



# The



# Challenge



Sierra Army Depot, Herlong, CA

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Photo by Lynn Goddard

Turning dirt on the site for the expansion of Amedee Army Airfield are pictured left to right Steven Podhurst, Jack Hansen, Bruce Hamilton, Vincent Sabatino, Pat Kelly, Lt. Col. Jim Porter and Lt. Col. Brian Butler.

## Sierra carries out groundbreaking for airfield expansion despite cold

By Lori McDonald  
Public Affairs Officer

Early morning freezing temperatures did not deter officials as they “turned some dirt” to signify the start of the expansion project for Amedee Army Airfield located here at Sierra Army Depot.

The groundbreaking ceremony was held on Wednesday, Nov. 29.

Ms. Lori McDonald, SIAD Public Affairs Officer, began the ceremony by announcing that Granite Construction Company in Watsonville, Calif., was awarded the contract in October with a completion date of Nov. 2007. The award amount for the project was just over \$13 million.

The scope of this project, which is phase one, is to extend the current 7,000 foot runway to 10,000 feet for

fully loaded takeoffs and landings of heavily loaded C-17, C-5 cargo aircraft and potentially future commercial aircraft.

The original scope of work was downsized as a result of the natural disasters, such as Hurricane Katrina, that affected rising cost of fuel, transportation of grave, and over cost of doing business. In subsequent phases of development in conjunction with the expansion, the construction of an instrument landing system and runway lights is planned.

It has been more than 50 years since the last shovel of earth has been turned on this particular site. Since then, the depot has offloaded and out loaded a fair number of military aircraft to support the war fighter in the field and humanitarian efforts.

In July 2004, Calif. Sen. Diane Feinstein working within the Senate Appropriations Committee, brought funds forward from Fiscal Year 2009 to Fiscal Year 2005 for the expansion of the Airfield.

To help officially “turn the dirt” were Lt. Col. Brian D. Butler, SIAD Commander, Lt. Col. Jim Porter, Deputy District Engineer - Sacramento District, Mr. Vincent J. Sabatino, Deputy Commander, Mr. Jack Hansen, Lassen County District 5 Supervisor, Mr. Pat Kelly, Granite Construction, Mr. Bruce Hamilton, SIAD Garrison Manager; and Mr. Steven Podhurst, SIAD Deputy Garrison Manager.



Lt. Col. Brian Butler addresses the audience on how important and viable the expansion to Amedee Army Airfield is to the Army and could potentially be for the community in the years to come.

Photo by Lynn Goddard



Photo by Lynn Goddard

Lt. Col. Porter thanked all the individuals who were instrumental in making the project become a reality.

# Commander's View

As we enter the holiday period and the end of 2006 I find myself, probably like you, reflecting on all that has happened during the year.

In some respects it passed all too quickly while in others it seem it could not go fast enough. I guess these mixed feelings are a part of human nature. I offer my sincere appreciation of the contribution each of you makes to the depot. Time and again you have shown a true dedication to the mission of Sierra Army Depot. It is because of you we achieved so much.

I would ask each employee to take a moment to reflect on all of the blessings we enjoy as Americans.

We have been blessed with more freedoms than the citizens of any other country enjoy. We are blessed with a bountiful nation, where opportunity is unlimited. Those of us here at Sierra Army Depot are also blessed with jobs, security that comes from employment and we are blessed with our families, friends and loved ones.



Lieutenant Colonel Brian D. Butler

Therefore, I ask each of you to take the time during this Christmas season to reflect on the blessings you enjoy and the sacrifices being made by our servicemen and women. Please remember our Soldiers, sailors, Marines and airmen in your Christmas prayers. On their behalf, I would like to extend my thanks for all you have done in the past year to

provide the support they need and deserve.

Most people eagerly look forward to this time of year. But, for some it is less appealing. You can help others by joining the drive to provide food to Sierra Army Depot and the Herlong communities. Boxes are located throughout the depot for employees to donate items, so the less fortunate can have a pleasant holiday. Only canned goods should be left in the collection boxes at the CYS, Post Office, Building 150 and 201.

Whatever your holiday plans, I ask you to keep them smart. Travel is often a part of the plan and an increase in accidents goes with it. Don't Drink and Drive. Keep Safety in Mind. Buckle Up. Practice Your Fire Escape Plan. Let these phrases be more than just words in your holiday plans.

