

The Challenge

Sierra Army Depot, Herlong, Calif.

September 2008

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Reset program maintains troop readiness

By Elizabeth M. Lorge
Army News Service

WASHINGTON (Army News Service, Aug. 15, 2008) – The Army reset program is essential to the readiness and combat capability of the Army, said the outgoing director of integration at the Office of the Deputy Chief of Staff for Army Programs (G-8).

According to retiring Brig. Gen. Albert Bryant Jr., the Army reset program began about three years ago and is responsible for recapitalizing or replacing more than 300,000 pieces of equipment.

“The program is an essential part of sustaining the Army’s ability to conduct operations. If we don’t reset these units and get the equipment into the hands of the Soldiers, allow them to train

with it and deploy, then obviously our ability to do our job in our deployed theaters of operation will suffer,” he said.

Reset is one of Chief of Staff of the Army Gen. George W. Casey Jr.’s four imperatives, and it costs an average of \$16 billion dollars to reset 20-something brigades each year. Congress passed the latest supplemental spending bill on June 30, and included almost \$8 billion for reset in operations and maintenance funding and almost \$2 billion for reset in procurement funding.

In a typical reset process, a unit would take a piece of equipment, a Humvee, for example, and turn it over the Army Sustainment Command in Kuwait. The vehicle would be shipped to a depot in the U.S., where it would be inspected, stripped to the base frame and inspected again. After sandblasting the vehicle, it would be put through an assembly line and rebuilt to the highest, newest standards available. An older, up-armored M1114 Humvee would come out as a heavier, safer M1151/1152 Humvee, for example.

The goal, Bryant said, is to return each piece of equipment to zero-miles, zero-hours status.

“That’s an almost like-new vehicle,” he said. “Zero-hours and zero-miles means that it’s like getting a completely factory-rebuilt vehicle with the same warranties you had when you started.

“The wear on our vehicles (is intense). We’re using them at many, many times the normal peacetime utilization rates. The terrain is tough on the vehicles. The weather is extreme. The combination of heat and dust is extremely wearing on any mechanical system. So the process of looking at them in detail and ensuring we are restoring them to (full-operational) capacity at whatever our requirement is, is fundamental to our reset program,” Bryant continued, noting that equipment reset will

continue for at least two to three years after operations in Iraq and Afghanistan end.

If a vehicle is so damaged that it would be impossible or cost-prohibitive to repair, the Army would replace it, said Bryant.

“We always balance out the requirement between what is the cost of repairing the vehicle versus what is the cost of replacing the vehicle,” he said. “That’s obviously a function of both resources that we have available to place against the problem, and what is the best mix. If a vehicle is not cost-effective to repair, we will request replacement of it.”

The reset equipment won’t be returned to the same unit, but will go into a large Army “motor pool” and be assigned to commanders and units as needed. The process usually takes eight to 10 months, but can be expedited depending on requirements.

Bryant said the Army tries to get modernized or recapitalized equipment to Soldiers within six months of a unit’s return so they’ll have plenty of time to train before beginning another deployment, but added that both meeting this requirement and getting the equipment to theater where it’s needed most is a big challenge.

In order to get equipment back into the hands of warfighters, depots like Anniston Army Depot, Ala., Red River Army Depot, Texas, and Tobyhanna Army Depot, Penn., are busier than they’ve been since Vietnam. According to Bryant, most are meeting or surpassing production requirements.

Some depot employees even deploy to the Middle East to repair equipment in theater, and the Army Sustainment Command recently began sending teams to individual units to repair smaller equipment like weapons, radios and chemical and

See RESET Page 2

Brief Notes

Leader’s Board

Supervisors need to mark their calendar for the third Thursday of each month for Leaders’ Board beginning at 2:00 p.m. in the Skeddadle Inn.

Hispanic Heritage Month

The National Hispanic Heritage Month will be celebrated beginning on Sept. 15, 2008 through Oct. 15, 2008.

