Cav. Div. signed over its equipment here at Fort Hood that was left behind to the AMC, which in turn will sign over that equipment to the 4th Inf. Div. when it's deemed ready for battle.

Acting as control and command for the entire procedure are Soldiers from the 4th Sustainment Brigade. They have taken on the mission as an implied task and are contributing in a major way, Grimsley said. The real beauty of their involvement is they will also be involved when 1st Cavalry Division goes through the same reset process when it redeploys and, along with the 407th AFSB, will no doubt help the First Team's reset immensely.

"When our friends from 1st Cav. come back, they will take great

# CNN reports from 402nd AFSB in Iraq

By Debbie O'Connor  
402nd AFSB Public Affairs

Led by national correspondent John King, a CNN team recently focused its lens on Army Sustainment Command activities in Southwest Asia.

During its March 18-20 visit, the news crew was filming an hour-long feature on Army readiness, equipping and the reset process. According to producer Laura Bernardini, CNN's goal was to gain an understanding of Army readiness by seeing forward repair activities performing field level maintenance and meeting the personnel who do the mission in Kuwait and Iraq.

The team toured the Baghdad Retrograde Operations Site and the HMMWV Enhancement Facility where they interviewed David L. Stewart, the FRAG 5 Armor installation Site Lead. After Baghdad, CNN visited Balad where they toured the Route Clearance, HMMWV and Armor

Security Vehicle Maintenance Facilities. The CNN crew also toured the Stryker forward repair activity at

to rotor blades. The crew rounded out their maintenance facility tour by seeing Unmanned Aerial Vehicles shop.

They finished up by interviewing Col. Rob Sorensen, 402nd Army Field Support Brigade – Iraq commander. Following their visit with the 402nd, the team embedded with the 13th Sustainment Command (Expeditionary) and went out on a convoy mission outside the base. While with the 13th SC (E), they also did a feature story on the life of an American Soldier, following a Soldier around for the day to see witness living and working conditions.

According to 402nd AFSB sources, the visit was a great way to demonstrate the brigade's ability to synchronize Army Materiel Command battlefield repair capabilities while highlighting the brigade's commitment to Warfighter support. Plans call for the story to air in six to eight weeks.



U.S. Army photo

CNN crew and its hosts in Iraq

which King was given a ride in a Stryker vehicle. They also viewed the Tanker Ballistic Protective System and the Common Remotely Operated Weapons Station. During a visit to the Theater Aviation Sustainment Manager site, they witnessed repairs

## ASC deploys new training measurement system

By SSG Nicole Morris  
ASC G3

On April 3-6, Army Sustainment Command G3 hosted a four-day Digital Training Management System (DTMS) Master Training Course. The train-the-trainer course certified unit master trainers who have returned to their commands to teach their personnel to successfully operate DTMS.

Pedro Benitez and William Poirier, who work out of the Ft. Leavenworth, Kan., Collective Training Directorate, led the training of 24 Soldiers and civilians.

DTMS is an automated system for managing training in Army units – for example: developing a unit's Mission Essential Task List, for assessing METL, and for developing unit training plans and schedules.

The system is a web-based unit training, planning and management tool developed to facilitate a unit's ability to plan, resource and track unit training at all levels. It compiles and displays a unit roll-up of training conducted

across the spectrum through a series of customizable tabs from collective and individual tasks to weapons qualification, Army Physical Fitness Test, AR 350-1 mandatory training, and deployment tasks from enlistment to retirement. Additional specialized training tabs include language proficiency, airborne jump currency, medical readiness, and aircrew training. It provides commanders with a continuous update of unit training status. It is a "one-stop shop" for training that delivers long-range calendars, short-range calendars, a near-term calendar view, training schedules and installation schools allocations and management. A Soldier's training record created in DTMS automatically transfers during PCS to the new unit for training continuity. DTMS continues to push forward in the development of interfaces with other systems such as ATTRS, and MEDPROS to provide

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## Contracting Continued from page 1

"We push our contracting teams into the field to provide basic life support items such as water and building materials, so when our Soldiers arrive they can execute their mission," said Ronda Jones, acting deputy of the Army Sustainment Command G3.