My family joins me in wishing each of you, and your family, a very Merry Christmas, and a happy and extremely safe New Year.

## Write, write, write

*The Challenge* is looking for people who have yearned for an opportunity to write or just get their name in print. If you are a 'closet' Clark Kent or Lois Lane, here is your chance to 'come out.'

Based on some results from the survey that was published earlier this year, it was stated that more interesting and informative articles need to be published. If you are a person in the know, or have a desire to know more, here is a chance to get involved and share what you know with others.

We are looking for representatives from directorates, divisions, or offices who can help us better inform our fellow workers. If you are interested in a regular monthly column, or just writing an article now and then, let us know. Keep in mind, *The Challenge* is for you, and what interests you interests us.

We will however reserve the right to accept or deny any material due to appropriateness or subject matter.

Letters to the editor are also welcome as are photos. They must include your name, signature, and a phone number so we may reach you if needed.

If you are interested in writing for the paper, call Lori McDonald, 827-4343.

## The Union's Position: AFGE, Local 1808

We start a New Year with new employees in preparation for an increase in workload and a Mission reorganization to meet requirements to better support the Soldiers in Iraq and Afghanistan.

Sierra has been supporting the War for the past five years and sometimes I believe that we lose focus on why we do what we do and what our mission is and that is to Support the War Fighter, the Soldier in the Field.

In my living room is a poem that was given to me by my cousin and it is called "Vietnam" the Title explains itself. If you Change the title to "Iraq" it says the same. I see it every morning when I leave for work and it reminds me why and what I do.

So if you are ever in doubt why it's important to be at work and what our mission is, read the below poem.

VIETNAM (IRAQ)



Jim Swistowicz, Union President

FOR US IT WAS THE SIX O'CLOCK NEWS.  
FOR THEM IT WAS REALITY.  
WE CALLED FOR PIZZA  
THEY CALLED FOR MEDICS.  
WE WATCHED CHILDREN PLAY.  
THEY WATCHED CHILDREN DIE.  
WE LEARNED OF LIFE.  
THEY LEARNED OF DEATH.  
WE SERVED DINNER.

THEY SERVED THEIR COUNTRY.

OUR PASSION WAS SUCCESS.

THEIRS WAS SURVIVAL.

WE FORGOT.

THEY CAN'T.

Author is Unknown

So let's not forget who we and why we are here. We are the best work force in AMC, and we are dedicated to the support of our troops in Iraq and Afghanistan.

Have a Happy New Year.

Union Meetings are on the first Tuesday of each month in Bldg. 58 at 5:15 p.m. and everyone is welcome to attend. Union Phone is x5375.



## The Challenge

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# SIERRA ARMY DEPOT HAS WORKED 39 DAYS SINCE OUR LAST ACCIDENT



As of December 18, 2006

Look for this sign as you come through the main gate

Army personnel, whether Soldiers or civilians, will not respond to surveys, polls, or questionnaires (emails or letters containing questions are questionnaires) from private entities outside Department of the Army. This practice is improper, it is a violation of Army regulations, and it wastes the valuable time of Army employees who are supporting an Army at War. In some cases, private firms or individuals present a list of questions asking for answers to develop a "case study" or "case history." Furthermore, even if surveys are mailed to employees or active duty Soldiers at home as private individuals, they will not provide answers based on information derived from the performance of official duties. This applies to unclassified as well as classified information, unless that informa-

tion has been made available to the general public.

\*Note: An example of a survey or question that Army employees might properly respond to would be, "What type of soap do you prefer? Or "How would you rate the public schools in your district?" (Per AR 360-1, employees should only respond to questions "unrelated to the official concerns of the US Government.")

\*The matter of whether information is available to the general public should be referred to the local or command public affairs office. If the information has already been released to media, then the PAO will provide it. However no additional research will be done, and no special efforts made to provide answers other than what has already been given to media, and may therefore be considered as available to the public.

READ  
ON THE DEPOT'S INTERNET SITE  
CURRENT AND ARCHIVED ISSUES OF THE MONTHLY  
PUBLICATION CAN BE VIEWED AT  
[www.sierra.army.mil](http://www.sierra.army.mil)



## A new Acting Inspector General is in town



Larry Gallego, safety specialist, takes the a solemn oath as he is sworn in as the new Acting Inspector General by Lt. Col Brian Butler, Sierra Army Depot commander. Congratulations Larry!

## Fun and fishing at Lake Tahoe



Photo submitted

The COSIS Crew and family members from the C & A Branch enjoyed their 5<sup>th</sup> annual chartered fishing trip to Lake Tahoe in November. The COSIS crew came back with a total of 14 Tahoe Mackinaw. Not a bad days work. Pictured in back row left to right are Brandon Harvey, Jerome Azzano, Richard Schmidt and Ben Schuster. Middle row are Paul Igo (holding the fish), Brandy Knight and Sue Schuster with Drew Owens sitting in front.

## Very proud Grandma



Lynette Hall became a grandma for the first time on Aug. 16, when Asianna Marie entered the world. She weighed 7 pounds 6 ounces and was 19 1/2 inches long. Congratulations Lynette!

## What is DRMO Sierra, how it works

By Jennie Martines  
DRMO Sierra Representative

What is new at DRMO Sierra? DRMO Sierra has gone through significant changes in the last few months. A76 has been implemented and DRMO Sierra is now considered an "impacted" site.

This means we do not take usable property into the DRMO any longer. Instead it is cross-docked and shipped to a "Central" hub, depending on the type of property and special handling requirements. The "Receipt in Place" concept is used for large volumes of material and rolling stock. This saves both the government and the taxpayer costs for transportation.

We can promise you that you will not have to transport the property any further than you have in the past. In some cases, the property is picked up at your warehouse, especially if there is a full truck load. DRMO Sierra does still have a scrap operation in place, and is currently accepting properly prepared turn-ins, by appointment only, on Wednesdays, between 0900-1300. Those turn-ins are reviewed by the remaining government employee, a Disposal Service Representative.

What is a "Disposal Service Representative"? DRMS has put a concept in place, throughout CONUS, utilizing Disposal Service Representatives. There are many Disposal Service Representatives (DSRs) co-located at various DRMOs.

Instead of our customers having to come to the DRMO for assistance, we will go to them. DSRs are the sole

DRMS representative on most installations that are considered impacted sites. This includes DRMO Sierra. DSRs are the face to customers, at many locations.

DSRs provide a valuable service to our warfighters and bring a wealth of knowledge and experience in some of the more complicated processes of DoD turn-in requirements. DSRs schedule appointments to conduct training on DRMO/DRMS processes, both in a group or individually, tailored to the needs of the customer. DSRs can assist in training for scrap segregation. They come to your location to inspect your usable property for turn-in, prior to you scheduling a shipment via the MEO (Most Efficient Organization). DSRs help you ensure all the necessary DoD turn-in requirements have been met and assist you in completing any missing requirements.

This enables your property to efficiently flow to the destination required without any additional handling and avoids having property rejected at the destination. DSRs also provide the "Receipt in Place" service and provide Reutilization, Transfer, Donation services, working hard to find customers in need of your property.

Here is how you can reach the DRMO Sierra representative: E-mail [jennie.martinez@dla.mil](mailto:jennie.martinez@dla.mil), or call 827-4547 or Cell: (530) 262-5540

(NOTE: Any time Ms. Martinez is on leave, her answering machine provides the dates she is gone and when she will return.)



# The Supervisor as a Leader Impacts Safety in the Work Place

**By Larry Gallego Jr.,  
Safety Specialist**

As a supervisor, your job is to provide effective leadership. With people traditionally used to making decisions for themselves



(as people do in the open and free society of the United States), leadership works best when it enlists the cooperation of those who are being led. Much research has been done over the past 50 years to determine the qualities of a good leader.

Here are some of the more significant ones together with a few comments. The qualities listed are what would be expected and desired of a good leader.

1. You should realize and show that many of the ideas you use come from people in your group. In this connection, many studies show that leaders do not originate all of the plans; in fact, with many good leaders, the majority of the ideas originate in the group. It is a common failure of new leaders to feel

that they lose face if they accept suggestions from subordinates. On the other hand, experienced leaders know the value of having the group feel that they are participating and that goals set up reflect their own ideas and contributions. In some instances, the smart leader will inspire the group or a group member to suggest things that he already has in mind.

2. You show respect for employees both as individuals and as a group. You should be sensitive to, and understanding of their needs.

3. The group wants your leadership to be the kind they would have selected themselves, even if you were appointed by the company. They want the true, natural leader.

4. As a leader, you should be, and are, satisfied to know you are right. You never feel that you have to prove that others are wrong.

5. You should act as a buffer between employees and higher management by not passing on the pressures put on you to those who work for you. This includes taking personal re-

sponsibility for the directions and orders you are required to give even when they are not what you, personally, would like to do or would have chosen. You never say, "The top brass says we have to do this," because it gives others the feeling that you are shirking your responsibility.

6. You leave your personal problems and feelings out of your relationships with the group and its members by showing a calm, understanding approach at all times. A lack of emotional balance stirs up tension and stress in the group, particularly when you are grumpy, irritable, and irascible one day and pleasant, happy, and agreeable the next.

7. You are fair and square at all times and play no favorites...always in keeping with good leadership.

8. You live up to what you say by setting the right example. The old cliché, "Don't do what I do; do what I say," just does not work in on-the-job human relations.

9. You are available and understanding when people come in for help.

You avoid the impression that you never have time to help or listen to problems. (When a supervisor is really under pressure and just can't take the time at the moment, there is nothing wrong in his saying so and telling people he or she will be with them just as soon as he or she can, provided he or she actually does live up to his or her promise.)

10. It is important to be able to be accepted as one of the group, but it is just as important not to go so far that your status as a leader is destroyed. Unfortunately, some leaders have tried so hard to be "one of the guys," particularly in off-the-job get-togethers that they have crossed that indefinable (but very real) line that separates leaders from those they lead.

11. The job climate must be such that there is minimum of conflict and confusion which would generate fear and anxiety in group members with resultant inefficiency in all operations.

Being a good leader, able to supply the emotional, mental, and physical needs of those dependent upon us, is humanity at its finest.

## Length of Service Awards



Heather Coursey - 20 Years



Thomas Kirk - 10 Years



McDaniel Scott - 5 Years

## Commander's Coin



Renee Weaver



Jackie Weston



Greg Pryor





## The D.A.R.E. program is alive and well at Sierra Army Depot



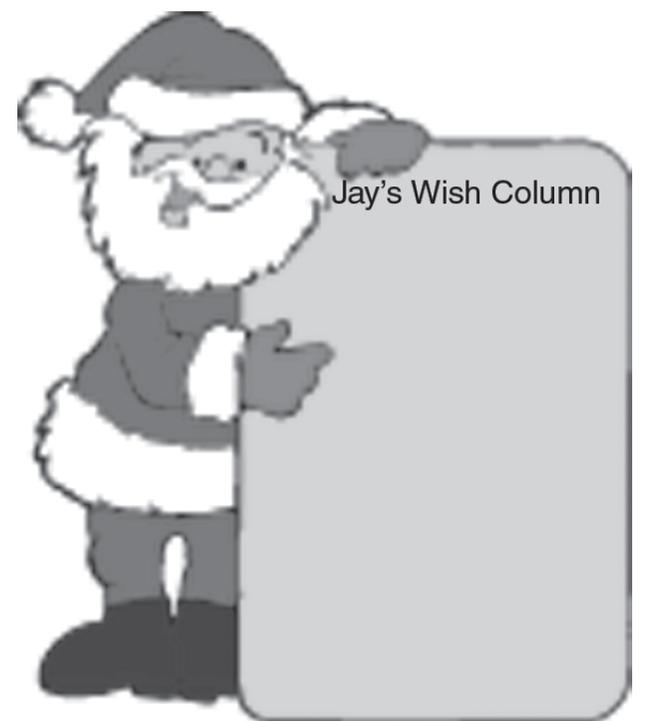
Sierra Army Depot now has two officers assigned to teach the Drug Abuse Resistance Education program in the Ft. Sage Unified School District, covering the Herlong area. The curriculum is taught by certified Police Officers, and focuses on the importance of staying drug and violence free.

Cpl. Rochelle Spana came to the Sierra Army Depot Law Enforcement Branch in May of 2006, from Ft. Hunter Liggett, Calif., where she was a Park Ranger/Police Officer for twelve years. Spana is very enthusiastic about being a D.A.R.E. Officer and is looking forward to her two week D.A.R.E. Officer Training course with the Beverly Hills Police Department. She will then begin to teach the D.A.R.E. program in the Elementary School.

Sgt. Robert Brent has recently returned to Sierra Army Depot after a six month tour as a Police Officer with the Department of Veterans Affairs at Mather, Sacramento, Calif. Brent has been a D.A.R.E. Officer for over eleven years, beginning in 1995. He is certified to teach elementary, middle and high school, covering all levels of the curriculum.

Currently D.A.R.E. classes are scheduled to begin in the Herlong High School on Friday, January 12, 2007. D.A.R.E. classes will begin in the Sierra Primary Elementary School shortly after Spana returns from the D.A.R.E. training in early February 2007. The D.A.R.E. Program is a three sided partnership between parents, school faculty and Police Officers. These entities combine their efforts to educate our youth concerning the dangers associated with alcohol and drug abuse and to help them remain drug free.

The D.A.R.E. program originated with the Los Angeles Police Department and the Los Angeles Unified School District in 1983., with only ten officers. Today the program has grown to thousands of officers and is taught in eighty percent of the school districts throughout the United States. This program is even taught in other countries. It is evident that the D.A.R.E. program is here to stay. Anyone with questions may contact either officer through the Police Desk at telephone number 827-4345.



## A Different Christmas Poem

The embers glowed softly, and in their dim light,  
I gazed round the room and I cherished the sight.  
My wife was asleep, her head on my chest,  
My daughter beside me, angelic in rest.  
Outside the snow fell, a blanket of white,  
Transforming the yard to a winter delight.  
The sparkling lights in the tree I believe,  
Completed the magic that was Christmas Eve.  
My eyelids were heavy, my breathing was deep,  
Secure and surrounded by love I would sleep.  
In perfect contentment, or so it would seem,  
So I slumbered, perhaps I started to dream.

The sound wasn't loud, and it wasn't too near,  
But I opened my eyes when it tickled my ear.  
Perhaps just a cough, I didn't quite know,  
Then the sure sound of footsteps outside in the snow.  
My soul gave a tremble, I struggled to hear,  
And I crept to the door just to see who was near.  
Standing out in the cold and the dark of the night,  
A lone figure stood, his face weary and tight.

A soldier, I puzzled, some twenty years old,  
Perhaps a Marine, huddled here in the cold.  
Alone in the dark, he looked up and smiled,  
Standing watch over me, and my wife and my child.  
"What are you doing?" I asked without fear,  
"Come in this moment, it's freezing out here!  
Put down your pack, brush the snow from your sleeve,  
You should be at home on a cold Christmas Eve!"

For barely a moment I saw his eyes shift,  
Away from the cold and the snow blown in drifts.  
To the window that danced with a warm fire's light  
Then he sighed and he said "Its really all right,  
I'm out here by choice. I'm here every night."

"It's my duty to stand at the front of the line,  
That separates you from the darkest of times.  
No one had to ask or beg or implore me,  
I'm proud to stand here like my fathers before me.  
My Gramps died at 'Pearl on a day in December,'  
Then he sighed, "That's a Christmas 'Gram  
always remembers."  
My dad stood his watch in the jungles of 'Nam',  
And now it is my turn and so, here I am.  
I've not seen my own son in more than a while,

But my wife sends me pictures, he's sure got her smile.

Then he bent and he carefully pulled from his bag,  
The red, white, and blue... an American flag.  
I can live through the cold and the being alone,  
Away from my family, my house and my home.  
I can stand at my post through the rain and the sleet,  
I can sleep in a foxhole with little to eat.  
I can carry the weight of killing another,  
Or lay down my life with my sister and brother..  
Who stand at the front against any and all,  
To ensure for all time that this flag will not fall."

"So go back inside," he said, "harbor no fright,  
Your family is waiting and I'll be all right."  
"But isn't there something I can do, at the least,  
"Give you money," I asked, "or prepare you a feast?  
It seems all too little for all that you've done,  
For being away from your wife and your son."  
Then his eye welled a tear that held no regret,  
"Just tell us you love us, and never forget.  
To fight for our rights back at home while we're gone,  
To stand your own watch, no matter how long.  
For when we come home, either standing or dead,  
To know you remember we fought and we bled.  
Is payment enough, and with that we will trust,  
That we mattered to you as you mattered to us."

Author Unknown

# Cold Weather Tips

By Terry Mossi  
MVO License Examiner

- \* C keep yourself and your clothes Clean
- \* O avoid Overheating
- \* L wear clothes loose and in Layers
- \* D keep Dry

## CLOTHING

1. Layer your clothing. Wear several layers of lighter clothing instead of one heavy layer. This way you can better regulate the amount of insulation. If you get warm you can take layers off and add some more clothing layers if you get cold.

2. Keep yourself dry, both from the weather and perspiration.

3. Wear loose fitting clothing, to optimize insulation.

4. Remember when buying clothes for cold weather that wool retains most of its insulation properties when wet, while cotton loses most of its.

5. Athletic shoes and nylon hiking boots do not provide enough insulation. You should wear either

mukluks, water-proofed leather hiking boots, rubber overshoes or rubberized boots.

6. If you choose to wear rubberized boots, remember they do not allow for ventilation, therefore you will need to change your socks several times a day. Also you may want to get some felt inserts for insulation.

7. Wear a pair of cotton and a pair of wool socks to increase insulation and take the perspiration away from your feet.

8. Wear mittens instead of fingered gloves when you do not need independent use of your fingers. This will allow the fingers to help keep each other warm.

9. Wear a stocking cap or other warm hat. One that covers the ears and neck area is particularly effective. Remember, most heat loss is through the head. Wearing a warm hat warms the rest of your body, too.

10. Wear a scarf to reduce heat loss around the neck. Use a "ski mask" or scarf over your face for protection from the cold and wind.

11. If you need a fire to keep you warm you are not dressed properly. If the heat can get to your body, so can the cold.



## ISO 9001:2000 Registration Status

By Puett L. Willcox, III  
Logistics Management Intern

Ms. Carrie Jones, from Perry Johnson Registrars Inc., was here November 1 & 2, performing the third of four Surveillance Audits. The Depot received eight minor Nonconformity Reports (NCRs); all which have been presented to the depot commander for corrective action.

The matter of corrective actions and root causes being weak can be corrected by understanding what is meant by root causes. Root Cause Analysis (RCA) in 50 words or less can be described as: "Root cause analysis helps identify what, how and why something happened, thus preventing recurrence. Root causes are underlying, are reasonably identifiable, can be controlled by management and allows for generation of recommendations. The process involves data collection, cause charting, root cause identification and recommendation generation and implementation." This is a quote taken from an article in Quality Progress July 2004, called Root Cause Analysis For Beginners by James J. Rooney and Lee N. Vanden Heuvel. The idea behind the root cause analysis is not to find out what went wrong, but why it went wrong.

We also received five Observation and Opportunities for Improvement which were provided to the commander. The Observations do not require any type of response; they are just suggestions on ways we can improve. Our solutions to the NCRs must be received by Perry Johnson Registrars Inc. by January 2, 2007.

It is fully expected that the Depot will be recertified for ISO 9001:2000 by Perry Johnson when they receive our replies to the nonconformities.

There will be a change to how often we do the internal audits. The ISO team will start conducting internal audits every month and holding management reviews every two months. The hope is that by conducting audits more often we will be more prepared and more in line with the ISO Standards.



### Sierra Army Depot Lean/Six Sigma Newsletter



#### Greenbelt projects at Sierra

Here at Sierra, we have been tasked with eliminating waste in our processes, reducing cost, and increasing productivity. This is the reason we have implemented Lean/Six Sigma. I'm sure that most of you already know the definition of Six Sigma, but for those who don't, or those who may need a reminder. Six Sigma is about collecting data on a process and using the data to analyze and interpret what is happening in the process so that the process can be improved to increase customer satisfaction. Currently there are four Greenbelt Projects in progress on the depot.

**3K ROWPU-** Team members: Kirk Bausman, Merrit Shepard, Marion Triplett, Jessica Kaarbo, and John McKeand. The goal is to build quality into the 3K ROWPU process which would reduce defects.

**Scheduling-** Team members: Helen Evans, Jerry Rose, and Bill Winegar. The goal is to establish automated process for scheduling using scheduling tool already used in industry; they have established a manual schedule.

**Cost Estimates-** Team members: Bill Bredstrand, BJ Beddingfield, and Dylan Hamilton. The goal is to establish standards for cost estimation, and a process. This will reduce errors and facilitate more accurate cost estimates.

