

# The Challenge

Sierra Army Depot, Herlong, CA

May 2007

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## Casey takes charge as Army chief of staff



Gen. George W. Casey Jr. became the 36th chief of staff of the Army at a Fort Myer, Va., ceremony. Gen. Casey took the reins from Gen. Peter J. Schoomaker (left). Photo by J.D. Leipold, Army Time staff

By Gina Cavallaro  
Army Times Staff writer

Under a blustery mid-spring sky, Gen. George W. Casey became the Army's 36th chief of staff Tuesday, marking the second time since operations began in Afghanistan and Iraq that the senior uniformed officer has changed.

During the star-studded change of responsibility ceremony at Fort Myer, Va., Casey, Defense Secretary Robert Gates, Acting Army Secretary Pete Geren and retiring Chief of Staff Gen. Peter Schoomaker gave short speeches with a common theme: the caliber of soldiers who comprise the Army and the sacrifices they have made in the past five years.

"The quality of men and women in uniform is the best I've seen in 36 years in the Army," said Casey, 58, who ascended the steps to the podium relying on a cane he's using because of recent

surgery to replace a tendon in his left leg.

He described the wars the Army is fighting as "the most demanding combat environment" for soldiers and forecast a protracted battle with the enemy because, he said, "we are locked in with a global extremist network."

"We've been at war for over five years. We are in this war to win. We've fought like this since 1775 and we always will," Casey said, offering only a glimpse of what he expects to achieve during his tenure, saying, "I am committed to maintaining our preeminence as a worldwide force."

Unlike a change of command ceremony where an officer takes charge of an Army unit, the ceremony today at Fort Myer was called a change of responsibility because of the nature of the position.

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## Casey Identifies Army Issues

### *New chief of staff outlines seven goals, plans for achieving them*

FORT BRAGG, N.C. — Seven initiatives are likely to frame the four-year tenure of Army Chief of Staff Gen. George Casey, who said that by mid-July he will set action plans to meet his objectives.

Casey expanded the list from an original six initiatives as he visited Army installations in mid-April, just days after he stepped into the job of chief of staff.

Building the quality of support for soldiers and families and assessing the expeditionary Army at war are among the initiatives.

A transition team has been working on the initiatives since a week after Casey returned from his 30-month rotation in Iraq in mid-February.

In an April 18 interview here, Casey said he is working with acting Army Secretary Pete Geren, and they

will appoint three- and four-star generals and assistant Army secretaries to oversee the progress of the initiatives.

Eight days into his tenure, Casey was in the midst of a whirlwind schedule to visit Army installations worldwide and to talk to soldiers and families when he outlined his plans to Army Times. High among his priorities, he said, was the welfare of Army families as the service continued a hectic operations tempo that has strained the force.

"If we can't give them predictability in deployments, we can give them predictability in services," he said of the Army families who, he acknowledged, are nearing a breaking point under the weight of soldiers' multiple deployments.

Casey took over responsibility as the Army's senior uniformed officer April 10, following his tour in Iraq as head of Multi-National Force-Iraq. He weathered a contentious confirmation process in the Senate in which his per-

formance in managing the war was harshly questioned by senators who pointed to unabated violence and a fledgling Iraqi security force.

He said he intended to maintain continuity with the accomplishments of his predecessor, Gen. Peter J. Schoomaker, while enhancing areas he thinks need renewed focus.

"What I intend to do is treat [the initiatives] the way the focus areas were treated four years ago," Casey said of the objectives Schoomaker set in August 2003.

He laid out his initiatives in seven distinct areas, adding a seventh by the end of his visit to Fort Bragg.

\*Accelerate Army growth and readiness improvements to consistently field forces for victory and to sustain a campaign quality expeditionary Army Schoomaker set out to field four years ago. The active Army is authorized to grow to 547,000, adding about 7,000 soldiers a year for five years. Casey wants to add 10,000 a year.

\*Enhance the quality of support to soldiers and families as a way of main-

taining the strength of the all-volunteer force.

\*Maintain continuity and momentum in the Army's modernization so the capabilities of the current and future forces continue to improve.

\*Complete the transition of the Reserve component to an operational force in a way that preserves their status as citizen-soldiers.

\*Step up changes in leader development programs to grow leaders for future strategic environments.

\*Adapt institutional policies, programs and procedures to support the expeditionary Army while at war.

\*Encourage strategic communications and the need for the Army to communicate effectively internally and externally.

Responding to feedback from families, Casey will seek to offer families access to mental health services and facilities, as well as concrete resources, including paid positions, for family support groups, which have been staffed

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# Commander's View

"I've done it this way for years." "It never happened before." "Using a makeshift tool gets the job done." These are all comments that I've heard over the past year during the weekly Commander Accident Review boards, and are indicators that we still have quite a ways to go in ensuring that everything we do, all the time, is in accordance with established procedures to ensure we all work safely. The good news concerning recordable and lost-time accidents here at Sierra is that rates for both are down from past years; the bad news is that the number of minor, first aid type cases involving cuts, bruises, scrapes and muscle strains have remained fairly steady. I need your help in bringing the number of these cases down. You have my continued commitment to provide personal protective equipment, proper tools and other safety-related resources required to do your jobs safely, but it's ultimately each one of us that determines the "safety culture" of our organization as we conduct day to day operations.

I'd like you all to keep the following in mind every time you report for work:



Lt. Col. Brian D. Butler

\* Know the SOP for the job. Read it, and question the policies and tasks to make sure there are no mistakes and that everything is up to date.

\* Be aware of hazards that may exist while performing a task and strictly comply with established procedures. Don't make it up as you go along.

\* Use the proper tools for the job, and inspect them before use to make sure they're in good working order.

\* Ensure you always wear the proper personal protective equipment

required for a task, and make sure those around you do too.

\* Always keep safety considerations foremost in your mind and in your actions. It will help you and those around you to be able to enjoy life.

We continue to have a variety of visitors that tour Sierra Army Depot, and those tours are likely to increase in frequency as we move into the Spring and Summer months. I want to thank you for the exceptional way that you receive and assist these visitors in your respective work centers. Without exception, our current and potential customers always walk away with an extremely positive impression of the professionalism of our workforce. You all project the image that we want to portray, and it's paid huge dividends for us over the last several years. The fact that "first impressions are lasting impressions" is a fact, and you provide a great one for us all each and every day – Great Job!

Over the next several months we're going to be challenged more and more with regard to production in our assigned programs and efforts across the depot to increase that production. These challenges will touch each and

every work center across the depot; Mission and Garrison operations are both critical to our overall success. Whether you're a carpenter, mechanic, material handler or budget analyst, our Army needs us to be at the top of our game every day, continually looking for less expensive, more efficient ways to accomplish our mission in support of the finest Warfighter our country has ever fielded in battle. We've made huge strides in the past few years, but there's a lot more ground to cover. Keep pushing, and remind yourself every day what's at stake – SOLDIERS! We all experience frustrations with our work at times, but if you keep in mind the World Class contributions you're making to the health, safety and combat effectiveness of our men and women in uniform, you'll realize how much we need you and how important every one of you are.

I'm proud of you, I'm proud of our progress, and I'm grateful for the hard work you all put in on a day-to-day basis. Keep pushing, and please – work safe. I'm counting on you.

Let's get to work!

## Analyzing Job Hazard Analysis, in conjunction with personal protective equipment

Another popular safety program is Job Hazard Analysis, (JHA). This program also relies on supervisor and workers observing job tasks and documenting what they see on the JHA form. JHA is often used to verify or create job procedures. Before beginning the JHA, the required personal protective equipment, PPE, is listed on the top of the form. According to the National Safety Council, a JHA is divided into three steps. First, the sequence of basic job steps is listed. Next, the potential hazard of each step is recorded. Finally, a recommended procedure is listed.

### The PPE Police

In all behavior modification programs the central thing that this looked for is the use of personal protective equipment, PPE. A favorite theme of management is to constantly tell workers to wear ever increasing layers of PPE. Workers are told that if they would wear all this PPE they would eliminate most injuries.

There are times when use of PPE is appropriate. These include emergency responses to releases of hazardous materials, during line breaking or while engineering controls are being installed.

Worker observation programs are the best method for management's policing of PPE use. Local union

representatives who are urged to become safety observers are usually promised that discipline will not be used when PPE violations are observed. Union locals often consider this promise to be a progressive step. But while discipline may be kept out of the observation process, the blame the worker for accidents system which includes discipline remains firmly intact.

Another problem for management is that workers hate PPE. Workers do not hate PPE because they are lazy or forgetful. They hate it because they are smart. PPE is often hot, very uncomfortable and awkward to use. It often creates additional hazards. Vision and communication may be impaired. Increased stress may be put on the heart

and lungs. It is the least effective way of protecting against hazards. Reliance on PPE to protect you from toxic materials is like relying on a bullet proof vest to protect you from a firing machine gun. Real protection requires stopping the machine gun fire. This is why OSHA requires that exposures should be eliminated by use of engineering controls whenever feasible and that PPE should only be used as a temporary measure or as a last resort.

Management has two reasons for handling safety problems by requiring more PPE. First, it is the cheapest way to deal with the problem. Secondly, reliance on PPE transfers responsibility for safety from management onto workers.

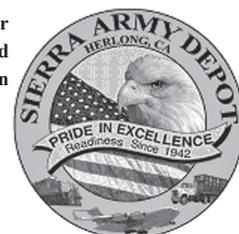
### The Challenge

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## Teaching Kids to Stay Safe Online

If you have a child in the home who has access to your computer, these ten safety rules will help them enjoy the Internet safely.

1. Always ask your parents' permission before using your full name, address, telephone number or school name anywhere on the Internet.
2. Always tell your parents or guardian if you see something online that you know is wrong or that makes you feel uncomfortable.
3. Don't respond to messages that make you feel uncomfortable or uneasy.
4. Never give out a credit card number or password online.
5. Never send out your picture without your parents' permission.
6. Be careful when someone offers you something for nothing, such as gifts or money.
7. Don't ever accept a gift or an offer that involves having someone visit your house.
8. Never arrange to meet someone you've met online in person unless you discuss it with your parents and an adult goes with you.
9. Talk to your parents to set up rules for going online. Decide with them the best time of day to be online, the length of time to be online, and appropriate areas to visit.
10. Get to know your "online friends" just as you get to know all of your other friends. Be sure that you are dealing with someone that you and your parents know and trust before giving out any personal information about yourself via email.

### CASEY (From page 1)

"The chief of staff of the Army is the senior officer in the United States Army. It is not technically a command position; he is the senior person in charge of Title X for the Army," said Army spokesman Col. Dan Baggio.

The Army's chief of staff is responsible for the training, equipping and readiness of the Army's active, reserve and National Guard components



# BE AWARE!

For the Month  
of May

Are you working in Mission  
Motor Vehicle  
Are you a Operator

Then you are prone to  
Slips and Falls

Data provided by Safety Office

## A Whole lot of changes going on at the Post Office

By Christine Olsen  
Herlong Postmaster

In case you haven't heard, postal rates are going up on May 14, 2007. This time, the changes will not only be in the rates, but also in how the mail is packaged.



First-Class Mail rate changes are designed to encourage more efficient mail preparation. Customers can save postage by reconfiguring material intended for large envelopes into

letter-size envelopes, and packages into large envelopes.

The single-piece First-Class Mail 1-ounce letter price is going up 2 cents to 41 cents.

The single-piece First-Class Mail letter price for each additional ounce decreases 7 cents to 17 cents.

The First-Class Mail postcard rate is going up 2 cents to 26 cents.

Details and some common questions concerning our rate change can be found at our [usps.com/mailpro](http://usps.com/mailpro) website.

## Process Improvement, the importance of measurement

*Lean Six Sigma emphasizes data must be timely and accurate to be measured*

By John McKeand  
Logistics Management Specialist

As I was surfing the internet the other night, I came across an article that has great significance to Sierra Army Depot. It was called "You Can't Manage What You Don't Measure" written by F. John Reh. I know it sounds cliché, but it is true in today's world. In the QEO, we deal almost exclusively with Process Improvement. With the lack of historical data that we encounter often, it is very hard to prove that the changes made are actually improving the processes that were examined.

It is important to understand some of the terms we use:

**Measure:** (verb) to ascertain the measurements of.

**Measurement:** The figure, extent, or amount obtained by measuring.

**Metric:** A standard of measurement.

**Benchmark:** (noun) A standard by which others may be measured.

So what we do is we collect data (measurements), determine how those will be expressed as a standard (metric), and compare the measurement to the benchmark to evaluate our progress. For example, we measure the number of MROs shipped in a given week. Then we count (measure) the number of discrepancies discovered. We then establish "number of discrepancies per thousand MROs" as a metric. We can

then compare each shipper's/packager's performance metric against the benchmark of "fewer than 1 discrepancy per thousand MROs shipped".

At the last Facility Assessment (January 2007), Management determined that our top priorities were Schedule, Cost, and Capacity. These are otherwise called Key Performance Indicators (KPI). These KPI will help us as an organization define and measure our progress towards our goals for success. Improving these three areas of our business will ensure that we keep our current customers and earn us new ones.

Each one of our KPI will have several metrics to measure in the pursuit of the overarching Improvement Goal. For instance, Our KPI of Cost will have many different metrics that tell us

whether we are successful in that category. Metrics such as: Was our cost estimate accurate, are we charging our direct labor hours accurately, and is our burdened labor rate accurate for all of the various work centers, just to name a few.

How we measure is just as important as what we are measuring. The organization has to make sure that what it is measuring has meaning. If the KPI we are measuring is capacity, then we would not want to include any monetary formulas in the metrics.

This all ties us back in to the Lean Six Sigma methodologies. In order to successfully complete a Six Sigma project, there needs to be data, and that data must be timely and accurate. With no data on the process we are looking

See **PROCESS** page 6

# Employee



After nearly 30 years of federal service, Walter "Wally" Hamel said good-bye to friends and coworkers during a luncheon in his honor on Apr. 25. Lt. Col. Brian Butler, depot commander, presented Wally with his retirement certificate and a U.S. Flag on this special occasion. Wally plans on staying in the area for a short time while enjoying hiking, biking and camping.



Linda Cady could always be counted on to reset a password or print out any type of report needed. After 26 years of federal service, Linda has left that behind to enjoy time traveling with her husband and having quality quiet time to herself. During a luncheon in her honor, Lt. Col. Brian Butler, depot commander, presented Linda with the official retirement certificate and a U.S. Flag.



Richard Schmidt received a length of service award from Lt. Col. Brian Butler for 25 years of federal service. Richard began his federal career at McClelland AFB in Sacramento. Richard transferred to Sierra after the closure of McClelland AFB due to BRAC. In 2003, Richard was one of the Army Suggestion Persons of the Year."



Manuel and Sue Leslie ended their federal career the same way they started - TOGETHER. With a combined total of more than 60 years federal service, the couple was all smiles when they bid farewell to friends and colleagues. They have been married for 37 years and have four wonderful children. Manuel will be missed in the Welding Shop and Sue will be missed by her peers in the Quality Assurance Division. Congratulations to both of you on this momentous occasion.

# Recognition



Linda Newsham began her federal career in 1979 after serving on active duty in the U.S. Navy. Throughout her career, Linda has worked at many different military installations in a variety of departments. Linda transferred to Sierra one year ago from Ft. Belvoir, VA with her husband George. Lt. Col. Brian Butler presented Linda with a length of service award for 25 years of dedicated service.

## *25 Years of Service*

Tammy Dunn started working at Sierra Army Depot in 1979 for the Directorate of Information Management on the night shift as a key punch operator. After a break in service from 1982-1984, Tammie came back to Sierra in the depot property section. You can tell she liked depot property because that is where she has spent her career except for a six month stint as the Chief of Receiving and Storage in 2005. Tammie is currently the Chief of ISA within the Logistics Directorate. Her family has always been a part of the depot and continues as she currently has two daughters working in AJ1 and a sister in Production, Planning and Control.



Lynn Goddard was presented the Achievement Medal for Civilian Service from Lt. Col. Brian Butler, depot commander for her exceptional performance as the Audio Visual Specialist within the Directorate of Information Management. Lynn performed impeccably on countless photographic and visualization projects, while at the same time, took great pride to ensure each product produced was flawless.



David Mosher is another employee that transferred to Sierra after McClellan AFB closed down. He is a Supply Technician within the Inventory Division where he states, "I love the job because it is fun." Lt. Col. Brian Butler presented David with a 25 year length of service award and hopes that the fun will continue for many more years.

## CYS monthly update

CYS will be honoring our mothers and grandmothers on Thursday, May 10 at a Mother's Day Tea party. The event will take place at CYS at 5:30 p.m. Member's are encouraged to bring their mother's, grandmothers, or someone who's been like a mother to them.

School Age services are currently accepting enrollment for Summer Camp. Registration will include a mandatory parent orientation. Appointments for orientation can be scheduled the last week in May and the first week in June. School Age services provide a safe and structured environment with a variety of fun educational activities. Fees are based on total household income and include breakfast, lunch, and snack. There are NO extra fees for field trips or swim lessons etc.

Youth Services is also currently accepting enrollment for Middle School/ Teen Summer Camps. MS/T summer camps also include a safe and structured environment, a variety of fun exciting activities and trips, and exercise on a daily basis. If you're interested in enrolling your child or youth in any of our camps please call CYS at 827-4696 and set up an appointment for a parent orientation.

### CYS Sports

CYS is now accepting Fall Soccer registrations all through the month of May. Children must be between the ages of 4 to 11 years of age to participate. In order to avoid being charged late fees and to ensure a spot for your child please sign up as soon as possible. To find out the cost or for any other questions, please contact CYS at 827-4696.

## Eighteen students graduate from D.A.R.E. Program

The D.A.R.E. (Drug Abuse Resistance Education) graduation for the Sierra Primary School 5/6th grade class, was held on April 20, 2007 at the Skedaddle Inn. The students completed a 10 week course designed to help them recognize and resist the ever increasing pressures that influence them to become involved in drugs, gangs and violence.

The D.A.R.E. program helps students develop interpersonal and communication skills which help with decision making. The program also encourages students to realize that

there are many positive alternatives to help stay drug free.

One of the requirements to graduate from the D.A.R.E. program is each student must write an essay on their promise to stay drug free. This years essay winners are: Audmae McGinnis and Jason Manfull.

The D.A.R.E. program is taught by Sgt. Robert Brent from the Directorate of Risk Management, Law Enforcement Branch. Sgt. Brent has been a certified D.A.R.E. instructor since 1995 and also teaches D.A.R.E. classes in k-4th grades and 7-12th grade classes.



Vending Machine Program Survey

Please take a few minutes to complete the survey on the vending machine program and return this to Community Services.

01 May – 31 May 2007

1. Please rate the quality of the vending machine program

1	2	3	4	5
Excellent		(Average)		(Poor)

2. Please rate the service of the vending machine program

1	2	3	4	5
Excellent		(Average)		(Poor)

3. What other products would you like being offered in the vending machines?  
Please list below.  
Building # \_\_\_\_\_

# MWR Services

### Skedaddle Inn Meeting Center

The Skedaddle 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 : [skedaddle.inn@sierra.army.mil](mailto:skedaddle.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: [skedaddle.inn@sierra.army.mil](mailto:skedaddle.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.

## Preventing heat stress

Hot conditions put your body under a lot of stress. Physical activity stresses the body even more. When heat is combined with physical activity, loss of fluids, fatigue, and other conditions can lead to a number of heat-related illnesses and injuries. Death is even possible.

Heat stress is commonly associated with warm weather. It's true that warm weather increases the number of heat-stress injuries and illnesses. Warm weather isn't the only cause of heat stress, though. Heat stress can occur any time the surrounding temperature is elevated. Even if the weather is cool, you may work in warm areas, indoors or out. Be alert for conditions which could cause heat stress and take precautions to prevent it. Six main factors are involved in causing heat stress: Temperature, Humidity, Movement of air, Radiant temperature of the surroundings, Clothing, and Physical activity.

Adjusting to these factors and/or controlling them reduce the chance of heat stress.

Your body can adjust to working in a warm environment through a process known as "acclimatization." Acclimatization processes involve gradually increasing the amount of time you spend working in a hot environment. This gradual increase allows your body to properly adjust to the heat.

Keep in mind, though, even if you're already acclimatized, conditions can change which stress your body even more. Bright sunshine, high humidity, and sources of heat in the workplace can affect your body's ability to cool itself. If conditions change, make sure you re-acclimate yourself to the new conditions. If you're away from work for a few days or if you experience a brief period of cooler temperatures while working, you will need to re-acclimate yourself before you try to work the full shift in the hot conditions.

The major heat stress injuries and illnesses are described here:

**Heat Rash** is caused by a hot, humid environment and plugged sweat glands. It is a bumpy red rash which itches severely. Dry clothes that help sweat evaporate will reduce the chance of heat rash. Washing regularly and keeping the skin clean and dry will help prevent heat rash.

**Heat Cramps** are painful muscle cramps caused by a loss of body salt

through excessive sweating. To help prevent heat cramps, drink plenty of non-alcoholic, caffeine-free fluids while working in a hot environment. Check with your doctor about the use of salt tablets.

**Heat Syncope** (pronounced "sin-co-pay") is sudden fainting caused by a reduced blood flow to the head. The victim's skin will be cool and moist and their pulse will be weak. Immediate medical attention is needed in the event of syncope.

**Heat Exhaustion** results from inadequate salt and water intake and is a sign the body's cooling system is not working properly. The victim will sweat heavily, their skin will be cool and moist, their pulse weak, and they will seem tired, confused, clumsy, irritable or upset, they may breathe rapidly—even pant—and their vision may be blurred. The victim may strongly argue that they are okay even with these obvious symptoms. If you suspect heat exhaustion, don't let the victim talk you out of seeking immediate medical attention. Until medical help arrives, try to cool the victim and offer sips of cool water as long as the victim is conscious. Immediate medical attention is required. Heat exhaustion can quickly lead to heat stroke.

**Heat Stroke** is the deadliest of all heat stress conditions. It occurs when the body's cooling mechanism has shut down after extreme loss of salt and fluids. The body temperature will rise, the victim's skin is hot, red, and dry, their pulse fast, and they may complain of headache or dizziness. They will probably be weak, confused, and upset. Later stages of heat stroke cause a loss of consciousness and may lead to convulsions. In the event of heat stroke, seek immediate medical attention. Until help arrives, try to cool the victim and offer sips of cool water if the victim is conscious.

Recognizing the symptoms of heat stress is very important, particularly since the victim may not realize what is happening. If you work alone in a hot environment, develop a "buddy system" so someone will check in on you periodically to look for signs of heat stress.

Preventing heat stress is a matter of controlling the factors that cause it. Use the precautions mentioned in this article, and don't hesitate to seek assistance if you suspect heat stress. Your good health depends on it!

## New suggestion allows lifting of filter tanks easier

By Alison Stokes  
Suggestion Coordinator

On February 8, 2007, Paul Mizeur from Mechanical Repair, Dave Huhtala from Metal Shop, and Ralph Higgins from Metal Shop submitted a suggestion to the Army Suggestion Program. The idea was a hoist that attaches to the tines of a 6K forklift and lifts the Nuclear Biological Chemical (NBC) filter tanks in and out of the 3K GPH Reverse Osmosis Water Purification Unit (ROWPU), before and after it has gone to Paint Shop. Together with the Weld Shop, Mechanical Repair designed the hoist that would lift the tank. The hoist was made by the weld shop and load tested by Dan Reed. Prior to using the hoist, Mechanical Repair needed three mechanics to remove the tank, which weighs 1100 pounds, from a bolted down corner to the door of the ROWPU. They would use large pry bars to slide and push this tank towards the door to have it taken away by a forklift. This "old" process took considerably longer than using the hoist.

These tanks are removed so the Weld Shop can make any needed repairs and the Paint Shop can paint the inside of the ROWPU. After the Paint Shop is finished Mechanical Repair has to reinstall the tank by setting it inside the door with a forklift and then pushing, prying and sliding this tank all across a nicely painted floor. Imagine the results after it is installed? The floor is covered with scratches from the bottom of the tank.

Now removal and installation are a breeze. There is only two mechanics needed for the new process with the hoist. "It is suggestions like this that make our day to day job easier and safer. With Sierra being the only installation resetting ROWPUs, we have to help ourselves. We can't just go to another base and see how they do it. It helps all around to have the Suggestion Program back up and running," said Billy Rowland, Powered Support Systems Mechanic Supervisor in Mechanical Repair.

This suggestion saved the depot approximately \$10,000, which earned each suggestor a cash award. Great Job!



Photo by Alison Stokes

**Paul Mizeur, Ralph Higgins and David Huhtala who submitted the suggestion on the fabrication of a hoist that will allow lifting a filter tank from a ROWPU much easier and with less personnel.**

### PROCESS (From Page 3)

at, we have no way of determining what we need to improve and we will have no way of knowing whether the changes put in place are actually improvements or not.

The Depot has enjoyed several successes due to its overall Lean Six Sigma efforts. With the lack of histori-

cal data, it has been very difficult to determine the extent of these successes. With accurate measurement of the well-defined metrics we should put in place, we can all share in the success of the improvements we have all made within our work centers.



Memorial Day  
Memorial Day  
Memorial Day

May 28, 2007

## ACCIDENT FREE WORK CENTERS

The accompanying chart depicts the current results of the Commanders Initiative on an Accident and Injury Free Workforce for the first 120 day period of performance. Those organizations in red have at least one accident or reportable injury (an injury which resulted in lost time or medical expense). The awards for those production based organizations which were green at the end of the performance period (Mar. 15, 2007) has all been processed.

Safety Metrics By Work Center		1st Cycle 11/15/2006 3/14/2007	2nd Cycle 3/15/2007 7/14/2007	3rd Cycle 7/15/2007 11/14/2007	Annual Cycle 11/15/2006 11/14/2007
o Ofc Dir of Mission OPS	41000	A			
o Prod Planning & Control Div	43000	A			
o Shops Division Ofc	44400	A			
o Mechanical Repair Branch	44100	P	2	2	
o Painting Branch	44200	P	1		
o Metal Working Branch	44300	P	1	1	
o Box Fabrication Branch	44400	P			
o Small Arms Team	53000	P			
o Logistics Division Ofc	46100	A			
o Inventory Branch	46200	P			
o Install Sup Acty Br	46300	A			
o Storage & Dist Div Ofc	47400	A			
o Contain & Assembly Br Ofc	47510	A			
o COSIS Section	47520	P	1		
o Packaging & Pres Section	47530	P		1	
o Receiving Section	47540	P			
o Assembly Section	47550	P			
o Central Receiving & Stor Br	47410	A			1
o Outside Storage Section	47420	P			
o Central Receiving Section	47430	P	1		
o Warehouse Storage Sec	47440	P	2	1	
o Internal Rail Branch	47300	P	1		
o AJI Operations Branch Ofc	47610	A			
o Central Shipping Section	47620	P	2	3	
o AJI Receiving Section	47630	P	2		
o AJI Storage Section	47640	P	4	1	
o AJI Outside Storage Section	47650	P			
o Movement Control Section	47660	P	3	1	
o AJI Hazardous Storage Section	47670	P	2		
o Transportation Division Ofc	45000	A			1
o Ammunition Division	80000	P			
o Quality Control Division	48000	P			
o Small Arms Repair Division	53000	P			
o Ofc of Commander	01000	A			
o Legal Ofc	2000	A			
o Contracting Ofc	04000	A			
o Internal Review & Audit Comp Ofc	05000	A			
o Ofc of the Dir of Resource Mgmt	11000	A			
o Budget & Manpower Div	12000	A			
o Finance & Accounting Division	13000	A			
o Garrison Mgmt Ofc	Y1000	A			
o EEO Ofc	03000	A			
o Quality Engineering Ofc	06400	A			
o LEAN Branch	06100	A			
o Quality Assurance Branch	06200	A			
o Public Affairs Ofc	07000	A			
o Strategic Planning Ofc	08000	A			
o Ofc of the Dir Community Support	Z1000	A			
o Community Activities Division	Z3000	A			
o ADCO Ofc	Z4000	A			
o Training Ofc	Z5000	A			
o Ofc Dir of Risk Management	X1000	A			
o Law Enforcement Div	X2000	P	2		
o Security & Intelligence Branch	X2400	A			
o Fire & Emerg Services Division	X3000	P	1		
o Safety Division	X5000	A			
o Environmental Division	X6000	A			
o Ofc of the Dir of Base Support	3A100	A			
o Eng, Plans, & Sves Div Ofc	3A210	A			
o Engineering Branch	3A230	A			
o Supply & Maintenance Ops Div	3A300	P		1	
o Maintenance Division Ofc	3A510	A			
o Buildings & Grounds Branch	3A520	P	1	2	
o Utilities Branch	3A530	P	1		
o Production Support Branch	3A540	P			
o Ofc Director Info Mgmt	E1000	P			

## ISSUES

(From page 1)

almost entirely by volunteers. Casey's wife, Sheila, has been involved in helping get families' feedback to the chief and his transition teams.

Casey also wants to speed up the initiatives at Training and Doctrine Command to make leadership development courses available to enlisted soldiers at their home stations by using more mobile training teams and by keeping soldiers with their families following deployments.

"You have to come at this from the standpoint that we've been at war for four or five years, and there are cumulative effects," Casey said.

He pointed also to the suggestion of a soldier at Fort Benning, Ga., who said he would like to be able to transfer his GI Bill benefits to family members.

"We've made great strides in this area, but we can do better, and we will do better," he said. "We have to raise the level of support."

Feedback to Casey's transition team came from more than 250 interviews across a broad array of military and non-military observers, including retired four-stars, serving commanders, family members, media and academics.

The teams, working under the guidance of Maj. Gen. David Huntoon and two one-star generals, were tasked with sizing the current state of the Army, and what the Army should look like in 2020.

"I'd characterize the general feedback as people are pretty happy about Army transformation and the way it's going, but they're concerned about the pace and tempo and the impact it will have on the all-volunteer force," Casey said. "What was surprising to me was... that across a wide spectrum of people,

there was almost unanimous consensus that the next decade was going to be one of steady conflict. It may not be in Iraq, but it was going to be steady conflict."

Casey emphasized his immediate goal of raising the Army's end strength to 547,000 soldiers and then reassessing whether to take the number higher.

"The nation needs capabilities to plan and sustain a large land operation over a period of time," he said. Casey said he is making a commitment to get technology and modernized equipment to soldiers on the battlefield as quickly as it becomes available.

"We have to be very careful about getting the support and resources we need," he said. Mistakes were made during the 1990s in equipping the force following a drawdown after victories in Operation Desert Storm and the Cold War, and "we were trying to figure out how to spend the peace dividend."

"There were some decisions made because we thought we were going into a fairly peaceful period. Now we're at war, everybody who thinks about the future says we're going to stay in that state for 10 more years, and I think that's a pretty telling look at the future," he said.

Casey expressed no immediate concern about retention among enlisted soldiers, even in light of the new 15-month rotations announced April 11.

"I worry about something when I see trends that point to something that would cause me to worry about it. If I look at trends now, we're not having a problem in retention or recruitment. We're certainly watching very closely to see if there's any rebound impact," he said.

~ Stand Tall ~  
~ Stand Proud ~  
~ Be A Hero ~

Your blood can save LIVES . . .  
it could even be someone you know!

**Herlong Community Blood Drive**  
Thursday, 17 May 2007, @ the Gym, 1000 to 1600

Call Dan Hankins, X5223 for an appointment or Email  
Please bring your ID United Blood Services