When a CCT arrives in an area of operations, first order of business is setting up a command post. From there, they begin to recon the area and determine what goods and services can be obtained locally. Pre-written contract clauses are used to help expedite acquisition.

Army Sustainment Command took on this mission in 2006 from the Army Contracting Agency. "When we took on the mission, we didn't even know what contingency contracting was," said John Tacker, chief of training and program manager G3, contingency contracting. "We assumed it was a contracting mission and that operations had a minor role." Turns out deploying trained contracting Soldiers as a unit is just as important as the contracting mission. Contracting is the technical side and the care of Soldiers is the operations side.

"On the operations side, they are not contracting officers to us, they are Soldiers. It is our mission to train, equip and deploy Soldiers," Tacker said.

This isn't the first contingency mission ASC has taken on. ASC is also responsible for the Logistics Civil Augmentation Program, which uses civilian firms to provide a wide range of support services to deployed forces worldwide during contingency operations.

The new contracting mission is not without its dangers. CCTs may deploy at the early stages of conflict. They may even be at the tip of the spear, setting conditions for follow-on forces.

"They literally wear a target on their back," Tacker said. "When people think of deploying a brigade they think of 3,500 Soldiers going into a war zone, but in the CCT world, it is two Soldiers going to a merchant in downtown Kabul to buy water."

When CCTs are not in the field they are at garrison installations around the United States. They work with the garrison directorate of contracting, sharpening their technical skills.

"When they are not deployed, our Soldiers are honing their skills every day while supporting day-to-day garrison operations," Jones said.

Plans call for additional CCTs and Contingency Contracting Battalions, this will increase from two to three. The four existing Contracting Support Brigades are commanded by colonels, who are dual-hatted as the Principal Assistant Responsible for Contracting at Army Contracting Agency's operations in Europe, Korea, Southwest Asia and the Americas.

CSB commanders remain responsible for executing ACA's contracting mission to support local installations and the needs of their assigned Army Service Component

Command and other customers. When deployed, however, the CSB commander will lead all deployed Army contingency contracting teams and battalions in the theater of operation. By integrating CSBs with Army Field Support Brigades, ASC provides combatant commanders the entire spectrum of acquisition, logistics, and technology support.

"Contingency Contracting is important because we are able to provide a wide range of supplies, services, and minor construction to the Warfighter that they otherwise would not be able to obtain," said Lt. Col. Paul H. Pardew, commander of the 900th Contingency Contracting Battalion. "We do operational support directly to Corps and below units. Our Contingency Contracting Teams (CCTs - 4 Soldiers) are trained to integrate with Division/Brigade logistics elements to assist in the logistics planning, gather requirements, and fill them in the local markets or by reaching back to the United States."

To tie this all together, ASC recently hosted a contingency contracting commanders conference at Rock Island, Ill., enabling commanders to voice their ideas and concerns with leadership and peers.

"We have a 'no-fail' mission and that is support to the Warfighter. Within the confines of the law, never fail to support Soldiers in the field," Pardew said.

## Training Continued from page 5

commanders with the most current and relevant Soldier data to enhance unit training status.

Among the graduates are: **HHC, ASC/ Rock Island Arsenal** - MSG Donald Finley, SFC Douglas Drinnon,

SFC Shonn Richardson, SSG Mohamed Diane, SSG Nicole Morris, SFC Antonio Chavis and SFC Zandra Myers; **ASC/ Rock Island Arsenal** - George Gray, Lyle Dahl, Terry Stevens, Rubel Williams and Theresa Fahrenkrug; **404<sup>th</sup> AFSB** - Rueben Hardman; **407<sup>th</sup> AFSB** - MSG Joseph Brown; **408<sup>th</sup> CSB** - MSG Cortorcha Rucker and SFC Ronald Hobbs; **807<sup>th</sup> MEDCOM** - MSG Oscar Velezmarrero and Viktoria Colon; **410<sup>th</sup> CSB**

- COL Anthony Bell, LTC Robert Brinkmann and SFC Christopher Bowers; **603<sup>rd</sup> CCT** - MSG Jared Goins and SFC Marlon Cooper; **901<sup>st</sup> CCBN** - SFC Eunice Haynes.



*U.S. Army photo*

William Poirier and Pedro Benitez led DTMS training