**Customer Feedback Management System (CFMS) -** Team members: Susan Flesvig, Lynette Hall, John Garland, Julie Mason, and Jennifer O'Hern. The goal is to establish a central point of contact for all customer complaints both internal and external, then assign complaint to proper entity for root cause and corrective action.

These teams have all completed the define phase of the Project and are now moving through the measure, analyze, and improve phases. Team members will continue to come into your work areas to collect data for these projects, and to get feedback from you on how we can assist each other in improving your processes.

# YS monthly happenings

It's that time of the year again when CYS wants to know what parents, teens, and youth think about us. For the month of January we will be conducting several different surveys focused toward our youth members and parents. We conduct these annual surveys to meet the needs of our patrons, improve our programming, and continue the activities that are working well. Please take the time and let your voice be heard, stop by CYS and pick up a survey.

CYS will be holding their annual food drive, barrels or boxes will be placed in the following locations: CYS, Post Office, buildings 150 and 201. Please contribute any nonperishable items to assist the less fortunate. Thank

you! For questions contact CYS at 827-4696.

### CYS Sports Center

CYS and the surrounding communities of Herlong and Doyle are coming together to form teams for T-Ball and Little League. This will be a local league for all those who would like to get back into the swing of things. If your children are interested in playing or you would like to help with coaching, please contact CYS at 827-4696 to put your name on the list.

The Depot Tree lighting ceremony on 5 December attracted 250 participants from the local community. With the help of PW, Fire Department and Security the event was a great success. Mr. Bruce Hamilton, Garrison Man-

ager, welcomed the crowd and he led the Christmas Carols.

CYS would also like to thank everybody for their donation to the Annual Food Drive. All food items were donated to the church to assist with their food baskets/bank. The School-Age children completed their community project and delivered 45 lap blankets to lucky residents of the Susanville Senior Home. The blankets were made by the youth over several weeks and delivered during their Christmas break.

CYS is sponsoring several Basketball teams. The youth will be participating in the Susanville Lassen Youth Basketball league. The games will be both in Susanville and Herlong Call 827-4696 for game schedule and come and support our local youth.

## National Drunk and Drugged Driving (3D) Prevention Campaign

**THEME: Buzzed Driving is Drunk Driving**

Most people try to convince themselves and others that they are not drunk, only buzzed. Drinking enough alcohol to feel buzzed means that you are impaired.

This year's 3D campaign is emphasizing that we all have a personal responsibility not to drink and drive even if we are so called "buzzed". Family, friends and supervisors are asked to spread this message: **Driving While Buzzed (DWB)** is not okay. We all want to have a fun and safe holiday season. Don't Drink and Drive or Use Drugs and Drive

The Alcohol and Drug Control Officer (ADCO) will have several messages and some events throughout the month of December to spread this theme.



## Community Support Directorate's Holiday Schedule



Facility	Christmas/New Year	Comments
ADCO	26 Dec 06 - 01 Jan 07	Curtailed Services
Bowling Center	23 - 25, 30, & 31 Dec & 01 Jan	Closed
Canteen/Vending	N/A	N/A
CYS	N/A	Closed
Fitness Center	24 & 31 Dec	Closed
MWR Offices	N/A	N/A
Skedaddle Inn	N/A	N/A
Training	26 Dec 06 - 01 Jan 07	Curtailed Services

## Fixing the workplace, not the worker

By Larry Gallego, Jr.  
Safety Specialist

“Safety First”, “Think Safety”, “Take Two”, “Wear Your Safety Glasses” and “Safety is Everyone’s Responsibility”. These are a few of the many safety slogans found on banners and posters in most industrial facilities. What all these slogans have in com-

mon is that they send the message that accident prevention is primarily the responsibility of individual workers. When is the last time that you saw a safety banner directed at management such as “Preventative Maintenance First”, “Engineer It Safe” or “Safety Before Profits”?

Health and safety are definitely important concerns for workers today. They have seen far too many injuries, fires and explosions taking place. Since accident prevention has been defined by management as an individual worker responsibility, it is often a subject of employee involvement programs. The most wide-spread employee involvement safety programs are based on behavior modification. These programs use workers and supervisors to watch and document the behaviors of workers on safety observation forms. The goal is to reduce the OSHA recordable injury rate by changing the behaviors of workers. Companies selling these programs include Du Pont, Behavioral Science Technology, BST, and others. These programs sometimes include the popular buzz-words: quality, cultural change, team work, and empowerment. They promote union participation and sometimes include new full-time jobs for union representatives who help administer the program. The union often creates a name for their local program. Management may even agree to not use discipline when unsafe behavior is observed.

