



# The

# Challenge



Sierra Army Depot, Herlong, CA

March 2007

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## Portable container rotator idea conceived at Sierra

### *Original container rotator too costly to ship, plan developed to fabricate*

By Bruce Hamilton  
Mission Support Director

What do you do when the customer wants a Container Rotator but the cost to ship it overseas far outweighs the cost to fabricate?

Well, you get people together thinking outside the box and . . . a **Portable Container Rotator** is conceived.

In June 2000, Sierra Army Depot was awarded patent 6,077,028 for the Container Rotator. The individuals responsible for the invention are Donald Hassenplug Jr., Alfred Higley, Manuel Leslie, Ira Marcum, Joseph Stauffer and Joseph Pavliga.

Since that time there have been 39 Container Rotator's that have been fabricated at SIAD. Most of these have been fabricated for Customers and shipped world-wide.

This newest request from a Customer required that the Container Rotator be shipped overseas on the top deck of the ship. After review it became quite clear that the cost to ship was far exceeding the cost to fabricate.

Discussions with the Metal Working Group were started in late Dec. 2006 at what could be accomplished

to fabricate the rotator in a manner that would allow you to package it into a standard 20 foot ISO Container. Several analyses were completed evaluating method of fabrication, load characteristics of the rotator and attachment method. A plan was developed and authority was granted to fabricate.

In the meantime, it became obvious that the patent application needed to be updated to incorporate this latest design iteration and to add some additional claims to the patent.

An electronic design of the Container Rotator has been initiated and will be used for both the Patent update, design, fabrication and for marketing.

I would like to give a big thanks to the Metal Working Group for a job **Well Done.**



Pictured above is what the portable container rotator will look like once it has been unpackaged and fully assembled at its final destination. Photo by Lynn Goddard



Manuel Leslie, left, welding supervisor, and Donald "Bud" Hassenplug stand next to a completed portable container rotator before it is packaged and placed inside a 20 foot ISO container ready for shipment. In the background George Hunt works are parts for an additional portable container. Photo by Lynn Goddard

### Daylight Savings Begins



March 11th

# Commander's View

Spring appears to be right around the corner and with it comes a bright new attitude and perspective regarding the workload and overall appearance here at Sierra Army Depot.

I will talk about the workload in a minute, but first, I want to let you know that as I drive around the installation, there are several areas that could use a good "Spring Cleaning." Since spring is almost here, I ask each employee to place this cleaning high on his/her priority list. We tend to collect things and overlook our clutter during the winter months. As a result, storage locations, and common break areas are in need of a good house-cleaning. Items and documentation that must be retained for future reference should be properly filed. Other, extraneous material should be discarded.

Mission workload was off to a slow start this fiscal year, due to our onboard strength not increasing as rapidly as we had hoped. Our depot expenses are currently running at 48



Lt. Col. Brian D. Butler

percent of plan. In light of this, there is plenty of funded workload waiting to be done.

It is important that we communicate. I say this because it seems the news that travels fastest is rumors. Unfortunately, it is usually not accurate. Help keep rumors under control by bringing them to the surface. If you hear a rumor, check it out before repeating

it. There are many channels available for you to use in order to verify the validity of these rumors: ask your supervisor; call the public affairs office, 827-4343; or my hotline, 827-4249, for accurate information. Some of the rumors I've heard recently really stretch the imagination but unfortunately people believe them. If it sounds hard to believe it probably isn't true, so ask.

I would be remiss if I did not mention something about safety. As I visit work sites and speak to each of you, one topic I always mention is SAFETY. It is one of the ways I can show my commitment to SAFETY, and to remind you that nothing that occurs at Sierra is as important as your SAFETY.

Our goal at Sierra is zero accidents. We must do everything possible to safeguard the resources, both human and material, which make up Sierra Army Depot.

In pursuit of this accident free goal, we have contracted with a company to conduct a 100 percent safety review of the installation. This team will be on depot Mar. 19, for 30 days with great

efforts directed at studying work areas and determining the correct protective equipment and clothing that should be worn in the different areas.

Another new initiative that I have just implemented is the commander's policy for rewarding employees who have zero reportable injuries or zero accidents with cash.

This is broken down into two categories: Production-based work centers and Administrative-based work centers. I have issued a pass down through home team meetings regarding this new policy. If you have not yet been read this new policy, I need to know.

If employees are not reporting injuries and accidents just to circumvent the process to gain a financial benefit, disciplinary action will be taken against those individuals.

If you would like a copy of the policy contact the Directorate of Resource Management.

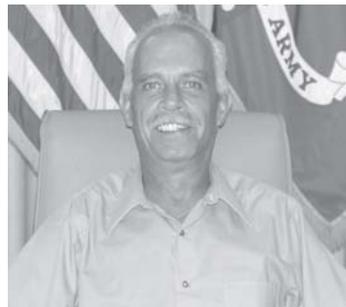
Keep up the good work, and until next month - LET'S GET TO WORK!

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

### Union Representation - Negotiated Agreement Article XI Sec. 11.2 c

"Upon notification to a steward by an employee requesting representation during working hours, the steward and the employee requesting representation will notify their respective supervisors of such a request in each instance prior to scheduling a meeting. Permission for such a meeting will be granted and the meeting will be scheduled at a mutually agreeable time set by the parties involved to prevent undue interruption of work."

If an employee wishes to speak to a Union Representative the above applies to all. The way to accomplish this is for the employee to ask his/her supervisor to meet with a Union Rep. The employee then can contact a Steward in his/her area or call the Union office at x5375 ask for a Union Representa-



Jim Swistowicz, President

tive to meet with them if no one is in the office leave a message and I will notify the Chief Steward (Gary Garrett) to get a representative to the requesting employee.

### Employees' Rights - Article VII Sec. 7.1

General. Each employee shall have the right to form, join, or assist any labor organization, or to refrain from any

such activity, freely, and without fear of penalty or reprisal, and each employee shall be protected in the exercise of such rights. Except as otherwise provided under the Civil Service Reform Act, such right includes the right:

a.. To act for a labor organization in the capacity of a representative and the right in that capacity to present the views of the labor organization to heads of agencies and other officials of the executive branch of the Government, the congress, or other appropriate authorities.

b. To engage in collective bargaining with respect to conditions of employment through representatives chosen by employees.

### Representation - Article VII Sec. 7.4

a. An employee, or group of employees, in the bargaining unit may present grievances and/or appeals to

the employer and have them adjusted without a Union representative, provided the adjustment is not inconsistent with the terms of this agreement. A Union representative has the right to be present at the settlement.

b. The employee, or group of employees, has the right to have their interest represented by the Union without discrimination and without regard to labor organization membership.

The above information was taken from the Negotiated Agreement between Sierra Army Depot and AFGE Local 1808.

### A-76 Status

I am in the process of reviewing the **Daft Performance Work Statement**. To ensure that the information that was gathered by the contractor is accurate so that the MEO Team can put

See UNION page 12

## The Challenge

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**SIERRA  
ARMY DEPOT  
HAS WORKED  
3 DAYS  
SINCE OUR  
LAST  
ACCIDENT**



As of Feb. 22, 2007  
Look for this sign near the main gate



**BE AWARE!**

*For the Month  
of March*

Are you working in 307

**General Support**

Are you a Helper

Then you are prone to

**Back injuries**

Data provided by Safety Office

**An Irish Poem**

*May the road rise  
up to meet you,  
may the wind be al-  
ways at your back,  
May the sun shine  
warm upon your face,  
and the rain fall soft  
upon your fields,  
and until we meet  
again,  
May God hold you  
in the palm of His  
hand.*



Deadline to File  
**APRIL 16**

**UNION** (From page 2)

together a competitive bid. I am final-  
izing the Bidder's Tour and Bidder's  
Library. We are on schedule with our  
process.

On February 14, Bill Bahl was in-  
vited to the EMDM Home Team  
meeting to brief them on where we are  
in the A-76 Process. If you would like

to have a briefing on the A-76 pro-  
cess you can request to meet with Mr.  
Bahl at extension 5212.

AFGE Local 1808 has its monthly  
on the 1<sup>st</sup> Tuesday of the month at  
Bldg. 58 right after work at 5:15 p.m.  
Everyone is welcome to attend.

# Depot welcomes new faces, bids farewell to long time employees



Jewelri Donovan-Sneed joined the Base Support staff on Dec. 26, as the new Administrative Assistant in Base Support. She is a 24-year Army Veteran who has served overseas as well as stateside. Jewelri just completed a dual Associates of Science degree program at Lassen Community College in Computer Office Technology and Office Administrative Assistant. Base Support welcomes its new addition.



