



Looking Out for Ammunition

by G. Dean Turner

Lessons learned from the ammunition logistics support and review programs can help improve ammunition management in your unit.

The Army's dedication to providing its soldiers with effective, safe, reliable ammunition is as firm today as it was 36 years ago when the Chief of Ordnance established an area ammunition inspectors program. Today's ammunition logistics support and review programs, however, are much more comprehensive.

The current program, developed within the Office of the Deputy Chief of Staff for Logistics in 1976, operates under provisions of AR 700-13. The result of program operations provides Headquarters, Department of the Army (DA), with an independent assessment of how ammunition is being handled and logistically supported.

The Operations Assistance and Review Office of the Army Defense Ammunition Center and School



□ An ammunition review team member checks a 155-millimeter propelling charge for a South Dakota guardsman and a 4th Division infantryman.

Chronology of the Ammunition Logistics Support and Review Program

April 1947: Office of the Chief of Ordnance establishes the area ammunition inspectors program.

October 1956: Office of the Chief of Ordnance extends the area program to oversea commands.

November 1963: Supply and Maintenance Command establishes the ammunition adviser's office.

April 1972: Army Materiel Command establishes the ammunition depot review program.

February 1976: Department of the Army establishes the worldwide ammunition logistics support and review program.

November 1976: Army Materiel Development and Readiness Command extends the ammunition depot review program to all its ammunition operations and surveillance activities.

at Savanna, Illinois—an Army Armament, Munitions, and Chemical Command (AMMCOM) organization—actually conducts the ammunition logistics support and review programs. The office is staffed by 12 action officers, 4 of whom are logistics management specialists, 6 are quality assurance specialists (ammunition surveillance), and 2 are engineers.

This staff is responsible for accomplishing the 11 major elements of the program, as prescribed in the regulation, and provides a central source of data on current and future ammunition capabilities for worldwide logistics support of Army ammunition. The data compiled and provided covers equipment, facilities, explosive safety, security, transportation, organization, and civilian support personnel.

The office is responsible for designing, developing, and distributing standards and approved drawings for storage and procedures for outloading. It also designs, develops, fabricates, and supplies equipment systems for ammunition depot operations. The staff engineers provide design and testing services for

ammunition operations, depot modernizations, containerization, palletization, unitization, and transportation.

Assistance is a major part of the 11 program elements, and the office provides assistance to any Army activities engaged in ammunition operations when requested. The staff can assist with investigations of ammunition malfunctions, with chemical and nuclear surety programs, and in the development of plans to construct or modify ammunition facilities. They will also review plans prepared for submission to the Defense Explosives Safety Board when requested.

The office collects, analyzes, and interprets specialized information on the design, modification, and demilitarization of ammunition items. It also evaluates explosive safety in the areas of storage, transportation, maintenance surveillance, and demilitarization.

As a result of the various ammunition logistics reviews, the office staff has compiled information on problems that occur in materiel management,



storage, transportation, explosive safety, stockpile reliability and ammunition surveillance, and security. Lessons can be learned from these problem areas. If your command or activity is responsible for ammunition handling, review the following list to see if similar deficiencies exist in your ammunition-handling operations.

Materiel management.

- Local regulations and technical administrative standing operating procedures are not established for ammunition supply point operations.
- Documentation and publications governing operations are not available to operating personnel.
- Contracts do not contain specific work and performance criteria in the scope of work or include requirements for periodic reporting of performance.
- Excess stocks are not being effectively purged from inventory.
- Increased emphasis is needed to ensure consumption of priority-of-issue (condition code C) stocks in training.
- Stock location (planograph) system is not implemented at retail installations.
- Used ammunition packing material and specified components are not being disposed of according to AMMCOM instructions.
- Sensitive ammunition items are not being inventoried quarterly at supply support activity level and monthly at unit level as required by AR 710-2.
- Training ammunition requirements are inaccurately forecast. Units draw excessive amounts of ammunition for training, resulting in large quantities of turn-ins.

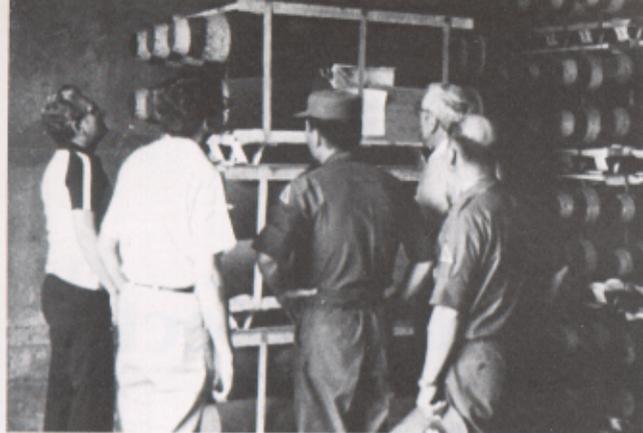
- Broken or less-than-full boxes (called light boxes) of ammunition are not being properly painted, marked, and sealed, or cards are not being maintained indicating contents in broken boxes.

