

The Challenge

Sierra Army Depot, Herlong, Calif.

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First female four-star in U.S. history takes command of AMC



Griffin, Casey and Dunwoody salute the colors during Dunwoody and Griffin's change of command ceremony, Nov. 14, at AMC's parade field. Photo by Wayne Scanlon, AMC

FORT BELVIOR, Va. -- In this world it is hard enough to make history once, but Gen. Ann E. Dunwoody has done it twice in one day.

At 10 a.m., Nov. 14, Dunwoody became the first woman promoted to the rank of four-star general in U.S. Armed Forces history during a ceremony conducted at the Pentagon. At 2 p.m. Dunwoody officially became the 17th commander, and first female leader, of the U.S. Army Materiel Command during a change of command ceremony at Fort Belvoir, Va., the location of AMC headquarters.

The change of command was presided over by Army Chief of Staff Gen. George W. Casey, Jr. and included remarks by Gen. Benjamin S. Griffin, the outgoing commander of AMC, Casey, Dunwoody; music by the AMC Band; a ceremonial color guard; and a 17-gun salute by the Salute Battery from the 3rd United States Infantry Regiment (The Old Guard) from Fort Myer, Va.

Casey lauded the tremendous accomplishments of Griffin and then welcomed Dunwoody to AMC, "Ann is no stranger to the war on terror, having done a yeoman's work in the Army's G-4 in charge of logistics -- our logistics -- for three years before coming to AMC... You have big shoes to fill, but I am confident you will fill them with the same professionalism, pride and expertise with

which you have done everything else for the past 33-plus years."

Casey also complimented the work of AMC's Soldiers, civilians and contractors, "Seldom in our history have our Soldiers faced greater challenges. We've served at a time when the stakes for our nation are high and for our way of life are high, and the demand on our force is significant. Your mission at AMC is a matter of profound consequence and you continue to reflect the very best of our nation, even after seven years of war."

Dunwoody is now the Army's lead logistician, in charge of supplying everything Soldiers need to fight and win our nation's wars, from food and water to bullets and bombs to clothing, vehicles and every type of military equipment.

She will oversee more than 60,000 military and civilian employees -- many with specialties in weapons development, manufacturing and logistics -- who are located at 149 locations worldwide, including more than 40 states and 50 countries.

"I'm absolutely thrilled and honored to have been selected to lead AMC. I know that the team at AMC shares your [Casey's] and the Secretary's [of the Army Pete Geren] vision and your passion for this great Army. When Soldiers see the AMC patch, they know they will get help, they know they will get what they need. When they see our

symbol they know AMC will respond with great urgency," said Dunwoody.

Dunwoody is now one of only 11 four-star generals in the U.S. Army. With 33 years of service, Dunwoody has accomplished several other historical firsts -- including being the first female assigned as deputy commanding general of AMC, the deputy chief of staff of Army logistics, and commander of the U.S. Army Combined Arms Support Command.

She was also the commander of the 407th Supply and Transportation Battalion of the 82nd Airborne Division, Fort Bragg, N.C.; the 10th Mountain Division Support Command, Fort Drum, N.Y.; and the 1st Corps Support Command at Fort Bragg. She also deployed during Operation Desert Shield and Desert Storm with the 82nd as the division parachute officer.

She received a direct commission as a second lieutenant after graduating from the State University of New York at Cortland in 1975. She has graduate degrees in national resource strategy and logistics management.

Dunwoody credits her family for her successes. During her promotion ceremony at the Pentagon she said, "I now know this Army profession I'm so proud to be a part of is a reflection of the very values I grew up with in the Dunwoody family."

At the Pentagon ceremony she also emphasized, "If anyone is worried about the next generation of warriors, fear not. The bench is filled with talented Soldiers, Sailors, Airmen and Marines, and while I may be the first woman to receive this honor, I know with certainty I won't be the last."

You are cordially invited to attend a luncheon at the Skedaddle Inn, 20 Jan 09, 1130 am, in order to celebrate ... A Dream Fulfilled.



The cost for the luncheon is \$7 and the menu is:

Chicken Fried Steak
Mashed Potatoes w/Gravy
Mixed Vegetables
Brownies or Pie
Soda

Please R.S.V.P. by 13 January 2009
to Carolyn Jemison at (530) 827-4501

Commander's View

Happy New Year and I welcome everyone back after the holidays. By now, we should all be adjusted to the weather and road conditions, and hopefully the rest of the winter will be somewhat just as kind.

The New Year brings time to reflect on the old, while resolving to improve the new. As we reshape Sierra Army Depot, we must accept it as an opportunity to contribute to the depot's future. It is important to look at what Sierra is all about and resolve to continue to do our best. It takes competent individual actions and teamwork to produce quality products and accomplish our critical mission on time and within costs.

We have a phrase in our logo which says, "Pride in Excellence." Each of us must take pride in our job and be willing to do the very best job possible in order for our combined actions to succeed. It only takes a poor quality job by one person to cause the customer to look elsewhere for a service or product.



Lt. Col. Lee H. Schiller, Jr.

I am proud to be here at Sierra, and to see our efforts contribute so much to the Army and its Soldiers. I trust that each of you is likewise proud of this depot and that your actions reflect that pride daily. That pride each of you exhibit on a daily basis will be put on view in the upcoming months, when we host several distinguished visitors.

Over the past several Months, we participated in our annual Combined

Federal Campaign. I thank all of you who so generously contributed to this campaign surpassing our goal of \$35,000. I especially want to thank those individuals within the directorates who volunteered to serve as keypersons in support of the campaign.

This month kicks off the Sierra Army Depot Wellness Program. The Safety Office has put together several programs to help employees achieve a healthier life style. These programs are important because you are our most valuable asset and your health and well being is important to me.

My best to each of you as we enter 2009 together.

*Pride
In
Excellence!*

New Hires at SIAD

When you are out and about on depot, take a few minutes and welcome all the new employees to Sierra Army Depot. The following are new employees that have joined the team since last month:

Jerry Beckett
Crystal Clark
Adam Danes
Matthew Davis
Stephen Deuel
Carrie Evans
Joseph Fitzpatrick
Lindsay Grubbs
Kenneth Hayes
Alfie Haywood
James Jackson
Jaron Kirkpatrick
Bernadette Martinez
Martin Martinez
Starla Melton
Donald Price
Raul Rodriguez

The Union's Position - AFGE Local 1808

Hello my fellow brothers and sisters of the AFGE Local 1808. It is my great honor and privilege to serve you as acting president. For those of you who don't know me, let me introduce myself.

My name is Christopher Turek, I am the fuel driver here at Sierra Army Depot. I have been an active member of AFGE Local 1808 for about two years. I have been an executive board member for one year, and an active union steward for the bargaining unit employees for one year as well. I have been a permanent member of the work force for about nine years now. I've seen many changes take place on this installation since that time. From the days when bombs were blown up on the hill; to the survival of countless BRACs and A-76 studies. Through



Mr. Christopher Turek

it all, Sierra Army Depot and her employees have thrived in the face of adversity.

People, I have seen a great many things here at Sierra Army Depot through the course of my career. I am confident, that we, as the Union can bring this organization to a new plateau.

What exactly am I talking about?

A vision of unity, solidarity, and pride. It's time to reorganize our efforts to build the new foundation of this organization - to implement a campaign to educate our bargaining union employees. We will accomplish this large task by first instituting an orientation of new employees in collaboration with Sierra Army Depot's New Hire Orientation Program.

First cycle of orientation I anticipate will take place in February 2009. Secondly, we need to educate current employees on the basic structures and time frames associated with the bargaining rights of the employees; in short read your bargaining unit contracts brothers and sisters. Learn what your rights are!

Many changes are about to take place within the next year, some of

which deal with the implementation of the A76 results. The renegotiation of the Union contract will also be a major priority for bargaining unit employees. It is imperative that we come to an agreement as union members. To institute viable and productive changes to our existing contract that are relevant to the issues and times we are living in today.

My fellow brothers and sisters of the Local 1808. Remember the union is not one man, it is not an executive board, and it is not the officers of that union. You my fellow members are the union! It is time to stand up and participate in the shaping of your future. Let us stand together as one unit in agreement for the rights of the people who you work with everyday. Knowledge is power, let us as union

See UNION Page 3

The **Challenge**

Depot Commander/Publisher _____
Public Affairs Officer/Editor _____

Lt. Col. Lee H. Schiller, Jr.
Lori K. McDonald

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Training to ease transition from legacy system to LMP

By Bruce Hamilton
LMP Manager

As stated in some of our more recent articles, LMP is a journey or transformation of legacy practices and systems to a culture and management systems that have the war fighter first and foremost in all we do. SIAD's LMP transition team has been busy cleansing our databases, drafting maintenance routers, and traveling to commercial and government entities to observe best practices and bring knowledge home. Recently, SIAD has contracted with APICS to provide training and familiarity with the practices and software that are the foundation of LMP. So, what is APICS?

APICS The Association for Operations Management is a premier source of the body of knowledge in Operations Management, including production, inventory, supply chain, materials management, purchasing, and logistics. APICS is renowned for its superior training, internationally recognized certifications, comprehensive resources, and worldwide network of accomplished industry professionals. Since our last article

instructors from the Northern Sierra chapter of APICS have traveled to SIAD to deliver training in the first two of five modules (Basics of Supply Chain Management, Master Planning of Resources, Detailed Scheduling and Planning, Execution and Control of Operations, and the capstone Strategic Management of Resources) that prepare individuals for the Certification in Production and Inventory Management (CPIM). With the 13 SIAD LMP members Team Sierra is the Northern Sierra Chapter's second largest member and with the knowledge they are imparting many of our team see membership as a valuable resource for many here at Sierra. The LMP team members anticipate the knowledge gained from this training will ease the transition from current legacy systems to LMP, as well as other gains in operational functions around the depot.

As our team progresses through this journey, we will come upon many other tools that eventually will end up in each your toolboxes to perform better and smarter as we execute the nation's vital mission.



Do you really have continuous flow?

By Dylan Hamilton
Lean Office

"A fake painting looks genuine to the untrained eye, but it is usually worth very little. It is exactly the same with fake flow in your processes."

(Mike Rother, co-author of the *Learning to See* workbook, which introduced the value-stream mapping tool, and its sequel, *Creating Continuous Flow*, which explains how to create true flow at a pace-maker process).

One of the things we often strive to achieve at Sierra is continuous flow in a process. The concept of rearranging a task in the order of processing steps and introducing a continuous flow of material is becoming widely accepted in industry. However, it is surprising to see how little true continuous material flow actually exists in practice. We frequently see processing steps that have been aligned to look like continuous flow—yet there is still only intermittent and erratic flow through the process. The process output gyrates from hour to hour and small piles of inventory accumulate between the processing steps. When we see this pattern, we know that the benefit of true continuous flow is not being achieved.

Any group processing steps in a sequence can be labeled a cell. But in most cells we see no continuous flow, which is really what makes a cell a cell. What we usually find is just a module, not a cell at all. This is, of course, better than the old-fashioned approach, where process steps function as isolated islands. In contrast to an assembly module with fake flow, true continuous flow through proper cell design and operation typically doubles assembly

labor productivity, halves the needed space, reduces assembly lead time by as much as 90 percent, dramatically improves quality, and permits better response to changing customer demand.

Perhaps even more importantly, achieving and maintaining a true continuous flow in assembly processes allows them to function more effectively as the pacemaker, or heartbeat (or, as we often refer to it in Lean: "take time") of a value stream. How well you can serve the customer and how lean your value stream can be depends in no small degree on how well you are able to minimize variation in your pace-maker processes.

For example, if the production volume in your process fluctuates significantly—unfortunately not an unusual situation—then the upstream processes have to be ready to accommodate the spikes. When you process large batches of one product type, then your customers for the other types have to wait, and your upstream processes have to handle demand surges for one component type. And due to the well-known "bullwhip effect," fluctuations at one point of your process get amplified the further up the value stream you go.

Many operations are now trying to establish supermarket pull systems between processes in their value streams. Connecting the chain of processes in this way is a good thing. However, if you run significant volume fluctuations and/or large batches of one product type in assembly, the inventory levels in the supermarkets between the processes will be much too high. With or without pull systems, the lead time through the value stream will still be too long.

UNION

(From Page 2)

members educate each other on policies and proper procedures that govern this organization, let us understand the rules of engagement, and apply strategies that will not only improve moral of the employee, but satisfy our customers as well. Moral of the employees will go a long way when it comes to accomplishing

the all important task of supplying the Soldiers in the field with the materials they need to secure our freedom. Again, I ask you members of the Local 1808 stand together as one voice!

A word to management, Lt. Col. Schiller has said in many town hall meetings that the work force is this organizations best asset. I believe this to be a true statement, and the heart of the commander.

Please don't think of the union as the enemy. Think of us as a form of checks and balances to the organization, as a means of reference. After all, if this organization doesn't succeed the ramification will be plan to see in the unemployment lines.

Please be patient with me as acting president. I have a lot to learn in a short amount of time. If any issues should arise, I can be notified at extension 5375 Monday thru

Wednesday from 6:30 a.m. to 11:30 a.m., and again on Thursday afternoon from 12:00 p.m. to 5:00 p.m. These are the hours I have been scheduled to accomplish union business. The other 50 percent of the time I will be driving the fuel truck. Thank you for your support in this endeavor we will undertake together, as we transform this union into an organization that we can all be proud.

Leadership Academy begins, collaboration is key topic

Often we hear the word training and say "great what now". This was the thought from 24 supervisors and leaders that were selected in November 2008, to attend the first Leadership Academy at Sierra Army Depot.

The week began with 24 individual thoughts and ideas; however, through communication with each other, the training group was quick to realize the importance and strength of COLLABORATION. As a group, they were able accomplish a great deal more than as individuals.

Mr. Jason Tong introduced another word that stayed with the class during this course and that was "SUSTAIN". The class realized that in order to ensure collaboration is effective, supervisors and leaders must nourish and carry on the need for open communication throughout the organization and be willing to learn from others.

Mr. Bernard Lindblom said, "We repeatedly proved to ourselves and each other that working as a team is exponentially more productive for achieving a goal than trying to do the same job individually".

"This class was a good start to build on the future leadership ability for Sierra Army Depot. It also put the leaders in one class to share the common interest and concerns at Sierra", said John Dingman.

Mr. Mark Scureman, Leadership Academy instructor, said, "Life is Complex." A phrase he repeated throughout the week. These 24 individuals reflected on that phrase as they were able to take a step back and look at what kind of person they are and areas they can improve on themselves.

Supervisors and leaders are often quick to point out to workers what they are doing wrong. They must take the time to always look for what employees are doing right and support them in their efforts in getting the job done. Some employees may not go above and beyond what is required because they think no one will recognize their efforts. They think "What's the point no one will notice the extra effort I put

in". As supervisors and leaders, the knowledge acquired during the Leadership Academy provides the necessary tools to recognize these employees that show they will go the extra mile.

We are all very busy in our day to day activities running our organizations but we must take the time to say thank you or give praise to our people. This will make Sierra a stronger and better place to work. Mark Twain said "I can live for two months on a good compliment".

Tim MacDonald expanded on that phrase and said, "Praise is an extremely powerful motivator because it is nourishment for people's self-esteem, gives a sense of importance and fulfills their intense hunger for recognition".

This training taught the supervisors and leaders how to deal with ambiguity and that leaders don't always have all of the answers. Constant and open dialogue among their employees is a major factor in collaboration. Each organization needs to embrace collaboration in order to understand what is critical that needs to be accomplished; move as one in the same direction; better position the organization as a whole for growth and speed; and to develop bigger breakthrough innovations.

Ms. Kelli Foxworthy said, "In four days, we developed into more than a team, understanding that each of us has knowledge that if shared amongst each other would not only increase our confidence collectively as leaders but also build trust instead of walls within our organizations. We are developing a plan to work together on issues that will ensure continued commitment to Sierra Army Depot and ourselves".

No one is perfect - but with collaboration among managers, supervisors, leaders, and employees, knowledge will be shared and a single, unified vision of business strategy and success will quickly be adopted.

(Editor's Note: This article was comprised from input by all attendees of the first Leadership Academy class).

FY09 Group Achievement Program (GAP)

By Bruce Bray, Director
Resource Management

What is the GAP award? This is a group award, paid out at the end of the fiscal year, for successfully meeting or exceeding each of four elements; the Net Operating Result (NOR); the Depot Safety Goals; The Depot LEAN Savings Goal; and the Productive Yield Goal.

Sierra's fiscal year runs from 1 October 2008 through 30 September 2009. The four metrics are based on the depot's monthly phasing plan for budget execution, and is briefed monthly to Army Materiel Command (AMC). Each of the specific metrics was developed based on Presidents Budget targets established during the previous budget cycle.

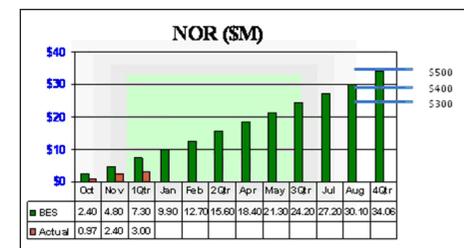
Who is eligible for the GAP award in FY09? All Sierra Army Depot civilian employees who are active employees' on 30 September 2009. If an employee separates from depot employment for any reason before 30 September 2009, they will not be eligible for the FY09 GAP award.

Who is ineligible for the GAP award? All contract employees, Department of Army and Army Materiel Command Interns, employees who resign, quit or retire before the end of the award period (30 September, 2009), any employee removed for cause (i.e. fired), or any employee on full-time Workers Compensation.

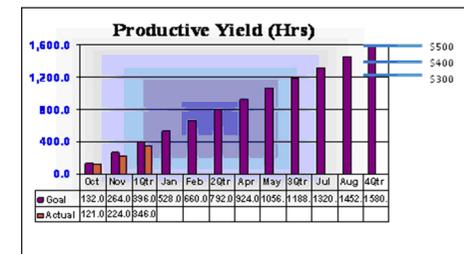
How much is the GAP award worth in FY09? Each of the four metrics are worth between \$300 and \$500, if they are met or exceeded. The total award payout can range from \$0 to \$2,000 per eligible employee, depending on which metrics are met or exceeded, and the time in service restrictions that follow. If an eligible employee works more than 1/2 of the award period (1,040 hours or more) in an approved work status, the employee is eligible for the full amount of the award payout. If an eligible employee works 1/4 to 1/2 of the award period (520 hours to 1039 hours) in an approved work status, the employee is eligible for 1/2 of the award payout. If an eligible employee works less than 1/4 of the award period (less than 520 hours), the employee will not receive a payout.

Leave Without Pay (LWOP) hours do not count towards the ag-

gregate approved work status hours. Also, for each instance of Absent Without Leave (AWOL) recorded, the eligible employee's award payout will be reduced by 25%.



The Net Operating Result (NOR) is equal to Revenue minus expenses. Our target this fiscal year is \$33.1M. If we meet this target, the GAP award payout would be \$300 for all eligible employees (see above restrictions) If we exceed the NOR by 1/2 million dollars, the payout would be \$400; if we exceed by 1 million dollars or more, the payout would be \$500.



Productive Yield (HRS) measures the regular direct hours produced by the Mission direct personnel. The Productive Yield target is an aggregate average across all direct employees. There are 2090 total hours available to be worked in FY09. After leave, holidays, indirect time such as safety meetings, personal business, safety stand down day, etc are deducted, the resulting target of 1615 hours is mandated by DoD. The depot has established a standard of 1500 hours of productivity, because we are also deducting hours spent performing LEAN events, all the necessary time for computer training, OPSEC training, Security Awareness training, etc. If we meet the 1500 hour target, the GAP award payout would be \$300 for each eligible employee (see above restrictions). If we meet the 1540 hour target, the payout would be \$400. If we meet or exceed the 1580 target, the payout would be \$500.

Our Lean Savings each year is a result of the savings and/or cost avoidance associated with the Lean events and Process Improvement Projects conducted through the year. In order to be captured as a savings,

See GAP Page 8



New Equipment Training for Fuel System Supply Point Program

By Susan Getty and Preston Siple, C&A Directorate

The Fuel System Supply Point (FSSP) is the Army's primary method to receive, store, and then issue bulk petroleum to combat forces in tactical conditions. For a better un-



derstanding, it is a huge fuel point or gas station that dispenses petroleum to all vehicles, equipment, and aircraft in the Department of Defense Inventory.

The FSSP generally consists of large collapsible tanks, pump assemblies, filter separators, and refueling points. It can receive petroleum from ocean tankers, tank trucks, rail cars, aircraft tankers, and hose or pipelines. It can be divided to be used at separate locations and can be easily transported from one location to another.

Sierra's Containerization and Assembly Directorate, Fuel Division, is currently only one of the two locations that build Fuel System Supply Point Systems (FSSP) for the Army. We have assembled 46 each of the 800K FSSP's and new assembly builds for both the 60K and 120K systems are slated for FY09/10 completions. Where better than at the assembly point to establish a fixed training site? In the March 2007 time frame representatives from the Product Manager, Petroleum and Water Systems office at TACOM initiated discussions with SIAD to establish an on site training facility which closely resembled conditions Soldiers would encounter in a desert environment. It was estimated that significant savings would be realized as a result of consolidating training at SIAD. A Value Engineering Study is underway to document and validate those savings.

New Equipment Training (NET) is the initial transfer of knowledge

on the operation and maintenance of new equipment to testers, trainers, users, and support personnel during the development, production, and fielding of new, modified, or improved equipment and related training devices. NET assists commanders to achieve operational capability in the shortest possible time. While

not designed to mirror formal school instruction, NET must be accomplished in sufficient detail to ensure that the operators and maintainers can effectively employ and support the system being fielded. Locating the NET at SIAD has three major advantages; first, the terrain here is similar to the areas the systems will be deployed; second, con-

solidating the training here prevents having to "wet" numerous systems within the inventory. Meaning, having to put either water or fuel into a complete system which would reduce the inventory of deployable systems; third, due to the sheer size of the 120/300K and 800K systems, a prepositioned NET location will save setup time, coordination of space, spill containment set up and other environment constraints. This has proven to be the fastest and most efficient way to safely Field/New Equipment Train the FSSP program.

The goal was to set up a small scale version of the 120K, 300K & 800K FSSP systems to be utilized for all New Equipment Training. Focus will be on new components added to enhance the FSSP's. The soldiers will train with water to reduce risk and control Environmental waste products. Site layout includes a small scale version of the 120/300K and 800K FSSP Systems which includes the containment berm construction and a reduced size system layout. This scaled down version includes two 20,000 gallon bags and a basic 4" system setup rather than the normal two 210,000 gallon bags and 6" system setup. We expect to conduct one training session per month beginning November 2008. Each class will consist of 20 students. Each student will receive proficiency training in system operations and 40 hours of system maintainer training.

Monument Tank Placed in front of Headquarters Building



On Nov. 14, 2008, Asset Management Directorate (AMD) employees moved Sierra Army Depot's Monument Tank into place in front of Headquarters. Base Support employees installed the pad for the Monument Tank to be placed upon. Organizations across Sierra Army Depot participated in preparing the tank for the prestigious event. Maintenance Directorate employees painted, welded, and pulled parts off the tank in accordance with demilitarization instructions for M1 Monument Tanks provided by TACOM. The work effort culminated with the setting of the Monument Tank in front of the Headquarters, Lowry Building. Preparations are in progress to finalize the setting of the turret and gun barrel at the height the Commander determines. The turret and gun barrel will be welded in place. A special thanks to Team Sierra for a job well done.



AMC Top Civilian talks to Employees



Ms. Kathryn Condon, Executive Deputy to the Commanding General for Army Materiel Command, made a special trip to Sierra to congratulate employees from the Directorates of Base Support and Information Management after they received the good news that the functions they currently perform will be retained by government employees. Ms. Condon told the audience she was very proud of the work they perform on a day to day basis and is very confident they will continue to exhibit that same high standards of performance in the future.





2008
*Sierra Army Depot
Holiday Ball*

Soldiers, civilians get pay increase in new year

WASHINGTON (Army News Service, Dec. 30, 2008) -- There'll be something extra in everybody's paycheck come January.

Active-duty personnel will draw an across-the-board 3.9 percent pay raise beginning Jan. 1. A sergeant with five years of service, for instance, will see an increase in monthly base salary of about \$88

dollars. A captain with nine years of service would see nearly \$200 per month extra.

The 2009 military pay tables can be found at: <http://www.dfas.mil/militarypay/militarypaytables/2009MilitaryPayTables.pdf>.

Pay raises aren't limited to military personnel, however. Civilian employees under both the General

Schedule and National Security Personnel System pay plans are also receiving pay raises.

Civilians under the GS system get an across-the-board pay raise of 2.9 percent in 2009. Civilians under the NSPS pay system will see an increase of 1.74 percent and can earn additional performance-based salary increases through the NSPS

"pay pool" process.

Additionally, all civilian employees rate a locality pay, which is based on the cost-of-living in their employment market. Locality pay rates for 2009 range from about 13.86 percent to 34.35 percent of an employee's base pay.

SALARY TABLE 2009-RUS

INCORPORATING THE 2.90% GENERAL SCHEDULE INCREASE AND A LOCALITY PAYMENT OF 13.86% FOR THE LOCALITY PAY AREA OF REST OF U.S.

(See <http://www.opm.gov/oca/09tables/locdef.asp> for definitions of locality pay areas.)

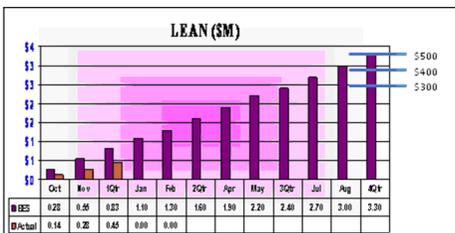
(TOTAL INCREASE: 3.52%)

EFFECTIVE JANUARY 2009

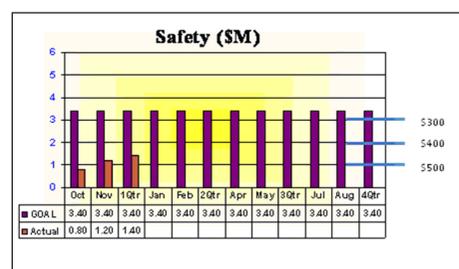
Annual Rates by Grade and Step

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$ 19,971	\$ 20,638	\$ 21,302	\$ 21,964	\$ 22,627	\$ 23,018	\$ 23,674	\$ 24,335	\$ 24,361	\$ 24,985
2	22,454	22,988	23,731	24,361	24,634	25,358	26,082	26,806	27,530	28,254
3	24,499	25,316	26,132	26,948	27,765	28,581	29,398	30,214	31,030	31,847
4	27,504	28,421	29,337	30,254	31,170	32,087	33,003	33,920	34,837	35,753
5	30,772	31,798	32,824	33,849	34,875	35,901	36,927	37,953	38,979	40,005
6	34,300	35,443	36,587	37,730	38,873	40,016	41,159	42,302	43,446	44,589
7	38,117	39,388	40,658	41,929	43,200	44,470	45,741	47,012	48,282	49,553
8	42,214	43,621	45,028	46,436	47,843	49,250	50,657	52,065	53,472	54,879
9	46,625	48,179	49,733	51,287	52,841	54,395	55,950	57,504	59,058	60,612
10	51,345	53,056	54,768	56,479	58,190	59,902	61,613	63,324	65,036	66,747
11	56,411	58,291	60,170	62,050	63,930	65,810	67,690	69,570	71,449	73,329
12	67,613	69,867	72,120	74,373	76,627	78,880	81,133	83,387	85,640	87,893
13	80,402	83,083	85,763	88,443	91,123	93,804	96,484	99,164	101,844	104,525
14	95,010	98,178	101,346	104,513	107,681	110,848	114,016	117,184	120,351	123,519
15	111,760	115,486	119,211	122,937	126,662	130,388	134,113	137,839	141,564	145,290

GAP (From Page 4)



all actions associated with a Lean event must be completed. Our target this fiscal year is \$2.789M. If we meet this target, the GAP award payout would be \$300 to eligible employees (see above restrictions). If we meet or exceed a savings target of \$3.039M, the payout would be \$400. If we meet or exceed a savings target of \$3.289M, the payout would be \$500.



The Safety Total Case Rate metric is a measurement of the total number of reportable injury cases normalized per 100 workers. The AMC goal is Less Than 3.4 per month. The actuals are computed by multiplying the number of cases of injuries, times 200,000 (hours that 100 workers would produce in a year), divided by the total number of hours worked during the period (less overtime hours). Our target is

3.0 Case Rate or below for the fiscal year. If we meet this target, the GAP award payout would be \$300 per eligible employee (see above restrictions). If we meet or exceed 2.0 Case Rate, our payout would be \$400. If we meet or exceed 1.0 Case Rate, our payout would be \$500.

How can each of us help to contribute to meeting or exceeding our goals this year? For the NOR metric, if you are a direct employee, producing direct labor hours and product means revenue. For the indirect employees, performing your jobs as efficiently and effectively as possible helps the direct workers become more productive. For all of us, keeping expenses as low

as possible, reducing accidents and injuries, continually thinking

Safety first, and participating in Lean events that will help reduce overall expenses helps the NOR.

For the Productive Yield metric, (which is not just about direct employees), ensuring that you have direct funded work available is essential. If you have no direct funded work, contact your leader or supervisor and let them know you are idle. For all of us, proper and accurate timekeeping is a must. If you are not sure of the pcn you should be charging, contact your supervisor. Excessive Leave Without Pay (LWOP) greatly affects the produc-

See GAP Page 9

Lean principles improve ROWPU reset program

An equipment refurbishment operation is always a major challenge to manage.

Every single unit comes to the facility with different problems and issues, although some part replacements and repairs are common to all units. Adding to these unknowns, the 3,000 gallon-per-hour Reverse Osmosis Water Purification Unit (3K ROWPU) is a complex, cumbersome, and antiquated piece of equipment. Some replacement parts are difficult to obtain or have a very long lead time. Some parts may not be available at all have to be manufactured on-site. The requirement for the unit to pass through two other shops (Weld and Paint) during the reset process introduces even more problems.

In July 2006, the SIAD ROWPU reset program was on thin ice with high costs and poor quality. Sierra had not even established a Repair Cycle Time (RCT). At the same time a team had to be dispatched to repair 19 ROWPUs that had been delivered to customers in less than perfect condition. The trip took 28 days and was very costly in terms of both dollars and reputation. This is when the Lean initiative for ROWPUs started.

Starting a Lean effort in an operation that has had little or no exposure to process improvement efforts can be difficult to say the least. Area personnel were reluctant to allow outsiders into their workspace. Fluctuating production schedules resulted in varying staffing levels. Parts procurement, quality issues, lack of standard work, and an inadequate facility seemed like insurmountable obstacles. They also represented huge headaches for both the process improvement specialist and shop personnel.

During the initial Lean analysis of the program, we determined that organization was the key issue. Both the program and the facility itself needed to be overhauled. With the help of shop personnel, a plan was developed to establish work cells for major sub-assemblies and operations within the refurbishment process. The team conducted a Value Stream Analysis (VSA) and identified a lot of waste in several different areas.

Multiple events were scheduled to address these areas and eliminate as much of the waste as possible. The first event met with strong resistance on the maintenance floor. The shop was hit like a shotgun blast with processes and concepts from foreign automobile manufacturers, most of which were very helpful but some that didn't really fit within a refurbishment-type environment. It was rough at first; employee buy-in was non-existent and it seemed like Lean was just not for us.

In mid-January 2007, there was an In-Process Review (IPR) performed by TACOM, TARDEC, Highland Engineering Inc., (our partner at the time) on the ROWPU reset programs being performed at Sierra. It was the turning point for this program; The depot believed this group came here with every intention of pulling the reset program, but they left with a much more optimistic outlook. During this IPR the Statement of Work (SOW) for the project was re-written, checklists were drafted, packing lists were validated, and (most importantly) working relationships were formed. Following the IPR, shop personnel and Lean coordinator Al Jones started tossing around the idea of "mini-events," using shop personnel and Lean principles, while keeping tight pro-

duction schedules in mind.

As process improvement specialists, we tell others to "think outside the box", but often fail to do so ourselves. Due to staffing and production issues, we determined that the standard Lean approach would not work "as is," so we came up with the mini-event. We decided to form small, short-term teams of 1 to 3 area experts assigned to the individual work cells. Essentially this would give us more "bang for the buck" in our events with minimum impact on the overall shop production and personnel.

We started small, assigning each sub-process to a cell then working on each cell to maximize efficiency. With this approach, we were able to conduct the training, planning, and implementation on-site, during the event itself. This gave us the flexibility to react rapidly and suspend the event during production spikes, if necessary. It also enabled the facilitator to learn the processes intimately, from both the small- and big-picture perspectives. Also, this approach fostered trust and understanding among the team members and the Lean facilitator through long term interpersonal contact. Best of all, we were now getting employee buy-in. The personnel who had to live with the outcome played a key role in the development of the processes, knowing up front the unique challenges they faced.

Events took place in rapid succession. We wrote processes and saw quality increase while man-hours fell. As a bonus, the depot was saving thousands of dollars by doing away with contracted Lean support. In some areas, these mini-events provided tangible proof to skeptics of the utility of Lean principles

and often led to full-blown spin-off events. As a prime example of our success, one of the work cells we developed (electrical sub-assembly test cell) greatly improved both the productivity and quality of the program. We used to replace all of the electrical components on a ROWPU during the reset process; now we test and rebuild these components. The idea and initial development for this cell came from an event focused on eliminating troubleshooting time by rebuilding/bench testing high-mortality parts. We started out checking a small number of parts. This blossomed into a test of the entire electrical system. We now reclaim a lot of materials that we used to throw away. When we realized the potential cost savings impact, we presented our new process to our Value Engineering office for consideration. After a lengthy process study was conducted, to include parts tracking of refurbished and recycled parts, the report was submitted up the chain from Sierra Army Depot to TACOM for validation. They validated our conclusions and determined that over a three year period, this work cell alone would result in nearly \$3.5 million in savings and cost avoidance.

Lean ideals along with pride in workmanship have made the 3K ROWPU reset program at Sierra Army Depot a success. Sierra is now the Army's Center of Industrial and Technical Excellence (CITE) for ROWPUs. However, not content to rest on our laurels, we continue to look for new ways to eliminate waste and improve this process.

(Editor's Note: Credit fore this article is given to both Mr. Allen Jones and Mr. William Rowland).



GAP (From Page 8)

positive yield, in that the employee is not producing if they are not here, so keep the LWOP to a minimum. Accidents and injuries also reduce the amount of productive labor, so keep your areas clean and neat, pay attention and wear your PP&E.

For the Lean metric, participate and take an active interest in the

many Lean opportunities in your areas. For all of us, ensure that all Lean event action plans are completed on time. Above all else, sustain the procedures that are the result of a Lean event, so that savings are true and realized over time.

For the Safety metric, THINK AND LIVE SAFETY. Safety starts with each and every one of us. Watch

out for your co-workers, and if you see something unsafe, let your leader or supervisor know. Slow down on forklifts and watch out for immovable objects and hidden dangers. Keep your work areas clean and neat. Wear your personal protective equipment as required. Incorporate Safety into everything you do.

Martin Luther King Holiday



January 19, 2009

CYS Monthly Update

New Child Development Center (CDC)

A new CDC is being built on Sierra Army Depot right across from the Fire Department. Construction on this new facility started in December 2008 and should be completed by Spring 2009. The new facility will be for children ages 4 weeks to 5 years.

Tree Lighting Ceremony

This year's Tree Lighting Ceremony serviced over 260 community members. Five turkeys along with a handful of play tents were raffled

off during the event. Children of the community were able to take home a present and keep-sake picture of Santa Claus. CYS Services would like to thank the following individuals and departments for their contribution in making this year's annual tree lighting ceremony a success: Lt. Col. Lee Schiller, depot commander, Directorate of Public Works, Martha Olsen, Security, Fire, FMWRC and Stuart Kenworthy. Without your dedication in serving this community - we wouldn't have been able to do it! We appreciate

you all. A big thank you for all who contributed canned/dry food items.

Canned and Dry Food Drive

CYS Services is sponsoring a canned and dry food drive starting on 1 December; the contents in the bins will be collected on 22 December. The bins will be located in the following locations on SIAD: CYS Services (Bldg 145), Headquarter Building (Bldg 150), and Building 201.

Money Matters

Through the Boys and Girls club of America CYS Services will

be conducting weekly Money Matters Courses with the Herlong High School seniors. This program empowers youth with practical money matters skills. Through this program youth will be able to make sound financial plans and develop financial goals for their future.

Snowboarding Trip

Keep a look out for the flyers, the CYS Services annual snowboarding trip is coming up in January 2009.

For more information on any of the events listed, please contact CYS at 827-4696.



**ADAM ZAMORA IS
GIVING UP HIS
FORKLIFT FOR A
FISHING POLE**

Date: Jan 29, 2009

Time: 11:30

Contact person:
Lisa Swift x 5160
Lovina Retterath x 5157
Larry Gallego x4213



Come and say goodbye to the Old Man

\$8.00 donation (for main course & gift)

Please sign up for a side dish - R.S.V.P. by Jan 16

Place: Bldg 543

Employee recognized for continued federal service



Jon France presents Warren Tuft with a 30-year length of service award not long after Tuft returned from his fourth tour in Southwest Asia.

The Lean Rotation Program and What It Meant to Me

By Heather Boatright

In six months I have learned, experienced, and enjoyed both the positive and the negative sides of the Lean program. Many people only know one side of Lean, if they know much about Lean at all. I was privileged to be one of the first rotators at Sierra to visit all sides of the spectrum.

Starting this rotation as a warehouseman, I was excited to learn what Lean was all about. Prior to this, I had only been involved in three Lean events. I learned all the procedures used and reasons why events are designed the way they are. I also found out the reasons for the seemingly endless requests by the Lean team for data collecting. It all came together when we did validations of money and time savings which justified projects for new equipment additional personnel.

I was able to experience different types of facilitation classes and get points of view from other organizations and Army bases. I brought new ideas for process improvement back to Sierra, receiving certifications along the way bettering myself as an employee as well.

At times, I did find it difficult to

set aside my emotions in meetings arguing for and against different Lean approaches. I understood as a facilitator that all ideas were welcome, and though there were procedures or processes already in place and working, they could always be improved. At the same time, I knew from being the low man on the totem pole there were certain things that were never going to change. However, I was proven wrong and I found that with the correct data and the right justifications, anything can be changed.

I am happy to have been one of the first two rotators. I was able to bring the employee's frustrations to the Lean core team facilitators that they might have never known during the events. I am also now able to take back to the warehouse the insights and frustrations of the Lean office and can hopefully better communicate the process. I think the program is very effective and would encourage anyone wanting to better their knowledge in any way, to go through the rotation. Not only might you learn something yourself, but you'll have the opportunity to teach others as well.

LEAN into my CORNER

By William Deming
QEO Chief

There are many facets to process improvement and Lean is just one of them.

Many of you probably remember, we have gone through a couple of iterations of Green Belt training in the past few years; although this has not been as successful as we might have hoped. We are currently in the early stages of a new Green Belt training program, so we have an opportunity to learn from some of our mistakes.

There were a number of reasons for our lack of success in Green Belt implementation. One of the most important was that we weren't properly prepared as an organization. There is a certain level of knowledge required on the part of managers to enable us to identify and conduct successful projects. I am currently working with TACOM to bring the necessary training to the Depot so we can better understand what is required to develop ideas into successful projects.

Some of you may be wondering what exactly a Green Belt is and what a person does with it. To answer this, we need to look at an approach to process improvement called Six-Sigma.

Whereas Lean allows us to identify wasteful steps in a process and reduce or eliminate them, Six-Sigma aims at reducing variation in a process. For example, let's look at a manufacturing process that produces a metal hinge pin that is 6 inches long and 0.375 inches in diameter. We will also assume that the diameter of the pin is critical and will be rejected if it is not within 0.003 of the specified diameter. So any pin with a diameter less than 0.372 inches or greater than 0.378 inches is defective and represents waste. Six-Sigma



tools are designed to address issues of variation and reduce or eliminate them.

This brings us back to Green Belts. The various belts represent levels of certification. Under the Army's training program a Green Belt candidate will receive two weeks of formal training, including some basic statistics. They will also be required to apply their knowledge by completing a project. But this is really only part of the equation.

For the Depot to successfully implement this program, we will need to get much better at identifying projects that will lend themselves to a Six-Sigma approach. That's where the training comes in. I am setting up a one-day workshop in project identification and selection as well as project sponsorship. This will be held some time in January or February and will be aimed primarily at Directors and some Division Chiefs. It will be taught by the Master Black Belts from TACOM. This will allow us to begin identifying meaningful projects and start executing them in the Spring.

Lean will continue to be the dominant toolset we use for process improvement here at Sierra. However, there are a lot of other tools out there that can help us to become more efficient in our increasingly competitive environment. Six-Sigma (properly deployed) can improve our capabilities by giving us a new perspective. It is not an alternative to Lean, but an enhancement.

November 19, 2008

MEG HILL
SIERRA ARMY DEPOT
74 C Street, Building 150
HERLONG 96113

Dear Meg,

On behalf of the City of Reno and the entire community I am sending you this letter to express our appreciation for your involvement and participation in the Job and Resource Expo that was held on Wednesday, November 12, 2008 at the Reno Ballroom. Although the Redevelopment Agency spearheaded the organizational activities for the event, we thank you for answering the call to participate in the Expo.

Your participation in this event made it successful in many ways. Approximately 7,000 job seekers attended this event and although we were delighted to see so many people take advantage of the opportunity, it was an indication of current economic conditions nation-wide. We were pleased to see that over 50 employers attended this Job and Resource Expo with hundreds of jobs in tow. During this event many businesses, like yours, and non-profit organizations as well as individual volunteers demonstrated their community spirit by helping our fellow citizens cope with the temporary situation of being unemployed or underemployed. We have received a lot of positive feedback from many businesses, non-profit groups, volunteers and most importantly, from job seekers themselves.

We would like to hear from you as to whether you hired anyone that attended the Expo and the type of job they will fill (i.e., part-time or full-time).

Thank you so very much for your involvement in the Job and Resource Expo.

Sincerely,

Robert A. Cashell, Sr.
Mayor

Redevelopment Agency
One East First Street - Suite 700 - P. O. Box 1900 - Reno, Nevada 89505 - (775) 334-2077 - FAX (775) 334-3815
CityofReno.com



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

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

Herlong Community Blood Drive

Thursday, 12 February 2009, @ the Gym,
1000 to 1500

Call Dan Hankins, X5223 for an appointment or Email

Please bring your ID

United Blood Services



Left photo, employees remove the deck plate from an M1 Abrams Tank in order for mechanics to have access to the power pack. