

# US Army Ordnance Corps Hall of Fame Nomination

## NOMINEE DATA

**NOMINEE'S NAME:** Joseph W. Arbuckle

**RANK/GRADE:** Major General, U. S. Army (Retired)

**TITLE:** Major General (Retired)

**DATE RETIRED:** 31 December 2000

**DATE DECEASED:** N/A

### **CURRENT/LAST DUTY POSITION/OCCUPATION:**

Retired as Commanding General, U.S. Army Operations Support Command (OSC)

### **PUBLICATIONS/CONTRIBUTIONS TO PERIODICALS:**

"Occupational Health at AMC Installations," Army Logistician, Jan/Feb 1997

"Company Commander or Point of Contact," Army, ca 1980 (exact dates unknown)

"The Real Risk to US National Interests," Military Review, May 1989, pp 86-89.

"Complete Round Concept," Ordnance Magazine, ca 1983 (exact date unknown)

"Revolution in Military Logistics," concept development for GEN Salomon, 1996 and briefed to GEN Reimer, 1996/7.

### **SIGNIFICANT CITATIONS AND AWARDS:**

Member of the Engineer OCS Hall of Fame, Ft Leonard Wood  
Member of the Officer Candidate School Hall of Fame, Ft Benning

Defense Distinguished Service Medal  
Legion of Merit (with 5 Oak Leaf Clusters)  
Bronze Star Medal with "V" Device  
Bronze Star Medal (with Oak Leaf Cluster)  
Defense Meritorious Service Medal  
Meritorious Service Medal (with 3 Oak Leaf Clusters)  
Army Commendation Medal (with 2 Oak Leaf Clusters)  
Army Achievement Medal

Combat Infantryman Badge

Parachutist Badge

Army Staff Identification Badge

**SIGNIFICANT ASSIGNMENTS/DUTY POSITIONS:**

FROM	TO	ASSIGNMENTS
May 70	Dec 71	Assistant S-3 (Operations), later Adjutant, 70th Ordnance Battalion, Fort Carson, Colorado
Dec 71	Oct 72	Executive Officer, later Detachment Commander, then later Staff Advisor, Advisory Team 22, Military Assistance Command, Vietnam
Oct 72	Dec 72	Assistant District Senior Advisor, Advisory Team 42, Military Assistance Command, Vietnam
Jul 73	Dec 73	Missile Maintenance Officer, 3d Battalion (HAWK), 68th Air Defense Artillery, Homestead Air Force Base, Florida
Dec 73	Dec 74	Special Assistant to the Brigade Commander, later Aide-de-Camp, 31st Air Defense Artillery Brigade, Homestead Air Force Base, Florida
Dec 74	Sep 75	Student, United States Army Ordnance Center and School, Aberdeen Proving Ground, Maryland
Oct 75	May 76	Missile Maintenance Officer, Headquarters and Light Maintenance Company, 124th Maintenance Battalion, 2d Armored Division, Fort Hood, Texas
Jun 76	Jul 77	Commander, G Company, 124th Maintenance Battalion, 2d Armored Division, Fort Hood, Texas
Jul 77	Feb 78	Assistant G-4 (Logistics), 2d Armored Division, Fort Hood, Texas
Feb 78	Jun 80	Commander, 4th Ordnance Company, 3d Ordnance Battalion, 59th Ordnance Brigade, United States Army Europe, Germany
Aug 80	Jun 81	Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
Jun 81	Jun 84	Ammo Staff Officer, later Chief, Plans and Support Division, United States Army Central Ammo Management Office-Pacific, Fort Shafter, Hawaii
Jun 84	May 85	Chief, Missile Division A, School Brigade, Redstone Arsenal, Alabama
May 85	May 87	Commander, 55th Support Battalion, 56th Field Artillery Command, (Pershing), United States Army Europe, and Germany
Aug 87	Jun 88	Student, United States Army War College, Carlisle Barracks, Pennsylvania
Jun 88	Jun 89	Chief, Depot Maintenance Branch, Office of the Deputy Chief of Staff for Logistics, Washington, DC
Jun 89	Mar 90	Executives to the Assistant Deputy Chief of Staff for Logistics, Office of the Deputy Chief of Staff for Logistics, Washington, DC

Mar 90	Feb 92	CSA Strategic Fellow, United States Army War College, Carlisle Barracks, Pennsylvania
Mar 92	Jun 94	Commander, Letterkenny Army Depot, Chambersburg, Pennsylvania
Jun 94	Nov 95	Director, Commanding General Staff Group, United States Army Materiel Command, Alexandria, Virginia
Dec 95	Sep 97	Deputy Chief of Staff for Ammunition, United States Army Materiel Command, Alexandria, Virginia
Sep 97	Sep 98	Commanding General, United States Army Armament Research, Development and Engineering Center, Picatinny Arsenal, Dover, New Jersey and J-4, Joint Task Force, Kuwait
Sep 98	Oct 00	Commanding General, United States Army Industrial Operations Command (then Operations Support Command), Rock Island, Illinois

**EDUCATION:**

Civilian

Western State College - Colorado - BA Degree - Psychology  
 University of Southern California - MS Degree - Systems Management (Logistics)

Military

Officer Candidate School  
 Ordnance Officer Basic and Advanced Courses  
 United States Army Command and General Staff College  
 United States Army War College

**LIST OF POSSIBLE SOURCES OF INFORMATION ABOUT THE NOMINEE:**

Army Field Support Command History Office, 309-782 1450

Oral History, Major General Joseph W. Arbuckle. "End of Tour Interview", Historian, Public Affairs Team, HQ, U.S. Army OSC, Rock Island, 61299-6000

Military History Institute, "Personal Papers of MG Joe Arbuckle," MHI, Carlisle Barracks, PA

**SIGNIFICANT CONTRIBUTIONS TO US ARMY ORDNANCE:**

General Joseph W. Arbuckle was born 28 February 1946 at Lincoln, Illinois. After graduating from Western State College, Colorado in 1968 he enlisted in the US Army. He attended Officer Candidate School and Ft Belvoir, graduated in April 1970, and was commissioned a Second Lieutenant, Ordnance Corps. MG Arbuckle once said that he never intended to make the Army a career, but "once in the Army, I found I liked the challenges and responsibilities..."

Soon after being commissioned in the Ordnance Corps 2LT Arbuckle volunteered for a detail as an Infantry officer in Vietnam. He spent much of his year in Vietnam advising Infantry units of the Army of the Republic of Vietnam. That one-year tour of duty, during which he was

awarded the Bronze Star Medal with “V” Device, was crucial to forming his dedication as a career Ordnance Officer. As a combat infantryman during this tour, he also served in his first command as a Detachment Commander. He never forgot the missions, environment, and requirements of combat soldiers in the field. These experiences shaped his approach to Ordnance and logistics support to the warfighter.

General Arbuckle held many command and staff positions allowing him to influence the Army and make significant contributions to the Ordnance Corps. His contributions can be split into the categories of logistics and strategy.

As a logistician, MG Arbuckle commanded at every officer level in the Ordnance Corps, including twice as a Captain. Through his Colonel command, MG Arbuckle’s expertise was missile systems at the tactical level. He had more time in command of tactical level missile maintenance units than any other Ordnance Officer. He commanded maintenance units for basic and improved HAWK, Nike-Hercules, Chaparral, Vulcan, Redeye, Stinger, TOW and I-TOW, Dragon, Shillelagh, and Patriot. He culminated his command of tactical missile maintenance units when, in 1985, he took command of the Army’s only Pershing Missile Support Battalion. In this capacity he commanded over 1,200 soldiers who focused on maintaining the Pershing missile. The Pershing was responsible for bringing the Soviets to the Intermediate Nuclear Force bargaining table at the height of the Cold War. The Soviets feared the accuracy of the Pershing, and MG Arbuckle’s Pershing Support Battalion ensured the missiles were always ready to fire. The Pershing Support Battalion was a full-service “mini-DISCOM” that provided tactical logistics to the entire Pershing Command. In this capacity, LTC Arbuckle also gained experience in providing support to multi-national components. His contributions as a battalion commander brought credit to the Ordnance Corps for their superior and sustained support forward to strategic forces.

