



COMPANY PROFILE

[Letterkenny Army Depot](#) (LEAD), a US Army Aviation and Missile Command (AMCOM) depot, is the Army's only winner of the distinguished Shingo Award three consecutive years.

LEAD is the Center of Industrial and Technical Excellence for Tactical Missile and Air Defense Ground Support Equipment and Mobile Electric Power Generation Equipment.

LEAD has been producing Biological Integration Detection Systems (BIDS) for the Research, Development and Engineering Command (RDECOM), Joint PEO – Chemical and Biological Detection (CBD) since 2002.

ACHIEVEMENTS

- LEAD began building the BIDS prior to 2004 and growth has increased 6% per year.
- LEAD reduced the cost of the BIDS in 2005 which resulted in the customer purchasing a Robot that is integrated in the BIDS process line.
- Value Stream Analysis revealed that transportation waste could be eliminated by having the base unit shipped directly to LEAD instead of a stop at a distribution center.
- Value Stream Analysis with involvement of the suppliers and the customers reduced:
 - The current process by 13 steps;
 - 7 hours of flow time;
 - 15 hours of manual cycle time;
 - Travel distance 2695 Exterior feet and 1145 Interior feet.

QUALITY

- External customer satisfaction 100%.
- LEAD Quality Management System has retained third party commercial ISO 9001:2001 certification since 2004.
- Process certified BIDS mechanics to avoid separate quality inspections
- Internal defects are .08 per unit

PARTS

- Value Stream Analysis used to examine each supplier of the parts flow
- Joint PEO - CBD sent their batch ordered parts to LEAD to store; therefore, LEAD has developed a right sized KANBAN system to deplete the surplus before re-ordering.

ENVIRONMENTAL

- LEAD Environmental Management System retained third party recommendation for commercial ISO 14001:2004 certification since 2004.
- Letterkenny is being recognized for environmental stewardship by winning the 2006 Secretary of the Army Environmental Award.

ACTIVITIES

- Joint PEO - CBD approached LEAD to process the entire BIDS system due to the high quality of workmanship that LEAD continues to provide
- Joint PEO - CBD consists of 23,000 square feet of staging and assembly process and that will be reduced to under 12,000 square feet at LEAD
- Strategic planning expeditions for the paint process experts, quality inspectors, engineering and the mechanics to anticipate the new workload

PEOPLE

The depot workforce is comprised of 1357 civilian employees, 966 contractor and

military employees, and 752 tenants. The entire workforce is empowered to make improvements through Lean events, the Army suggestion program, and the value-engineering program. During value stream analysis (VSA) and kaizen or rapid improvement events (RIE), the direct chain of command sponsoring the event and all major supporting organizations are present for end-of-day team out-briefings on Tuesdays and Fridays.

PROCESS

LEAD strives to consistently provide products that meet or exceed customer and regulatory requirements, improve customer satisfaction, and continually improve processes using Lean Six Sigma. All Directorates are responsible to support, participate in, and sustain Lean Six Sigma to improve their internal process. Each directorate creates and maintains an A3 that supports the enterprise level Command level A3 to insure that policy deployment cascades to the shop floor and then coaching to ensure and improvement and sustain through management reviews. The Lean Core Team under the leadership of the Chief of Staff facilitates Lean Six Sigma activities depot wide via the 7 week cycle. The Lean Core Team utilizes the Lean toolbox (kaizen and VSA) and is Six Sigma Green Belt and Black Belt trained. Cross-functional teams are created to discover and eliminate the waste. The Lean Core Team performs pre-event training in a classroom, and meetings with the team members before the event. Lean activities are executed with both supplier and customer needs of the process under consideration and are included as part of the team focus enabling broader enterprise productivity changes. Follow up meetings are used in order to finalize any changes.

PLANT

LEAD is a Government-owned and operated installation located in Chambersburg,

Pennsylvania. Comprising over 17,500 acres, a large land portion of the depot is used to conduct maintenance, modification, storage, and demilitarization operations on tactical missiles and ammunition. LEAD remains the top employer in Franklin County, fueling an economic engine that propels over one quarter billion dollars annually into the region through payroll, contracts, and retiree annuities.

CORPORATION

LEAD is under the command structure of the AMCOM a major subordinate command of the [U.S. Army Materiel Command](#) (AMC). AMC's mission is to provide the Army and other Armed Forces with worldwide, reliable, responsive, and cost-effective overhaul, rebuild, upgrade, repair, manufacturing depot level maintenance, technical field support, systems integration, and product support integration for weapon systems, end items, assemblies, subassemblies, components, and ancillary equipment to ensure the readiness, sustainability, and safety of these forces during the full spectrum of operational environments.

For more information, contact:

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