Commander’s Luncheon

The next commander’s luncheon is scheduled for Sept. 18. Non-supervisory employees are randomly selected on a monthly basis to have lunch with Lt. Col. Schiller beginning at 11:30 a.m., in the headquarters conference room. Employees are given the opportunity to discuss topics they might have concerns with or to just enjoy time with the Boss!

Golf Tournaments

If you have missed the last couple of golf tournaments, don’t worry. You still have a chance to have fun during September and October. Dates still to be determined.

Monday morning bowling league

The Bowling Alley will be hosting a Monday morning women’s bowling league beginning on Sept. 15, at 11:00 a.m.. If you want to join or would like some additional information, call Karen Anderson at 257-6781. Join this great league and **STRIKE OUT** on some fun.

Depot’s mission supports the Army’s Reset program



The Army reset program falls right in line with Sierra’s workload while at the same time supporting the Soldier in the field. The depot currently conducts reset on M870 and M872 Trailers (pictured at right), and Reverse Osmosis Water Purification Units.

Commander's View

I would like to start off by thanking you for all the hard work and dedication you have given to the depot this past year. In saying that, Employee Appreciation Day was my thanks to you. However, this could not have been achieved if it were not for the Civilian Welfare Fund Committee. There were additional faces behind the scenes helping and I will be going around to personally thanking those individuals.

The two phase approach used to conduct our annual Safety Stand Day generated enormous interest and employee ownership at the shop floor level which made this was a complete success. Leading up to the stand down, we conducted a Safety Awareness "Train-the-Trainer" class to educate key leaders and supervisors who provided the training. The first phase focused on mandatory safety training for all employees, and included office, operations and ergonomic specific safety topics designed to move the workforce toward an interdependent safety culture. The second phase



Lt. Col. Lee H. Schiller, Jr.

focused on site-specific safety training in each work area in lieu of mass training from previous years, and included forklift and truck rodeo competitions, HAZMAT handling operations, Arc-Flash awareness training, production tool & machinery safety, forklift battery chargers operations, eye wash station training, nitrogen cylinder handling, munitions handling safety and hazards associated with processing contain-

erized field returned equipment. This training effort will fill the baseline gaps identified in the Depot's OSHA VPP Action Plan.

SIAD has received permission this summer to resume daytime operations for all military aircraft to include C-17 and C-5 missions. Since March 2008, the Nevada Air National Guard has been using the airfield for training missions and we are looking to expand that capability in the short and near term. To improve our capabilities, our upgraded glide slope indicator is being installed this fall. Pavement upgrades to the old runway will be completed by the end of FY09. The next major phase of Amedee AF upgrades includes improvements to the electrical instrumentation which will provide for all-weather, 24-hour air operations. Other projects include expanding parking ramp capability, control tower and facilities for crash truck and fuel.

The PBL scorecard has a NEW EMPHASIS to it. The new metrics created will be populated not only

See Command Page 3

RESET (From Page 1)

biological detection and sensing equipment. According to Bryant, in two or three weeks one team might repair 40,000 pieces of equipment for a brigade combat team.

"Commanders love it. They said it's exactly the right way to do it, and we're trying to see if we can expand it throughout the total force as much as possible. That's over and above equipment which is so seriously damaged that it has to be evacuated to a depot facility for repair," said Bryant.

"The reset program has been a tremendous success," he said. "The proof is in the fact that when our units deploy, commanders have what they need to do their jobs."

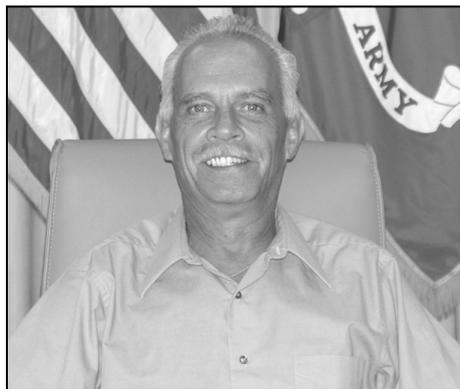
(Editor's Note: Sierra Army Depot currently conducts reset of Reverse Osmosis Water Purifications Systems and M872 and M870 Trailers and stored until a call forward is received to ship the equipment to the Soldier in the field).



The Union's Position - AFGE Local 1808

All Depot 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 the Designated Examining Unit (DEU) will no longer be accomplished by manually applying a crediting plan based on Knowledge, Skills and Abilities; but rather, through the weighing of skills which is the most critical step in the evaluation process. The weighing 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 and Merit Promotion announcements will be open for a minimum of 15 calendar days. An



Mr. James Swistowicz

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 posted on the Internet at www.usajobs.opm.gov.

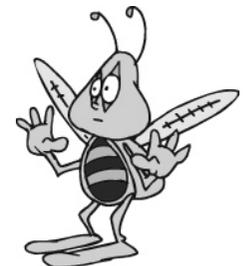
Annual AFGE Local 1808 Union Dinner/Dance

This year's Annual Union dinner/Dance will be held at the Atlantis Casino in Reno, Nev., on Oct. 25, 2008. This year will be the same as last year in the cost. When a member signs up for the dinner, a \$20 deposit fee will be charged for the member and each guest, and will be refunded at the door the night of the dinner. The reason for this is every year we have at least 20 members and guests that sign up for the dinner but do not show up and we end up paying for the dinner that we order. Additional guests are welcome at a cost of \$35 per guest (payable when making reservation). Music will be provided by "Those2Girls" and there will be a raffle. This year we are having a Halloween costume contest for those who would like to participate.

Prize's galore! Raffle tickets will

be \$.50 or three for a dollar. The Grand Prize will be provided by the Atlantis Casino. The Atlantis is offering rooms for \$89 plus taxes per night for Friday and Saturday. You must make your own reservations. Each Union member will receive a letter in the mail with instructions on how to get the special room rate for the Dinner.

The Union Meetings are the first Tuesday of every month at 5:15 p.m. in Bldg. 58 and everyone is welcome to attend. Union Office phone number is 827-5375.



The Challenge

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Local youth attend annual youth leadership forum

Two Child and Youth Services teens and one staff attended this year's Youth Leadership Forum (YLF) in Bandera Texas.



Participants spent five days at YMCA's Hamman Ranch, joined by 44 other Army Installation Youth

from 22 West Region Child and Youth Services. The goals of YLF were to help youth gain knowledge of character education, develop teen leadership skills and to foster adult/teen partnerships.

Participants also enjoyed camp orientated activities, to include: horseback riding, kayaking, caving, hiking and a high ropes course.

All 46 youth worked together to developed Army Family Action Plan (AFAP) issue's that pertained to CYS youth on a global level. These issues were brought forth in a mock AFAP briefing to the Director of Family Morale, Welfare and Recreation.

Youth came back to their installation with many memories made and plans to implement what was learned.

Depot fully certified on information systems

By Mark Paytas
Director of DOIM

On May 4, 2008, Sierra Army Depot received its DIACAP certification.

What is DIACAP? DIACAP is the acronym for Department of Defense Information Assurance Certification and Accreditation Process. It is the new process by which information systems are certified as meeting a set of security requirements and then accredited for operation. This top-down driven C&A process is reviewed yearly with a full reaccreditation occurring every three years. SIAD was one of the first installations in the Army to receive this accreditation.

What is the importance of such accreditation? Without a DIACAP an installation or information system is not allowed to function on the DoD network. There have been numerous instances throughout DoD of installations and organization who are in non-compliance having their network connection terminated. This obviously would have had a severe impact on Depot operations if it were not for the diligent efforts of the Directorate of Information Team.

The DOIM tirelessly worked

on this project for over six months. Dedicating themselves to achieving this accreditation, they worked huge amounts of over time - to the tune of more than 1800 hours in the second quarter of FY08 alone.

This time was spent creating more than 600 pages of documentation, including plans, policies, procedures, drawings and a multitude of other material. They also upgraded 500 plus computers to the Army Gold Master baseline, brought into compliance with DoD IA standards all network routers, switches and firewalls, ensured that all non-standard software was accounted for and had the appropriate waivers to continue operations on a DoD network.

Lastly, every server had to undergo a Defense Information Systems Agency (DISA) Security Technical Implementation Guide Audit. Each audit takes roughly two hours, and then mitigation of the identified vulnerabilities can take several more hours. This had to occur to more than 50 in-production servers while maintaining availability and ensuring no data was lost.

Due to the superb quality of the documentation created by the SIAD

See DIACAP Page 7

Sustainment is the key

By John McKeand
Lean office

The key to all LEAN events held on the Depot is the sustainment of new processes that LEAN event teams develop.

During every LEAN event, a team develops a new and more efficient process for the area that they are looking at. If time permits, they will put the new process into place the week of the event. At the out-brief for members of senior management, the team will receive the final approval to test the area with the new process in place. One of the problems that we have as a Depot. is that once the event is over, we revert back to the old process. Usually this is because it's easier or we believe there are fewer problems using the old process.

This goes against the core principles of the LEAN philosophy. With the new process in place, we start to see some of the basic problems that we need to fix. As these problems come to the surface, it's very important that we examine and fix them so that we are continuing the efficiencies that were developed during the event. The whole point of LEAN and/or Six Sigma is continuous improvement. There is not a process on this Depot that can not be made better in some way.

One of our major priorities is realizing the savings that we are gleaning from the LEAN events.

Without sustainment of the new process, we just can't do this. If the new process doesn't result in documentable savings, we need to prove it and then adjust to a process which will show more promise for savings potential.

Teams that have been involved in past events have come up with some stellar ideas on how to improve their processes. It becomes the responsibility of managers and supervisor to ensure that the new processes are being sustained and any problems that arise are quickly resolved so employees can get on with production in their areas.

The bottom line is we all need to realize that we are agents of change. Change is good (if well-planned). Change leads to bigger and better things (if well-planned). Change is nothing to fear (if well-planned).

Not one person on this depot has lost their job due to LEAN initiatives, so we need to be aware that the changes we make are for the betterment and health of the Depot overall. If we can show our customers just how efficient we can be as a depot, we will get more business and we will all have jobs in the long-term.

Remember, the more valuable we make ourselves to the Army as a whole, the more business we may receive from the bases that lose out in the BRAC process, and the less we will have to worry about if the time comes for a next BRAC round.



COMMAND From Page 2

by the Primary Team, but from home teams at least down to division level. Directors will be meeting with their supervisors in the near future to set up their metrics that support the Primary Team metrics. It is my intention to be active with the new scorecard by Oct. 1. I will discuss more on this during my next town hall meeting.

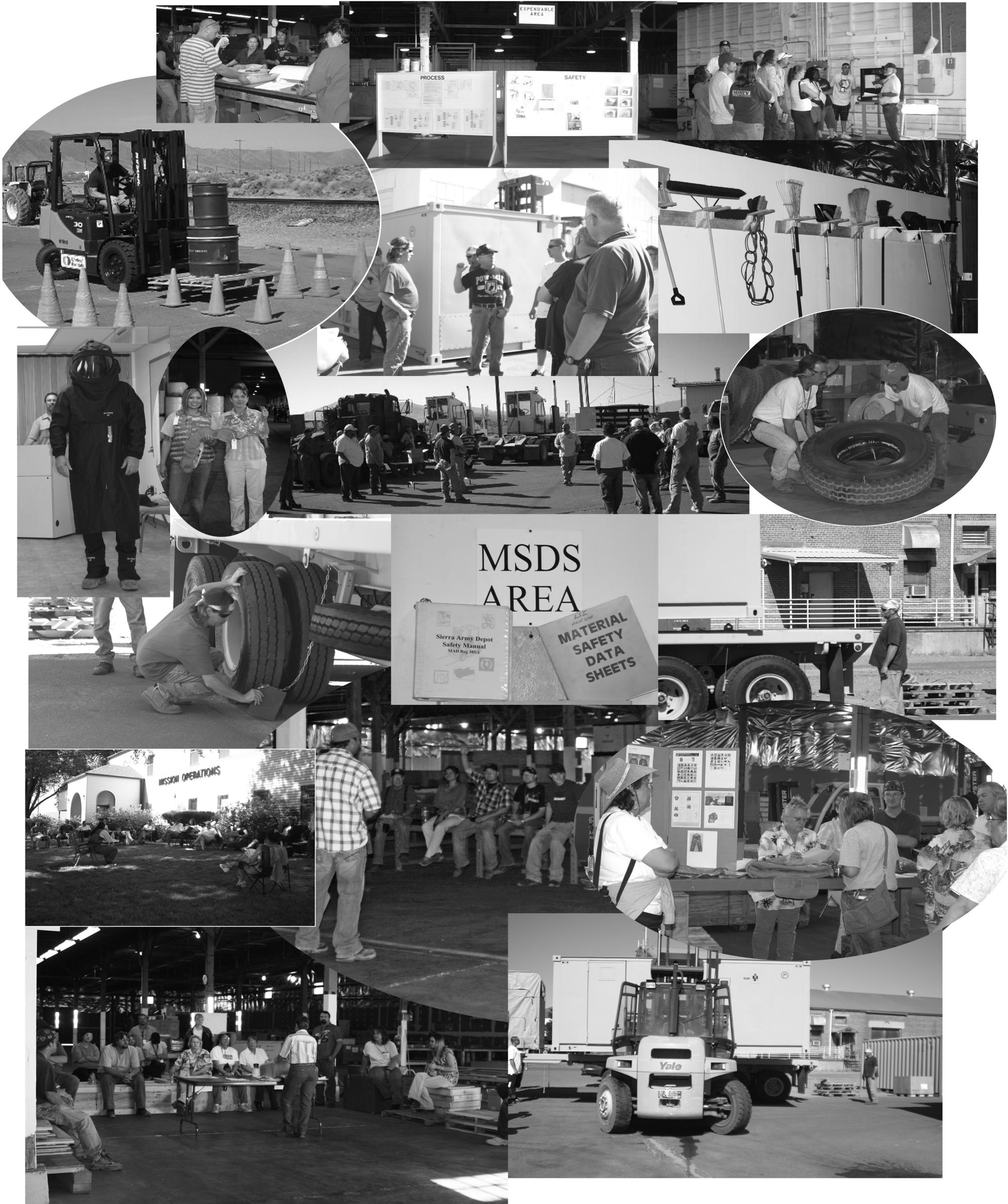
Last month senior leadership met to continue discussing the depot's strategic plans for the future. A few of the topics discussed dealt with personnel, future workload, poli-

cies and procedures, and results of a climate survey. I will be discussing this in more depth during my town hall in October.

As I close this month, I challenge each of you to continue to provide reliable and quality products and services while actively seeding ideas to reduce costs and make improvements. I ask for your support and ideas in this area. We must all work harder to increase timeliness, efficiency, and quality in each and every depot activity.

Pride In Excellence!

Safety Training Depotwide



Employee Appreciation Day



CYS Monthly Update

Trip to Artown 2008

One of the trips the teens attending CYS Summer Camp participated in this summer was a "Discover Japanese Taiko Drumming" event at the McKinley Arts & Culture Center in downtown Reno. This was one of the many events offered to children during Reno's 2008 Artown festivities. Artown is a month long celebration in July of cultural diversity and artistic innovation.

Most of the teens that went to this event had never seen or heard a taiko drum being played. The presentation was put on by a Japanese taiko drumming group from Reno called Tsura no kia (which means the gathering of the cranes). They played four big taiko drums and three kodaikos, which are smaller drums, while children entrancingly watched with bright wide-eyes.

The group played five drumming songs and some of the children in the audience, including CYS children, got a chance to participate by playing the drums. The event was not only entertaining, but it also introduced the children to a different culture. When asked what they thought of the performance some of the teen's comments were, "I could feel those drums through my whole body, it was cool", and "It was awesome,

I could feel the vibrations through the floor".

New Learning Game at CYS

How do you get a teen to sweep the floor, sew on a button, or budget their money? Make it into a game, that's how.

A new learning game that CYS staff has come up with to teach the Middle School/Teens some different life skills is the CYS Amazing Race. With the use of rhyming clues and team tasks that teach different life skills, the teens are having fun and learning at the same time.

The teens are broken into two or three groups and working together as a team they must read the clues and must complete each task before continuing on in the race. There are usually six to seven tasks in each Amazing Race game with the winning team being the ones that complete the most tasks the quickest. Some of the tasks have included sweeping, sewing, matching kitchen utensils, and figuring out a budget, with some physical activities thrown in to keep it fun.

CYS has conducted the Amazing Race sporadically throughout the summer. It is a big hit with the teens. The teens are constantly asking to do another one; who knew learning could be so much fun.

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 are \$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.

Physical Fitness Center

Open Monday through Thursday, 11:00 a.m. to 8:00 p.m. Open Friday, 11:00 a.m. to 5:00 p.m., Saturday, Sunday from 11:00 a.m. to 2:00 p.m. There is no charge for general use for military and depot personnel;

however, all patrons must fill out a SIAD Form 1180 that is available at the Fitness Center. Use of the Racquetball Courts is only \$3.00 per hour.

Information, Travel and Reservation (ITR) is available at the Physical Fitness Center. For more information call 827-4655 or email raul.granados@us.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 827-4655.

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@us.army.mil to schedule a pick up or service.

MWR Office

The Administrative Assistant can be reached at (530) 827-4497 or kathleen.ohern@us.army.mil, Monday through Thursday, 6:30 a.m. until 5:00 p.m. Business Office is (530) 827-4178 or (530) 827-4609.

COMMUNITY BULLETIN

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

Information must be submitted to The Public Affairs office for review and approval prior to being published.

Submissions must include name and telephone number. Only home phone numbers will be published for items that are for sale.



RIDERS WANTED: I have room for three, possibly, four riders. My Travel route begins in Standish, travelling along A-3 into Janesville and then onto my ultimate destination - Sierra Army Depot. If you are interested, call Steve Hastie at 4406.



FOR SALE: Several bags of shavings. They are 3.21 compressed and fluffs to 9 cubic feet. Asking \$6.50 per bag. This is great for gardens, stalls, and anything else you want to use them for. For more information or if you are interested in acquiring the bags of shavings, call (530)251-2980 and leave a message - I will return

your call.



Adult Education

It's never too late to get your high school diploma. If you are without a diploma or want to upgrade that GED to a high school diploma, the Diploma Gold Adult School is what you need. For adults 18 years or older, a high school diploma can be earned through the Diploma Gold Adult School by meeting with a teacher weekly and completing the assignments at home. Don't let the lack of a high school diploma keep you from the job you want or the promotion you deserve.

The Diploma Gold Program offers:

*Classes at no cost

*Open enrollment-enter at any time

*Counseling

*Academic Preparation

*Self-Paced Individual Instruction

*Competency-Based Instruction

Credits Given For:

Previous High School Classes, or business

Vocational, trade or business courses

On the Job Training

Correspondence courses

College Classes

Other Adult School Courses

Military Service and Training

Previous years of employment

For further information call Bob Picco at 827-4204 or George Mongar at 827-4190 to see what you need to do to get started.

Suicide, a preventable tragedy

In August, we almost lost one of our own to a suicide attempt; only through the quick response of a coworker was this tragedy averted. Suicide is a preventable tragedy that affects everyone.

Many people have the impression that suicide is an uncommon tragedy that happens occasionally; the truth is something altogether different. The fact is 50 percent more people are killed each year from suicides than die from murder. For every one of these who die from suicide there are 24 more who attempted and do not succeed - many end up injured or permanently crippled.

If that is not frightening enough, what about all the other victims of suicide, the friend and relatives who are left behind to wonder "why I didn't see it coming and stop it." If you see the warning signs seek help.

The Warning Signs of Suicide are: Thoughts of suicide, substance abuse, feelings of anxiety, trapped, hopelessness, withdrawal, anger, recklessness, mood change.

A person who demonstrates the following acute risk signs needs immediate help:

Warning Signs of Acute Risk:

Threatening to hurt or kill him or herself, or talking of wanting to hurt or kill him or herself; and/or, looking for ways to kill him or herself by seeking access to firearms, available pills, or other means; and/or, Talking or writing about death, dying or

suicide, when these actions are out of the ordinary.

Additional Warning Signs:

Increased **SUBSTANCE** (alcohol or drug) use

No reason for living; no sense of **PURPOSE** in life

ANXIETY, agitation, unable to sleep or sleeping all the time

Feeling **TRAPPED**—like there's no way out

HOPELESSNESS

WITHDRAWING from friends, family and society

Rage, uncontrolled **ANGER**, seeking revenge

Acting **RECKLESS** or engaging in risky activities, seemingly without thinking

Dramatic **MOOD** change

If observed, seek help as soon as possible by contacting a mental health professional. The following is a list of organizations:

a. National Suicide Prevention Lifeline, 1-800-273-TALK (8255) or <http://www.suicidepreventionlifeline.org/>;

b. American Association of Suicidology <http://www.suicidology.org/>; or

c. National Hopeline Center <http://www.hopeline.com/>.

You can also call Mr. George Mongar, SIAD ADCO, at 827-4190.

(*Editor's Note:* information obtained from the American Association of Suicidology).

LEAN into my CORNER

By William Deming
QEO Chief

A key topic for managers at Sierra in recent weeks has been the collection and tracking of metrics. As some of you know, we are starting to track metrics again at the Primary Team level and this will soon spread to other levels of the organization. No doubt the list of items that we track will change from time to time but I think the initial set of metrics established by the Primary Team will be pretty effective.

Why is it important to collect data when considering process improvement? There are several reasons. Probably the most important from my perspective is that metrics allow us to see how a process is performing. They are a fundamental management tool and working without them is a little like flying an airplane through fog with no instruments. You may have a general idea where you are and where you are going, but it sure is nice to know that you are exactly four thousand feet above ground level with no mountains in front of you.

We have conducted numerous Lean events in the past here at Sierra that went into the books with no tangible savings (at least in monetary terms). With some projects, dollar savings were not the point so it's not always an issue. In many cases however, we simply had no way of measuring the amount of savings because we had no data. Even if we began collecting data as a result of the event, we still couldn't track savings in many instances because we had no baseline. If you don't know where you started, it's difficult to know how far you've come.

Of course, there are a lot of other good reasons for measuring our processes. If good data is collected and analyzed properly, it's often possible to detect problems long before they become obvious. I once worked for an Army organization that oper-



ated thousands of machines all over the world. By collecting and analyzing data from these machines every week, we were able to find and fix problems before they resulted in a costly shutdown. This almost always resulted in a savings of hundreds (and often thousands) of dollars because the problem was fixed before the machines broke down and went out of service.

Many people have problems with figuring out what to measure. This will vary depending on the business you are in, but here are some key points to bear in mind: First, whatever you measure should be something that you have the power to affect in some way. Second, the data must be available. Finally, it must measure your actual business activity in some way.

Take a pizza company as an example. The delivery staff has no way to change the number of orders coming in but they can take steps to reduce average delivery time. This information is also easy to measure and collect. It's clearly important to the overall business. So delivery time is a good metric for the delivery people. The number of orders might be a good metric for the advertising department since it meets all the criteria for them.

The bottom line is that we don't want to collect numbers just for the sake of collecting numbers. We want data that we can use to drive business decisions. It's out there if we look for it. So when you think about how to improve your management skills, think about the numbers.

National Suicide Prevention Week
Sept. 7 - 13, 2008

DIACAP (From Page 3)

Team throughout the DIACAP process, the TACOM LCMC has started to use our documentation as a standard template. NETCOM Southwest Region has requested copies of and is utilizing our documentation to assist other Army

installations throughout the region.

The overall effect of undergoing DIACAP accreditation is the Directorate of Information Management has established strong operational policies, plans and procedures that comply with all DoD and DA regula-

tions and guidance.

This demonstrates that SIERRAARMYDEPOT and DOIM is setting the standard within TACOM as well as the entire Southwest Region.



Why Lean Thinking?

By Garry Garrett
Lean Office

Lean thinking helps the process owners identify problems in their processes. They learn to eliminate waste in their processes by asking questions such as:

- Is it too time consuming?
- Is the work performed unsafe or hazardous?
- Is it too labor intensive?
- Are there unnecessary steps?
- Does the process require too much handling of material?
- Is it too physically demanding or tiring?
- Are there quality or reliability problems?
- Is the shop layout inefficient?

Lean thinking utilizes the SAFE formula (Safe, Appropriate, Functional, Economical) to provide ways to think of solutions. There are numerous ways to do this: Simplify, combine, or eliminate steps. Procure better quality, more liable, or cheaper raw materials. Change the design of the product to make it simpler to make. Computerize or automate the process, if possible. Use different tools or equipment. The key is to always think of your processes in terms of how they can be improved.

Remember, Lean thinking provides an avenue to make positive changes and improvements to Depot operations. By using this approach we can increase satisfaction in our work and take pride in a job well done.

Make a positive contribution to the Depot. Receive recognition and respect from others. Make your job easier, safer, and more interesting. Increase production and thus achieve greater sense of accomplishment. Increase overall productivity. Reduce costs, enhance Depot reputation, and increase our chances of surviving far into the future.

Remember that you have years of experience; you know your job and you have insight on how to do it better. Put it to use. More importantly, make sure that when Soldiers use the equipment that comes from Sierra Army Depot, it has high quality and reliability so that he/she can confidently do his/her job to defend our country.

Employees walk for the battle against cancer

By Lori McDonald
Public Affairs Officer

CELEBRATE. REMEMBER. FIGHT BACK.

Employees and family members embraced those words on Aug. 2 & 3, 2008, when they voluntarily participated, as part of the depot's team Army Strong Against Cancer, in the Relay for Life event held in Susanville, Calif.

Relay for Life is the American Cancer Society's signature event. Relay participants help raise money and awareness to support the American Cancer Society in its lifesaving mission to eliminate cancer as a major health issue. The events are held overnight to represent the fact that cancer never sleeps.

This was the first year the depot has participated in this event so there were many lessons learned and great ideas gained for next year. The Army Strong team was still able, with support and contributions, to raise more than \$2,400.00. All the money raised during this event will stay in Lassen County to be available to local cancer patients and their families.

Although the projected money goal was not obtained, the depot did reach a great milestone by having a



Depot employees volunteered their time to help in the Army Strong Against Cancer booth, just one of more than 40, by distributing information to better educate family and friends alike about the different types of cancer, treatments available, phone numbers of the American Cancer Society, and the types of assistance that is available not just to cancer survivors, but their families as well.

representative from team walking around the track the entire 24 hour period.

Mr. Tim Stout, materiel handler, displayed complete dedication to this event by walking more than 60 miles in memory of his mother. Everyone has been touched by cancer in some way. Maybe they have fought the

disease themselves or perhaps cared for a loved one battling cancer. The Relay for Life was a place to connect with others who understand the loss of a loved one to this disease.

Like Stout, many employees who have been touched by cancer in some way put on their walking shoes and walked around the track, even if just for one lap, to show their commitment to Fight Back and win the battle against cancer.

The most inspirational part of the event occurred during the Luminaria ceremony, where more than 800 names of cancer survivors and loved ones who lost their lives were read. A Luminaria is simply a bag filled with a glowing light that bears the name of a loved one who has battled cancer. As they glowed into the night, they lit the way for the walkers..... a path of hope.

Sierra has already taken the next step and committed to being a part of this event next year.



Babe Fain, left, and Christine Schiller, members of the Army Strong Against Cancer team, is what the American Cancer Society's Relay for Life event is all about - Fighting Back. Both ladies helped kick off the event by participating in the cancer survivors lap.