Programs such as BST can be popular with local union committees in plants where they have been implemented. One reason for this advocacy is that people believe that worker errors such as not wearing protective equipment are a central safety problem. Many unionists are convinced that behavior modification programs really work. The OSHA recordable rate often does go down. Union members



believe that a safer workplace has been created.

It can be argued that the primary thing that has usually changed is that the reporting of injuries has been reduced. However, even if the injury rate is actually lowered, this is a very inaccurate indicator of overall workplace safety, especially in the oil and chemical industries. These plants have a very low OSHA injury rate yet the number of disasters has sky-rocketed.

The basic premise of behavior modification programs is that the primary cause of accidents is worker error. This blame-the-victim concept provides little opportunity for effective accident prevention. Behavior modification does not focus on the fundamental safety problems that we face in the continuous process industry. For example, it does not address the need to change the dangerous contractor system or the unsafe practice of running plants far beyond their safe design limits.

A strong process safety management program is one part of a systems approach to health and safety. Examples of safety systems include the safe design of processes and equipment, proper maintenance and inspection, and having effective procedures and training programs.

### What About Near Misses?

Many serious incidents do not result in fires or injuries, but easily could have been disasters. It is important that these near miss events are also tracked. The safety office at Sierra Army Depot includes in the investigation steps of incidents or accidents, the use of Collateral Duty Safety Representatives on process safety, safety systems and incident investigation. Too often, near misses go unreported because of fear of discipline or other negative consequences. In order to help encourage greater reporting of near misses, management and employees must work together to reduce procedural accidents and encourage involvement with tracking near misses as well.

**The best way to prevent injuries, fires, explosions and hazardous material releases is by fixing the workplace, not the workers.**

# Community Bulletin

Editor’s Note: The Community Bulletin provides an avenue for depot employees to advertise van or car pools, and for-sale items. Money making items such as rentals and personal business will not be accepted.

All information to be considered must be submitted via e-mail to [Lori.McDonald@sierra.army.mil](mailto:Lori.McDonald@sierra.army.mil), or written items delivered to the Public Affairs Office.

Submission must include a name and telephone extension. Only home phone numbers will be published in The Challenge. Ads will be published in four consecutive newspapers. It is the customer’s responsibility to update or renew items listed in the Community Bulletin.

For more information, call Lori McDonald, X4343.

## Van Pools



Want to start your own van pool? Contact Lori McDonald at 4343 and we will arrange meetings with the current van pool owners and provide both parties a place in the Challenge to advertise available space and potential riders.

If you have an opening in your van pool from Reno, please call Manar Sadek-Shaw in the Safety Office at 4474.

## Garage Sale Items



### Motorcycle for Sale

1986 Suzuki Savage motorcycle, 750 CC, burgundy and black in color, extremely low mileage, and asking \$1,500.00 O.B.O. For more information please contact Roxane at 827-3026

### Ford Probe for Sale

1989 Ford Probe GT. Pdl, pw, ps, 5 speed. Runs excellent, gets good gas mileage. For more information call Kent @ 775-972-4670

## 570th Global Mobile Readiness Squadron Revisits Sierra

By Rob Harnden  
Military Training Coordinator

Eight members from the U.S. Air Force’s 570th Global Mobility Readiness Squadron (570th GMRS) from Travis Air Force Base, California, revisited Sierra Army Depot for a small-scaled exercise on 29 Nov 2006.

This particular exercise involved 570th GMRS setting up a Mobile Microwave Landing System (MMLS) and Tactical Aerial Navigation (TACAN). Pilots from the Reno Air

Guard flew night sorties over the Amedee Army Airfield during hours of low light. The 570th GMRS ground crew fed navigational information using the MMLS and TACAN to the C-130 pilots who were flying with no visible light, wearing only night vision goggles (NVG) to see the runway in total darkness.

The Air Force enjoys using Amedee Army Airfield as its geography closely resembles that of forward theater operations in Afghanistan and surrounding areas.