In 1992 Arbuckle took command of Letterkenney Army Depot and utilized all of his experiences in tactical level missile maintenance to improve operations at the Depot level and focus efforts on streamlined customer service. MG Arbuckle implemented a “one-Stop Service” concept for Joint Tactical Missiles. All depot level maintenance for joint missiles was consolidated at Letterkenny Army Depot. Joint Missile Support involved consolidating the shift of eighteen missile systems to Letterkenny. Arbuckle was able to execute the shift after convincing the BRAC Commission that it was the right thing to do for increasing efficiency.

MG Arbuckle continued to command at the General Officer level. In 1996-1998 he commanded the Armament Research and Development Engineering Center, Picatinny, NJ. During his tour of command at Picatinny he served a detail as J-4, Joint Ground Force Kuwait during Operation DESERT THUNDER II. At the time, this was the largest multinational force concentrated in Kuwait since the end of DESERT STORM. At the end of the operation LTG Tommy Franks put the then, BG Arbuckle in command of the entire Joint Ground TF. BG Arbuckle commanded two brigades of Army and Marine infantry as they prepared for redeployment. Simultaneously, he directed the logistics efforts of sustainment and redeployment. His designation as TF CG reflects the great trust LTG Franks had for BG Arbuckle and an unusual and significant combat command position for an Ordnance Officer.

In addition to developing great experience as a commander at every level, MG Arbuckle also made significant contributions to strategy and national level logistics. For two years Arbuckle

was one of four strategic fellows to for Generals Vuono and Sullivan while the “Revolution in Military Affairs” (RMA) concepts were being developed. Soon after, MG Arbuckle ran the AMC Staff Group for GEN Salomon and became the focal point for the development of the “Revolution in Military Logistics.” The RML tied into Focused Logistics, and senior Army leadership believed that RML was a necessity to implement RMA. RML focused on increased automation, a shift to distribution based logistics, logistics projection, logistics footprint reduction, agile infrastructure, and Total Asset Visibility. At the time these initiatives were truly revolutionary concepts that demanded the creation of a completely new logistics mindset. Arbuckle briefed the concepts to the Chief of Staff of the Army and General Officer leaders. Within a couple of years the RML was common Army currency and organizations were restructuring to change their ways of doing business. Technology application, force projection, and force sustainment are today’s logistics methods. MG Arbuckle was largely responsible for developing these ideas and then educating the Army and other Services on their utility.

In 1998 MG Arbuckle assumed command of the US Army Industrial Operations Command (IOC) at Rock Island, IL. At the time he assumed command the IOC was primarily geared towards the hard industrial operations in support of the Army. In 1998 IOC consisted of ammunition plants, storage depots, arsenals, and maintenance depots. In addition to this, IOC had recently gained responsibility for management of the Army War Reserves/Army Prepositioned Stocks program. At the time it was the largest two-star command in the Army. MG Arbuckle’s experience and contributions in the logistics field led to being selected to command the IOC, but his direct experience in supporting the warfighter and his work on RML made him the right catalyst for significant change in the command and an implementation of RML concepts. During his time in the IOC, MG Arbuckle showed that he could turn ideas into actions. He set about to create the organization that would enable AMC to implement RML on a global scale.

Soon after his arrival at IOC MG Arbuckle was asked by the AMC CG to begin implementing RML concepts. MG Arbuckle was charged with creating a single logistics focal point in AMC so that AMC customers would only have to come to one entry point to access the full spectrum of AMC logistics. MG Arbuckle responded by transforming the command away from a primarily wholesale, industrial focus to a full spectrum, global, readiness focus. He was able to transform the War Reserve function, which already had a global infrastructure, into a global receiver and analyzer of operational and strategic logistics information. He began to implement the process and technology to shift from reactive to anticipatory logistics. The AMC Logistics Support Elements and Logistics Assistance Offices were transferred to IOC in order to have the end-to-end representation required for rapid logistics response. By the end of his command the name Industrial Operations Command no longer applied. The command name was changed to the Operations Support Command. The Army War Reserve Support Command was transformed into the Army Field Support Command (AFSC). These structural changes were required prior to being able to implement the ideas of RML. MG Arbuckle’s vision was correct. The concepts have been proven correct time and time again in the logistics support provided by AMC and AFSC to Operation OIF and OEF. MG Arbuckle made a major contribution to the Army and the entire CSS world by his development of RML.