Storage.

- Storage aids, such as pallet racks and shelving that can improve storage efficiency, are not getting maximum use.
- Ammunition boxes and containers are not securely closed and sealed, sometimes leaving ammunition items exposed.
- Approved storage drawings are either not complied with or not available, proper dunnage is not provided, and lot separation is not maintained. Multiple light boxes and the unnecessary fragmentation of lots in storage were observed.
- Formal storage plans are not developed.

Transportation.

- Standing operating procedure is not prepared for shipping operations.
- Loads are not properly blocked and braced for transportation per approved drawings, or approved outloading drawings are not available. Also "safe haven" capabilities are not being reported to the Military Traffic Management Command.
- Ammunition is inadequately secured for movement in unit organic vehicles, and rounds are issued loose or in nonstandard packaging.
- Intrainstallation shipments are being made without placing proper placards on the vehicles.
- Drivers are not provided DD Form 836, Special Instruction for Motor Vehicle Operators.



□ An M21 antitank mine, stored aboard a near-term prepositioned ship at the U.S. Naval Magazine, Subic Bay, the Philippines, is inspected for quality (left). Specialists inspect war reserve stocks of MK82, 500-pound bombs, stored in the Republic of Korea (above).

- Incoming trucks are being inspected at other than designated inspection stations.

Explosive safety.

- Contaminated areas are not posted as required by DOD 5154.4S.
- Ammunition and explosives are stored outside without explosive license for the storage location, authority for outside storage, and adequate firebreaks around the material.
- Chemical hazard markers are not displayed on magazines containing chemical ammunition.
- Ammunition safety standing operating procedures are inadequate.
- Hazard Class 1.1 material is stored in above-ground magazines in violation of Technical Manual 9-1300-206.
- Materials-handling equipment is refueled while operating and at less than the prescribed distance from storage magazines.
- Vehicle holding and staging areas and operating buildings are not covered by explosive licenses, and appropriate fire symbols are not displayed. Explosive limits are not established for a maintenance facility.

Stockpile reliability and ammunition surveillance.

- Functions and responsibilities of ammunition surveillance personnel are not defined in local regulations.
- Systems are inadequate for controlling suspended or restricted ammunition items, particularly on stocks in the units and stocks used for evening and weekend firing.
- Periodic inspection schedules are not established or followed. Depot surveillance record cards for stocks on hand for over 1 year are not established.
- DA Forms 4508 are not being used to make condition code changes.
- Ammunition information notices are not being implemented.

- Items are not being identified for compatible storage characteristics and Army guidance is not being followed in storing category "Z" items.
- Lightning protection checks are not being made.
- Standing operating procedures or formal record-of-inspection results are not being maintained for magazine inspections. Storage compatibility and explosive limits are not being checked during inspections.

Security.

- Separately fenced areas are not provided for storing small, nonnuclear missiles and rockets.
- Ammunition supply point fences are not posted with the required signs at proper intervals.
- Storage magazines are not being patrolled with the frequency required by DOD 5100.76M and AR 190-11.
- DA Forms 4604-R, Security Construction Statement, are not being prepared for ammunition storage structures.

By conducting these reviews and reporting the problem areas, such as those listed above, the Army has the opportunity to correct its own deficiencies without the involvement of outside agencies. Over the life of the program, its operation has produced a combination of savings or cost avoidances in excess of \$140 million, resulting from improved use of storage space, reevaluation of stockage objectives, and changes to or deletions from military construction authorizations.

The Operations Assistance and Review Office is exploring further improvements in the operation of the program. One such improvement is to more widely disseminate the "lessons learned" from the review program. Another is to review for technical adequacy and workload justification proposals for military construction authorizations to modify existing ammunition facilities or construct new ones. The office is now performing an onsite follow-up audit to review corrective actions that have been taken in response to review recommendations.

Ammunition is, and will remain, one of the Army's most critical commodities. As such, its efficient management and handling cannot be over-emphasized. If you feel that your command—or your unit—could use help in improving ammunition handling, send a request to—Commander, U.S. Army Ammunition, Munitions, and Chemical Command, Rock Island, IL 61201, following procedures in AR 700-13. **ALOG**

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