Following three years in the Air Force, Virgil Vaughan began a career in 1968 at Sierra Army Depot where he stayed for 39 years until his retirement. During this time he worked for Roads and Grounds, Security, Special Weapons, planner in the Mission area, and his final position in the Box Factory. Vaughan stated, "We don't have any specific immediate plans, but I can tell you the one thing I won't do is set my alarm unless I plan on going fishing." Jason Haggerty, left and Brandon Blosser presented Vaughn with his retirement certificate, pin and flag during a special luncheon.



Steve Podhurst, Director of Base Support presents Dana Dickman with a ceremonial Base Support shovel as he wishes her well. Dana has served in many capacities during her tenure in Base Support over the last 2 1/2 years and we will all miss her.

## *February Retirements*

Michele Russell retired on Feb 1, after 34 years of service. After retiring, she plans to work in Reno/Sparks area doing something fun and different. Michele said she will miss everyone, and it's been fun!

Congratulations to Dennis Thomas, Norm Demontigny and Johnny Erwin who also retired in February.

We would also like to say congratulations to Nicholas Dolphay, Harvey Huston, Benny Morrow, Danny Tracy and Arturo Zapanta who retired in January.

Best of luck to all these individuals on their new adventures!



# ASMIS-2 reaches across DoD



**By Kelly Widener**  
U.S. Army Combat Readiness Center

FORT RUCKER, Ala. – A tool used by Soldiers to assess the risk of driving their privately owned vehicles on trips is now the same tool that Airman, Sailors, Marines and Coast Guardsmen will use beginning early March.

Formally adopted across the Department of Defense, the tool known to Soldiers as ASMIS-2 officially becomes TRiPS, or Travel Risk Planning System.

The tool was adopted because of its ability to give users a comprehensive risk assessment based on their travel plans and recommending certain actions to help lower risks.

“ASMIS-2’s greatest value has always been the one-on-one interaction and dialogue it promotes between the supervisor and subordinate,” said the U.S. Army Combat Readiness Center Sgt. Maj., David Griffith. “The specific questions asked about an upcoming trip allow supervisors and Soldiers to engage and help identify potential faults in driving plans and help provide other alternatives.”

The online tool was adopted last year by the Navy, Marines, Coast Guard and recently this year by the Air Force. Since its implementation in the Army, more than 1,783,000 assessments have been completed by Soldiers, with 6 fatalities occurring during an assessed trip. These statistics show that those using the tool may be less likely to be involved in fatal

mishaps. TRiPS is expected to continue with the same results across all service branches.

“Since the release of TRiPS, 29,061 Sailors have registered for accounts and 15,452 risk assessments have been completed,” said Capt. Bill Glenn, director of Shore Safety at the Naval Safety Center. “To date, no Navy personnel who have been traveling on a risk assessment have been involved in a fatal motor vehicle accident.”

While elements of ASMIS-2 remain the same – such as inputting information like the type of vehicle being driven, age, start and end points, expected sleep before traveling, seat belt use and more – TRiPS offers more than just a name change. The tool offers additional features specifically for supervisors. One of the new features allows supervisors to view the TRiPS activity of their subordinates two levels down, which offers more opportunity for leadership engagement and awareness.

“TRiPS will continue to provide users with risk awareness features such as the mapping feature,” said Griffith. “However, the new features make this positive and proven tool even more valuable in the fight against POV fatalities of not only our Soldiers, but all DOD service members and civilians.”

Army personnel can expect to notice the name change of ASMIS-2 to TRiPS on the U.S. Army Combat Readiness Center’s Web site at <https://crc.army.mil> this March.



## Leaders meet to improve Family Support programs

**By Fred W. Baker III**  
American Forces Press Service

WASHINGTON, Feb. 15, 2007 – When a military family member needs help, the sponsor’s branch of service shouldn’t matter, a top Defense Department official said here today.

Thomas F. Hall, assistant secretary of defense for reserve affairs, addressed a group of about 100 top military family program leaders from across the services who gathered for the 2007 Family Readiness Summit here. The group hopes to brainstorm ways to break down interservice bureaucratic barriers that sometimes prevent military family members from getting the help they need.

Any family member who walks into one of the 700 family readiness centers nationwide should be helped, regardless of branch of service, Hall said.

They (the center) should say, “You are an American trooper or the family member of an American trooper — come in and you’re welcome. Sit down and we’ll help you,” Hall said.

Each of the services, active and reserve component, sent key decision-makers for family programs to the summit. Some community service organizations

such as the Red Cross and veterans services also sent representation.

Hall will send the results of the summit to the service secretaries and reserve component chiefs asking for their support in implementation.

This is the third such summit since 2001, said James L. Scott III, director of individual and family policy on Hall’s staff. He said that this is the best way to collaborate on behalf of servicemembers and their families.

“It’s extremely powerful,” he said. “Any time we get more than two or three people who are passionate about families and supporting them, they come up with the most creative answers on identifying resources.”

Scott said this summit’s goal is to figure out how to best provide services and support to all military families, with special emphasis on those who are geographically separated from an installation.

“They are entitled to these services, but it is hard for them to access them,” Scott said. “Does that make those military members . . . less deserving of services and support? No. Perhaps it makes them more deserving. We just have to figure out ways to do it better.”

Scott said providing interservice and interagency support to troops and family members just makes sense.

“That’s the way we fight. That’s the way we need to support. It’s just the right answer,” he said.

Army Col. Anthony E. Baker, chief of family programs for the National Guard Bureau, said family members really don’t care where they get their needs met, so long as there are met. He said studies have shown that the services need to improve their systems for meeting family members’ needs.

“All they care about is convenience,” Baker said. “They don’t care who delivers it, as long as it’s delivered. That’s what we’re trying to do, is figure out how we can deliver the services to them in such a way that it is not inconvenient to them.”

He also said a better-prepared family is a stronger family during deployment. But the key is getting the service to the family, especially for those who do not live on or near a military installation.

“We have to deliver those services closer to them. We’re not looking for them to come to us. We’re looking to go to them,” he said.

## CYS monthly update

The Child and Youth Services (CYS) here at Sierra Army Depot has maintained a local partnership with the Fort Sage Unified School District for over 10 years.

Over the years, this partnership has increased programming opportunities for our youth to include drug awareness, Spanish and Chemistry Classes, Scholarship opportunities, Special events, Honor roll parties, and much more.

As of Feb. 5, 2006, another facet was added to the picture - Homework Enhancement Program. The local school received some additional funding through Proposition 49.

Proposition 49 increases state grant funds available for before and after school programs providing home-

work assistance, and educational/recreation enrichment. The priority for grants was based on free-reduced food program for elementary and middle schools. Eligible schools had to have at least a 50 percent free-reduced food program. Schools received between \$112,000 to \$150,000.

Teachers, along with 2 aides, provide homework assistance Monday-Friday at the CYS from 3:30-5:30pm. In addition, CYS staff offers youth a snack and recreational programs. CYS youth enrolled in the program must attend every day.

The objective is to support the youth academically by increasing their State Test Scores. If you would like additional information on this program, please contact CYS 827-4696.

### FAMILY (From page 4)

The group will present its findings tomorrow, followed by the 2006 Reserve Family Readiness Awards ceremony. Hall will recognize the units in each reserve component that demonstrated outstanding family readiness.

Editor's Note: Military families can also avail themselves of the Defense

Department's America Supports You program, which highlights homefront groups across the nation that are providing a variety of services and support to troops and their families. A listing of these groups and information about their efforts is available at [www.AmericaSupportsYou.mil](http://www.AmericaSupportsYou.mil).

## 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.

### FOR SALE

**1987 Dodge D250, 2-WD Longbed pick-up. Well-maintained 318 engine. Only 79K miles. \$1800 or best offer.**

**Registered APHA white, blue-eyed filly. Beautiful conformation, outstanding bloodlines. View pedigree and picture at [Dreamhorse.com](http://Dreamhorse.com). Horse #876476. \$4800 OBO.**

**Vintage insulator crossbeams. \$75 each or seven for \$350.**

**5052 Xerox machine. Staples, collates, copies both sides. Does everything but make coffee. \$500.**

**Contact Parker Heisey at (530)251-3581.**

### WANTED

**Looking for small lap dog (Yorkie, Shihtzu, Dachsund) less than 15 pounds full grown; No shedding; For companionship. Call Jen O at (530)253-1265. Would prefer low fee.**



# MWR Services

#### Skeddadle Inn Meeting Center

The Skeddadle Inn Meeting Center/Lounge is now open Monday through Thursday, 6:30 a.m. to 5:00 p.m., Thursdays until the last customer leaves. It is also equipped to cater large or small events.