The Revolution in Military Logistics is not the only example of MG Arbuckle’s willingness to rethink and challenge current structures. During his time as AMC’s Deputy Chief of Staff for

Ammunition and the CDR, TACOM-ARDEC, Arbuckle was frustrated by the lack of integration of ammunition policy, procurement, development, and logistics. He considered the relationship between Project Managers, R&D, and ammunition production, storage, and maintenance to be dysfunctional and often combative. No part of the system understood the rest or the impacts they had on each other. MG Arbuckle had seen the issue from all sides and determined that it was time to make a change. While still CG, ARDEC, he developed a concept for an extra-organization grouping of TACOM, IOC and PEO Ground Combat Support Systems. Immediately after assuming command of IOC the CGs of TACOM and IOC and the PEO GCSS signed an agreement to work together to develop a true life-cycle management plan for ammunition. The agreement stated: "Our joint goal is to pursue the most comprehensive and cost-effective approach to the life-cycle management of munitions for the Army." The TRIAD, as the grouping was called, rapidly developed a structure and committees to work in each of the ammunition family areas. Better relationships were formed and decisions were more often made with the interests of the entire community in mind, not just one sector of the ammunition community. MG Arbuckle made a significant contribution to Ordnance by going outside the system and creating a new organization that encouraged all aspects of ammunition procurement, development, and logistics to work together.

Throughout his career MG Arbuckle strove to provide the best Ordnance logistics support to the warfighter. He did this through command and leadership of tactical missile maintenance units; streamlining missile maintenance at the depot level, and structuring organization to focus more on customer support than on strategic and wholesale concerns. Throughout his career MG Arbuckle was an Ordnance soldier and his actions and accomplishments always reflected great credit upon the Ordnance Corps.

#### **SYNOPSIS OF SIGNIFICANT CONTRIBUTIONS:**

MG Arbuckle made significant and sustained contribution to the US Army Ordnance Corps over a thirty-year Ordnance career. He was an acknowledged expert in Missile Maintenance, commanding two missile maintenance companies, the Pershing Support Battalion and then Letterkenney Army Depot. In each case, he brought new and efficient business methods while remaining a hands on leader of Ordnance Soldiers. He also commanded an Infantry Detachment in Vietnam and, as CG JTF-Kuwait in Operation DESERT THUNDER, two brigades of Infantry and Marines.

MG Arbuckle was also an acknowledged expert in ammunition development, logistics, and business practice. He brought solid business practice to bear as the CO, Letterkenney Army Depot, AMC, DCS Ammunition, CG TACOM-ARDEC, and CG IOC/OSC. In each case MG Arbuckle focused on strengthening measurable practice and progress in order to improve efficiency and effectiveness while husbanding scarce Ordnance dollars.

Finally, MG Arbuckle made significant contributions to the Army and the CSS community through his strategic thinking and the transformation of ideas into practice. His most significant strategic development, the Revolution in Military Logistics, is now in place and has been strenuously tested in the past three years in support of the Global War on Terrorism, and Operations OIF/OEF. Through his ideas and accomplishments Army logistics is more focused on readiness, more able to project and sustain combat forces, and can do so in a significantly

smaller footprint. His strategic thought contributions, as seen in RML, will remain and shape the structure of Army logistics for the next generation.

For these and a multitude of other contributions to the Ordnance Corps and the Army, MG (RET) Joe Arbuckle is deserving of induction into the US Army Ordnance Corps Hall of Fame.

PHOTOGRAPH OF NOMINEE:

