

The Challenge

Sierra Army Depot, Herlong, CA

September 2007

Vol. 63 No. 8

Best practices are environmentally friendly

Recycling cardboard proves a cost savings

**By Lori McDonald
Public Affairs Officer**

If you hear the words chipping and shredding, you might think gardening; but at Sierra Army Depot they relate to COST SAVINGS.

Within the AJ1 Operations at Sierra Army Depot, a cardboard shredder and a metal chipper are two machines currently being used that are both environmentally friendly and money savers.

Why pay for bubble wrap or Styrofoam packaging peanuts when you can recycle your cartons and cardboard scrap? That is exactly what Sierra Army Depot is doing with a majority of the cardboard that is discarded within AJ1 Operations.

When material is received into the small packing area, it will be loaded on the floor conveyors where it will be broken down by order and put on waist high conveyors to be sent to the packers to be packed. The packer will check quantity, National Stock Number (NSN), unit of issue and condition code of items before repacking the material for shipment. As packing is required, the items are packed in boxes; utilizing the newly shredded material that Sierra has incorporated into the process. The document is put in a wet pack and affixed to the outside of the package and transferred to a conveyor to be labeled and offered to DHL or FedEx.

Total packages shipped to date utilizing our new process of shredding cardboard for barrier material is approximately 130,682 packages. By purchasing this large capacity shredder, the depot has saved \$186,000 in supplies, labor cost, and eliminated cardboard waste being transported to the landfill or recycling. The process now being used also reduces paper work and time on ordering and receiving supplies.

The unserviceable cardboard that comes through receiving is being shred-

ded into packaging supplies. This material is lightweight and easily stored under the conveyors for fast efficient use.

Prior to the metal chipper being utilized, scrap banding material was placed in a large 40 foot roll off dumpster and then taken to a banding pile that is not being worked. Attempts to turn containers loaded with loose banding into the Defense Reutilization and Marketing Office for a small profit was unsuccessful, as it was not cost effective for them to receive this waste. In order for the material to be profitable for a company to come to this rural location and not be consumed with transportation cost, the volume needed to be reduced.

The Shipping and Receiving areas handle large volumes of material that have some type of metal banding securing material to pallets that need to be removed or refastened in order for the material to be received, stored or shipped. Each pallet will have two to four straps of banding securing material that can be up to 20 feet long. Sierra has processed approximately 2,000 pallets of material that required banding to be removed and disposed. This would have used up several 40 foot containers and an immeasurable amount of man hours to work. The new process of chipping the banding and securing the waste into 55 gallon drums have saved countless man hours and equipment.

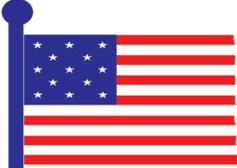
Material introduced into the chipper is quickly grabbed and pulled into the rotating knife path. The chipper will continue to pull until the material is consumed or the operator releases the safety lever. The chipper sits on a stationary stand above a 55 gallon drum where three inch strips of metal fall into it, ready to be sealed.

The depot will then take two 55-gallon drums, strap them to a pallet ready to be sent to DRMO for turn in. At this point, the depot has reduced the volume of scrap metal by 100%, making it more profitable for a vendor to pick up.



In the photo above, John Dingman, AJ1 supervisor, pushes unserviceable cardboard through the large cardboard shredder which will ultimately be used as packing material; thus creating a cost savings by eliminating the purchasing of bubble wrap or styrofoam peanuts. Below Dingman demonstrates how the depot discards scrap banding material using a metal chipper. The chipper cuts the banding in three inch strips, reducing the volume of scrap material being generated and making it more profitable for a vendor to pick up.




HAPPY LABOR DAY

Commander's View

During last month Leader's Board, I told all the leaders and supervisors that a steady and stable workflow created a steady workforce and program support.

What does this mean? Our reputation will be the driving force that will have new customers wanting to bring business to SIAD and current customers keeping their program here. By keeping our ISO certification, enhancing our standard work processes and integrating Lean Six Sigma into our daily workflow, we already have what it takes to attract new business.

Once we have the opportunity to attract a more solid workflow, we will have the means to go out and grow our workforce. Now that does not mean I will be able to hire permanently, but I will be able to hire the number of people needed to meet or exceed the new customers requirements.

As I have said to every work area I have visited since assuming com-



Lt. Col. Lee H. Schiller, Jr.
mand, our reputation stands alone because of you. The pride you take to accomplish the mission at hand reflects the depot's reputation to deliver quality products to our valued customers.

Every time either I or my deputy has the opportunity to travel, we will utilize that avenue to market our strengths and acquire the new workflow that falls within our core capabilities.

A new program I plan to implement within the next quarter is a leader development program. I will be tasking leaders of all levels to think about how they come across as a leader, do they like what they see, and do others?

We will conduct a leaders need assessment and evaluate the need for mandated IDPs.

This program will help enhance leaders to build and maintain productive relationships with their employees. It will also help to develop others to be their best.

SAFETY. As I said in last month's column, safety will remain at the highest of my priorities. In order for safety to be a success, we must create a safety culture.

How is this done? We need to motivate employees to think about safety. By implementing accountability systems to establish safety goals, employees will be more vigilant and less complacent in their daily duties. We need to shift our focus from eliminating hazards to eliminating unsafe behaviors.

Ultimately, it will take commitment from top management to reduce risks and promote safety. While the leadership cannot be expected to master the technical details, we can signal to the rest of the organization what our priorities are.

Employees and their supervisors take their cues from top management, me and the deputy commander. We pay serious attention to safety statistics, and I hope the rest of the organization does the same. If we are all on the same line of thinking, then together we can establish a "safety culture," for everyone.

In a strong safety culture, everyone feels responsible for safety and pursues it on a daily basis; I am confident that you as a depot employee go beyond "the call of duty" to identify unsafe conditions and behaviors, and intervene to correct them. A worker should feel comfortable walking up to his or her supervisor and reminding him or her to wear safety glasses. This type of be-

See **COMMANDER** Page 8

The Union's Position: AFGE, Local 1808

Temp/Term employees make sure that you update your résumé's and include all the skills that you have acquired since working here at Sierra Army Depot.

Numerical scoring under Delegated Examining Unit (DEU) will no longer be accomplished by manually applying a crediting plan based on Knowledge Skills and Abilities, but rather through the weighting of skills, which is the most critical step in the evaluation process. The weighting of skills is a critical process that involves the manager determining the most important skills and placing a numerical value on each skill relative to their importance.

Individual DEU vacancy announcements will be open for a minimum of 15 calendar days. An example of an individual vacancy announcement is when a particular type of position is only filled occasionally and applicants are generally available. Job vacancies will still be



Jim Swistowicz, President

posted on the Internet at <http://cpol.army.mil> or www.usajobs.opm.gov.

A-76

In September, a Value Stream Analysis will be conducted to document the processes in Public Works. Once we do the VSA, we will be able to conduct LEAN events to streamline individual branch processes. It will be

important to participate in these events. When the Most Efficient Organization (MEO) (government bid) is created, the lean events will help in executing the MEO.

Reminder to all Union Members

This year's Annual Union Dinner/Dance will be held at the Nugget in Sparks, Nev., on October 27, 2007. This year, there will be a difference in the way we will handle the cost. When a member signs up for the dinner, a \$20 deposit fee will be charged for each member and each guest, but will be refunded at the door the night of the dinner. The reason for this is that every year we have at least 20 members and guests that sign up for the dinner but don't show up, and we end up paying for the dinner that we order. Additional guests are welcome at an additional cost of \$35 per guest (payable when making reservations). Music will be

provided by "Those2Girls" and there will be raffle prizes galore, raffle tickets will be \$.50 or three for a dollar. The Grand Prize will be provided by the Nugget. The Nugget is offering rooms for \$99.00 plus tax. You have the option of staying Friday night or Friday and Saturday night at this rate. You must make your own reservations. Union members will receive a notice in the mail with further details on the dance and instructions on how to get the special room rate for the dinner. The decision was made to have the annual Union dinner on Saturday rather than Friday because some members are required to work on Fridays.

The next Union Meeting will be on September 4, at 5:15 pm in Building 58 and everyone is welcome. Union Office phone number is 827-5375 or 827-5211.

The Challenge

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Help when you need it

By Garry Garrett
Management Analyst

"Everything was working great until Lean came along and messed it up." "Lean may work fine for Toyota, but it won't work for SIERRA ARMY DEPOT." "I am not a big supporter of Lean." "Lean is just the flavor of the month." These are examples of the kinds of things we all hear every day.

The reality is somewhat different. Lean Process Improvement is there to provide help when and where we need it. LEAN Value Stream Analyses sets processes in the "right direction" linking processes together using Value Stream Mapping for a unified business approach, allowing us to find the weaknesses in a process, and eliminate waste.

Lean tools enable us to organize and complete tasks in the shortest, most efficient manner possible. This helps us plan strategically, achieve consistent results, and avoid future problems.

We hear a lot about the importance of meeting organizations financial goals, technology needs, quality standards and customer requirements. Individual contributors are told to work for the good of the team. Managers and supervisors are encouraged to embrace the risk of change and manage for the whole. Somehow, in all the hype for improved performance, we seem to overlook the most critical element of organizational success—the supervisor and the effect that person has on employees.

For an organization to reach its full potential, each member's intellectual

power and energy must be released in an organized and cohesive way. The key person who controls this release process is the individual Supervisor, supporting and sustaining improvements derived from prior Lean events.

LEAN Thinking helps ensure that SIERRA ARMY DEPOT effectively controls costs through economical utilization of personnel, materials and equipment, continuous improvement to meet customer requirements, eliminate unnecessary waste, use of systematic methods to accomplish more in less time, reduce variations in its processes, performance, production, schedules, defects, and reduce the amount of rework.

With all of the improvements in place, SIERRA ARMY DEPOT will be recognized as a valuable, flexible and agile work force. Sierra will be known as "Action People."

The objective of establishing process standards is to help employees and the Depot visualize targets, and creatively work to attain them.

Bottom Line: LEAN Thinking can help us to remain competitive as military budgets shrink and with the upcoming A-76 Commercial Activity Study within Public Works and Directorate of Information Management. In an environment that will require everyone to "do more with less," Lean can enable us to do just that.

Now what can we do to make the process better?

Contact your Process Improvement Office today at 827-4423 or 827-4895!

3K Reverse Osmosis Water Purification Unit Refurbishment

During the initial Rapid Improvement Event (RIE) 6S within Bldg. 208, a plan was developed to establish work cells of major sub-assemblies and processes within the 3K Reverse Osmosis Water Purification Unit (ROWPU) program. The plan was submitted to the shops personnel during their home team meeting and approved. Of the work cells developed, an electrical test cell was identified that would greatly enhance the productivity of the program, and improve quality issues in the final reassembly.

Prior to the establishment of a test cell, many parts were not tested before installation. This led to massive amounts of rework and troubleshooting during initial and final function testing. Some parts (solenoid valves for example) were discarded, and new ones purchased for replacement. In the new cell, parts are tested, repaired/reclaimed or discarded, and then pre-staged for installation.

With support of Mechanical Repair supervision (Bill Rowland and Tim Kaarbo), and QEO/Lean Office (Allen Jones) a small team was assembled (Ray Flowers and Eric Demague from Mechanical Repair) to layout the cell. Testing equipment was designed and fabricated, several safety issues were resolved, additional tools were ordered

and parts slated for DRMO turn in were recovered and refurbished.

In January of 2007, an idea for a Value Engineering (VE) project began. With the coordination of the above organizations and Value Engineering (Alison Stokes and Kevin Pasley), the team was able to distinguish ROWPU parts that needed to be replaced, dollar value associated and labor hours used to do the previous process and new proposed procedures.

The team identified 12 parts that were replaced per unit and how many were being replaced each month to come up with our year-to-date approximate savings. The refurbished parts cost between \$400.00 and \$6,400.00 each. There were over 110 total parts refurbished in a year. The report was then submitted up the chain from Sierra Army Depot to TACOM-LCMC for verification and approval. It was determined that over a three-year period, there was a \$3,500,000 savings/cost avoidance to the customer. It was a great effort by the entire team as Sierra Army Depot has now exceeded their VE goal for FY07.

(Editor's Note: Credit is given to Allen Jones and Alison Stokes for compiling information for this article.)

Concept of work cells for Mechanical Repair Shop enhance productivity



Ray Flowers, right, talks to Kevin Pasley, center, and Allen Jones, on how the new work cells have enhanced productivity within the Mechanical Repair Shop and produced cost savings associated with labor hours and parts.



SIERRA ARMY DEPOT



Lieutenant Colonel Lee H. Schiller, Jr.
cordially invites you to attend
a Ribbon Cutting Ceremony
for the New Training Room in Building 74
on Tuesday, the 4th of September
at 2:30 p.m.

RSVP
by August 29, 2007
Bob Picco 4204



Jessica N. Keyes and Matthew D. Reid, student summer hires, received a certificate of recognition and a commander's coin for their outstanding performance as Support Clerks for the Directorate of Resource Management.

Around the



Nonnie Grentzer, was overjoyed when she was presented a crystal plaque from Lt. Col. Lee H. Schiller, Jr., on behalf of her husband, Richard Grentzer's commander in Iraq. Ms. Grentzer was recognized for her continued support of her husband during his deployment in support of Operation Iraqi Freedom.



In a luncheon given to her by her peers, Mary Deming was presented the Commander's Award for Civilian Service by Lt. Col. Lee H. Schiller, Jr. Mary departed the Directorate of Base Support and the federal government after 19 years of federal service to spread her wings and try private industry for a while. She will be studying for the real estate exam and intends to pursue a real estate career in the Reno, Nev., area. Remember Mary - Location, Location, Location!



Inducted into the Ordnance Hall of Fame are Command Sgt. Maj. Daniel A. Eubank, Honorary Colonel of the Regiment, Br... CW5(R) Thomas G. Grice, Honorary... Harold L. DeBerry, Regimental Chi... Congratulations Preston on this hono...

the Depot



Occasionally we have a rare sighting at Sierra Army Depot, and so on July 26, 2007, when one was reported seen at the change of command ceremony, it did not go unnoticed. Pictured is Lain Ayers sporting a tie, probably for the first time in his life. You look Good Lain, keep wearing them.



Kenneth James Hamilton was born to Dylan and Jeanine Hamilton at 8:43 p.m., on Monday, Aug. 6, 2007, at Renown Medical Center in Reno, Nevada. He weighed 8 pounds, 9 ounces, and measures 20 3/4 inches long. Kenneth joins sisters Tori, 10, and Keana, 7. Congratulations to Dylan and Jeanine, but more importantly, congratulations to Auntie Diana Hamilton.



of Fame, Preston Siple, center left, stands with
anks, Regimental CSM, GEN(R) John G. Colburn,
Brig. Gen Rebecca S. Halstead, Chief of Ordnance,
y Chief Warrant Officer of the Regiment, and CW5
Chief Warrant Officer after receiving his award.
mor.



Lt. Col. Lee Schiller, Jr., depot commander, presented a certificate of appreciation to Lori McDonald, Public Affairs Officer, for her persistent and constant coordination in preparation for the 2007 Change of Command Ceremony.

CYS monthly update

CYS has partnered with Fort Sage School and is currently providing after school homework assistance for children enrolled in Prop 49. Transportation from school to CYS and designated bus stops home are provided. Children are given the opportunity to get help on their homework from certified teachers and learn through experiential learning activities. We also provide snack and recreation and leisure time for the children. For more information or to enroll your child in Prop 49, please call 827-4696.

CYS is in need of volunteers for trips, large events, dances, and coaching. We provide discount prices to parents whose children are enrolled in sports, SAS, or participate in a trip or

a dance depending on the volunteer position. Volunteering provides you the opportunity to share your knowledge, skills, or assistance to a child. Please be a part of making a difference in a youth's life, be a volunteer for CYS.

Please call Marsha Olsen at 827-4696 to be added to our volunteer list, thank you for your support and assistance in making a successful program.

CYS classes for Wrestling and Martial Arts are currently in session at CYS. If your child or youth are interested in signing up for either class please contact Rick Ruiz at 827-4696.

HOT TOPIC: Parents please update your contact information with CYS for emergency purposes.

Memorable, adventurous field trips for CYS



In above photo, it was a fun filled adventure when youth members from CYS explored new terrain during their camping trip this year at Eagle Lake. Campers were treated to exciting activities and many nature hikes during their stay. Below, other youth members took another type of an all day adventure when they experienced the wet and wild rides during a trip to Six Flags in Vallejo, Calif.



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 email: 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 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. A tan-

ning 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.

ITR is available at the Physical Fitness Center. For more information call 827-4655 or email ITR@sierra.army.mil or ok.fern@sierra.army.mil.

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.center@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 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. Business Office is (530) 827-4178 or (530) 827-4609.



Mr. Robert Maze, Department of the Army (NAF), center, talks to depot employees about the new vending machines placed throughout the depot. Ms. Julie Mason, Community Services Director and Bruce Bray, Garrison Manager, assisted in the ceremony.

The Blame Vision, The Opportunity to Improve Vision

By Larry Gallego Jr.
Safety Specialist

I've seen managers totally caught up in The Blame Vision. They truly believe: "If we could just get people to be careful and try harder, these problems would go away." The vision is to weed out the bad or lazy or careless employees or to discipline them to get them to work harder and smarter. These managers see problems as obviously the fault of the person doing the work. If they had been more careful they would have opened the correct valve (or performed surgery on the correct leg). The only problem for people with this vision is finding the right person to blame. Once that person is identified, he or she can be punished (or fired) and then we can get back to business as usual.

This vision may have started with the legal system's adversarial insistence on finding the "guilty" party. However, when this vision is used on innocent participants trying to get a job done, it often just blames those that are handy or unlucky. The best thing about The Blame Vision is that identifying the person to blame is fairly easy. Just figure out who touched the item last. Unfortunately, there are many "mystery" incidents (when hidden problems are finally discovered). When asked what happened, employees know to act like Bart Simpson. They emphatically deny any knowledge of the problem with the following standard answer: "I didn't do it! Nobody saw me do it! You can't prove I did it!" But management with The Blame Vision won't let this get in their way. If

you can't find the guilty party, an acceptable solution is to arbitrarily punish a random victim. Or you can punish everyone! (That way you are sure to get the guilty party!) We had a saying for this in the Navy: "Why be fair when you can be arbitrary?"

Our vision is that management hires good people. If there is a problem, the people, either individually or in teams, work to solve the problem. Everyone views this as an opportunity to improve. The team doing the investigation knows better than to just address the symptoms. They aren't looking for someone to blame. They are looking for the root causes. They know that if they find and fix root causes they will prevent the problem's recurrence.

See VISION on Page 8

Community Bulletin

For Sale

1. Dell OptiPlex 320 Desktop computer - \$380.00
2. Ducks Unlimited print of Elk family - \$175.00
3. Cannister (shotshell cartridge design) w/matching shakers - \$45.00
4. Tire ramp set - \$35.00
5. Spare tire mount (under truck) - \$25.00
6. 16-month old filly, APHA registered - \$2,100.00

For information on these items please call 530-251-3581 for details.

Depot employee inducted to Ordnance Hall of Fame

By Lori McDonald
Public Affairs Officer

It's not the football or baseball Hall of Fames, but to a Soldier, being inducted into the Ordnance Corps Hall of Fame is a once in a lifetime dream.

Preston L. Siple, a retired Command Sgt. Maj., was inducted into the Ordnance Corps Hall of Fame during a formal ceremony on May 10, 2007 at Aberdeen Proving Ground, Md. He was recognized for more than 30 years of unselfish service to his country while serving the Army and Ordnance with honor and dignity.

Siple began his military career in August 1970 as a telephone repairer and lineman. He left the Army in 1973, but rejoined in 1975 – this time as an Ordnance Soldier.

During his military career, Siple served five overseas tours. His first overseas tour was in 1975 where he served as Section Chief with the 696th Ordnance Company in Korea.

In 1980, Siple began a long relationship with the 59th Ordnance Brigade (eight years) in Germany where he was directly responsible for direct and general support of all special weapons in the United States Army Europe and its North Atlantic Treaty Organization allies. While assigned to the 59th Ordnance Brigade's 197th Ordnance Battalion, Siple's relentless drive to enforce standards, motivate Soldiers and accomplish the mission, placed him

in the upper tier of leaders within the Army and Ordnance Corps.

With such accomplishments and a unique understanding of the technical and tactical skills needed to support the Army's mission, Siple was the ideal candidate to serve as the 5th Commandant of the NCO Academy for the Ordnance Missile, Munitions, Center and School (OMMC&S) at Redstone Arsenal, Ala.

His accomplishments at Redstone did not go unnoticed, as he was moved to be the Commandant of the Ordnance Center and School NCO Academy at Aberdeen Proving Grounds, Md., and achieving the same successful results. This action and decision was a first since the Commandant position at APG was historically occupied by a Command Sgt. Maj. from the Career Management Field (CMF) 63. To date, he is the only sergeant major to command both USAOC&S NCO Academies.

Siple volunteered to accept one last overseas assignment to the 191st Ordnance Battalion in Europe. He has stated "*It's the last opportunity I'll have to serve with soldiers*"... "*This is where I started... and this is where I'll end my career*". He stated numerous times his final assignment at the 191st Ordnance Battalion was the best, and most rewarding of all his assignments.

Throughout his entire career, Siple consistently provided the leadership, standards and training that improved the quality of Soldiers that are serving the Army today. He continued his role as a senior leader until his retirement in February 2002.

Siple served as the Command Sgt. Maj. for Sierra Army Depot from 1988 – 1990. After his retirement, Siple and his wife, Un Suk, returned to the area where they both currently work at the depot. (See recognition photo on center page).

Showing respect to the Flag



During the ceremony of hoisting or lowering the flag or when the flag is passing in a parade or in review, all activity should cease, persons present should face the flag and stand at attention with the right hand over the heart. Those present in uniform should render the military salute. When not in uniform, men should remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. The salute is held until the flag is unsnapped from the halyard or through the last note of music, whichever is the longest.



Correction to Photo

Last month Gerard Olsen was misidentified in the article on page 7 related to the motorcycle ride with Tom Gordon to the Artic Circle.

COMMANDER

From Page 2

havior would not be viewed as forward or over-zealous, but would be valued by the organization and rewarded. Likewise, coworkers routinely look out for one another and point out unsafe behaviors to each other.

I am going to ask the Safety Office to look into the old Safety Incentive Program. By showing my commitment to recreating this program, I know the employee participation within the safety program will increase, which will result in less injuries and higher morale.

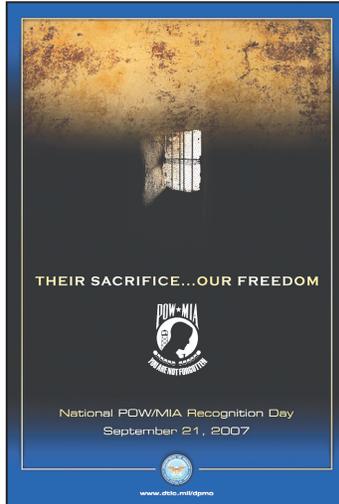
The safety program will only work as good as what you the employee puts into it.

"Pride In Excellence."

VISION From Page 2

Management's job is to improve the system. This is the improvement vision. Improving the system is the key to improving performance. But what is the system? The system is equipment, procedures, tools, communication techniques, training, human factors design, supervisory techniques, resource (time), policies, and rules that all impact the ability to achieve the intended goal. These are

all things that management can change to improve performance. The Opportunity to Improve Vision sees each incident as an opportunity. Not an opportunity to find a scapegoat (someone to blame). Not an opportunity to survive yet another crisis. The Opportunity to Improve Vision sees each incident as an opportunity to improve performance by changing the system.



Sierra Army Depot

Employee Appreciation Day



18 October 2007

11:30 am - 5:00 pm

Sierra Park (Next to the Pool)

Contact Jerome Azzano at 4171

Watch for more information to be sent out