Call the manager at 827-4360 or e m a i l : [skeddadle.inn@sierra.army.mil](mailto:skeddadle.inn@sierra.army.mil). Business hours are Monday through Friday, 6:30 a.m. to 5:00 p.m.

#### Sierra Lodge/Guest House

Call the depot lodging manager, 827-4544, or email: [skeddadle.inn@sierra.army.mil](mailto:skeddadle.inn@sierra.army.mil) for information. Room rates from \$50.00 - \$60.00 per person.

#### Sierra Bowling Center and Snack Bar

Open Monday through Thursday, 11:00 a.m. to 8:00 p.m.; Friday

and Saturday, 11:00 a.m. to 5:30 p.m.; closed on Sunday. Call 827-4442 for information. Check out the Lunch Specials that are advertised Monday through Thursday. Delivery available on all orders received before 10:30 a.m. Contact the Snack Bar to book your birthday packages and holiday parties early.

#### Physical Fitness Center

Open Monday through Thursday, 11:00 a.m. to 1:00 p.m. and 5:00 p.m. to 8:00 p.m. Open Friday, Saturday, Sunday from 11:00 a.m. to 1:00 p.m. There is no charge for general use for military and depot personnel. For other authorized patrons, there is a \$2.00 daily charge with special monthly rates available. Regular membership is \$20.00, premier membership is \$40.00. A tanning bed is also available at a rate of \$6.00 per tan or a monthly

rate of \$35.00. Use of the Racquetball Courts is only \$3.00 per hour.

Now available - Prepaid orders for custom hats, jackets, and shirts with depot logos.

ITR is available at the Physical Fitness Center. For more information call 827-4655 or email [ITR@sierra.army.mil](mailto:ITR@sierra.army.mil) or [ok.fem@sierra.army.mil](mailto:ok.fem@sierra.army.mil).

Sign ups are now being accepted for racquetball tournament, flag football league and the basketball tournament.

#### Outdoor and Equipment Rental

**A safety class is no longer required to rent ATVs.** For information call the fitness center during regular gym hours for fall and winter equipment availability at (530)827-4655 or send an e-mail to [fitness.cener@sierra.army.mil](mailto:fitness.cener@sierra.army.mil).

#### Laundromat

Open daily, 6:00 a.m. to 10:00 p.m. in building 142. Cost for wash, \$1.25 and \$.50 cents with a longer drying cycle. Please call 827-4655 for additional information.

#### Recycling Center

Open Monday through Thursday, 6:30 a.m. to 5:00 p.m. Call 827-4504 or email [christopher.long@sierra.army.mil](mailto:christopher.long@sierra.army.mil) to schedule a pick up or service.

#### MWR Office

The Administrative Assistant can be reached at (530) 827-4497, Monday through Thursday, 6:30 a.m. until 5:00 p.m., or send an email to [bonita.weaver@sierra.army.mil](mailto:bonita.weaver@sierra.army.mil). Business Office is (530) 827-4178 or (530) 827-4609.

# What is a Safe Workplace?

By Larry Gallego Jr.  
Safety Specialist

The dominant model of safety in the country says that an injury free workplace is a safe workplace. Therefore, a low OSHA injury recordable rate demonstrates that a workplace is safe. Having zero worker injuries is a worthy goal, but creating a safe workplace requires much more.

In 1994, an industrial facility in Ohio celebrated the fact that they had gone two million work hours without a lost work day injury. A major fire on the crude unit which had occurred during the award-winning period did not detract from the safety record. No one was seriously hurt in the fire.

At a huge Texas plant, a release and fire caused hundreds of citizens living near the facility to seek medical treatment for possible exposure to hazardous materials. But since no workers were injured, the plant's safety record remained unblemished.

In the majority of potentially catastrophic chemical releases and fires there are no OSHA recordable injuries. Often the only thing that prevents fatalities and injuries is luck. The wind direction was favorable or workers had just left the area before an explosion. When we measure safety by using the injury rate we get a very distorted view of actual safety conditions in our plants.

The primary theory used to explain the causes of industrial accidents is that mistakes by workers are responsible for virtually all accidents. This is the foundation on which health and safety programs have been based for decades. Therefore, the ultimate goal of corporate safety programs and local union safety committees is generally, the same, to have zero worker injuries. Safety attention focuses on finding ways to get unsafe workers to change their ways. Companies like DuPont and Behavioral Science Technologies are hired to help fix the problem of worker behavior.



Workplace safety is measured by only one statistic, the OSHA recordable rate. Based on this statistical yardstick, continuous process industries continue to be among the safest in the country and are getting safer. Many plants have celebrated working millions of hours without a lost work day accident. While all eyes are on the OSHA recordable rate, releases of hazardous materials, fires, mechanical breakdowns and near misses are not included in the safety statistics.

OSHA's John Gray Report found that use of injury rates to determine workplace safety is "wholly inadequate" and inaccurate. An article published by the National Safety Council explained that injury incident rates "aren't always a reliable indicator of safety performance." (Safety and Health, January 1994, page 72)

While having a low injury rate, the oil and chemical industries are actually among the most dangerous in the country and they are getting more dangerous every year.

## **Safety Systems: The Key to Fixing the Workplace**

A safety system can be defined as the use of management programs which proactively identify and eliminate or control hazards. This being in the conceptual phase of process units and equipment and continues throughout the life of the process. Major safety systems include the following:

***Process and equipment design; Mitigation devices (relief valves, etc.); Warning devices (alarms); Mechanical Integrity; Procedures and training; and Human factors.***

All these systems are important in order to have a safer workplace. However, some systems are far more effective than others in their ability to maximize opportunities for prevention

of disasters and injuries. The most important safety system is the design system. This is the only system in which **primary protection** takes place. For example, by designing a process to use lower pressures, temperatures and less toxic and reactive chemicals, the potential for disaster and injury has been effectively reduced by the use of inherently safer equipment and materials. Another example is the design and use of unique couplings for the connection of nitrogen, air, steam and other hoses. Good design techniques like the use of unique couplings are the most effective way to eliminate the potential for accidents.

All of the other safety systems provide secondary prevention by reducing the probability or severity of an accident. Good maintenance, inspection and training programs are important, but they will not make unsafely designed equipment safe. Take for example a series of three heat exchangers which have been installed on top of each other without a safe way to access the valves on the top exchanger. Operators assigned to take the top exchanger out of service are instructed to wear fall protection harnesses while they climb up on the slippery lines and valves. The harnesses will not prevent a dangerous fall. At best the harnesses will reduce the severity of injuries suffered from a fall. In congested process units which often do not have safe anchor points for fall protection, a harness may be of little real help. Effective prevention of injuries in this example requires that exchangers are not stacked on top of each other or that permanently elevated work platforms are installed so that the equipment can be safely accessed.

Behavior modification programs assume that the workplace and its safety systems are designed and maintained safely. Insurance industry research shows that this is not the case. Behavior observation programs actually function as a means of convincing workers to adapt their behaviors in order to keep unsafely designed equipment running. Rather than focus energy on changing unsafely designed equipment

such as on the stacked heat exchangers, behavior modification programs concentrate on getting workers to adapt themselves to the unsafe equipment by wearing fall protection harnesses or other personal protective equipment.

In the United States, the term "ergonomics", is typically used to refer to the physical aspects of work while "human factors" is used to encompass both the physical and mental issues. Like every other major safety system, the human factors system has several subsystems. These include equipment lay-out, workload and staffing levels, shift schedule, overtime and behavior. In order to effectively address these important safety issues, each plant needs a written human factors program. Many plants have large staffs of engineers who perform extensive calculations on piping and other hardware so that the process will run safely. While the hardware receives lots of attention, little thought is given to human factors. During oil or chemical plant shutdowns for repairs called turn-arounds, workers may be assigned to work 12 or more hours a day for a month or longer without a single day off. Companies apply tight restrictions on the maximum safe process limits for the protection of piping and other hardware. But when it comes to scheduling unlimited and unsafe amounts of overtime, workers are treated far worse than the pipe.

Changing worker behavior is one of the least effective methods for accident prevention. Workers make occasional errors because they are human. There is a natural error rate for even the most highly trained and drilled work force. No amount of behavior observation will create an error-free, injury-free workplace. The Chemical Manufacturers Association explains in a CMA publication that "enlightened managers realize that... most mistakes are committed by skilled, careful, productive, well-meaning employees. Human error is a natural and inevitable result of human variability in our interactions with a system."

HAPPY ST. PATRICK'S DAY



Public Affairs Office  
Sierra Army Depot  
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Herlong, CA 96113

## It just takes an idea to become a suggestion

By Alison Stokes  
Management Analyst

It's not the state lottery, but would you like to have a little bit of extra cash – say up to \$25,000.00?



One way of making that happen is to submit a suggestion that will eventually increase the efficiency and productivity of the Army and save the depot money. The Army Suggestion Program provides cash award incentives up to \$25,000.00 for adopted ideas.

Your idea, turned into a suggestion, can be anything from a simple or more complex tool you've developed to make your job safer - more effi-

cient, or writing/rewriting an improved standard operating procedure.

The Suggestion Program is designed to improve morale by providing an opportunity for employees to voluntarily take part in the improvement of management within the Government. All you need to get started is an AKO login and password.

The new Suggestion Program Coordinator, Ms. Alison Stokes, is located in Building 150 and is ready to help you earn that extra cash. She will be out in your area, so don't be shy as she wants to hear all about your ideas.

Do you have a suggestion? Call 4241 or stop by Building 150. **Remember: TIME SAVED = MONEY!**



## National inhalant awareness month

March 2007, the Department of the Army is celebrating National Inhalant Awareness Month. The Army's goal in observing Inhalant Awareness Month is to educate people about the problems associated with inhalant abuse and the impact it can have on individuals and communities. Inhalant abuse is the deliberate inhaling or sniffing of substance to become intoxicated. The chronic use of inhalants can cause serious health problems and sometimes death. Household products such as glues, lighter fluid, cleaning fluids and paint products are some of the most commonly abuse inhalant products.

Easy accessibility, low cost, ease of transport, and concealment make inhalants one of the first substance abuse by children. In Drug Enforcement agency survey's, 15 to 20 percent of juniors and seniors in high school report using inhalants at least once. The highest level of use is among 10 to 12 year old children. Adult use is also on the increase.

The Alcohol and Drug Control Officer (ADCO) will have an information booth in the mission area 21 March 2007 from 1100 to 1200 to give out more material on the subject. The ADCO's booth will be outside of building 306. The ADCO can be reached at (530) 827-4190 if you have any further questions about inhalants.

## MUDA and Lean thinking

By Susan Catuccio  
Management Analyst

MUDA – The Japanese word for WASTE – Specifically, any activity which exhausts resources and creates NO VALUE.

The 8 WASTES

~ **Injury** – Near misses, accidents, lost work day(s), results in excess cost, delays, poor flow of goods and services.

~ **Over Production** – Producing too much too soon – results in poor flow and excessive inventory (What if the customer requirement changes?)

~ **Inventory** – Excessive storage, products or services piling up – results in excess cost, scrap, and poor customer service.

~ **Transportation** – Excessive movement of materials from one location to another – results in reduced productivity and higher cost to the customer.

~ **Motion** – Unnecessary movement of materials, products, or services – results in excessive bending, walking, and looking for parts.

~ **Waiting Time** – Long periods of inactivity for people, information

or goods – results in poor flow and long lead times, and again, cost to the customer.

~ **Defects** – Frequent errors in product quality and delivery performance – results in excess cost, delays, poor quality, rework and long lead time.

~ **Processing** – Work processes using the wrong tools, procedures, and systems: excess materials, wrong requirements – not according to customers Scope of Work – results in wasted effort, time, and cost.

LEAN Thinking – Process which provides a way to do more with less – less human effort, less equipment, less time, and less space – while coming closer to providing the customer with exactly what they want.

Lean thinking provides a method to create new work rather than destroying jobs in the name of efficiency.

Identifying the values of process steps accurately is the first step in Lean Thinking – we can let the Lean tools do the work and eliminate, or at least, reduce MUDA.

Can you see any of the 8 wastes in your area?

## Employee receives service recognition



Ms. Julie Mason was recently recognized by Lt. Col. Brian Butler, depot commander, for her 25 years of continued federal service. Butler stated that Mason, Director of Community Services, goes beyond what is expected to ensure new members into the community, soldiers and civilians alike, are treated like part of a family. Mason can always be counted on spread cheer and happiness around the depot. Photo by Lynn Goddard

Lynn Goddard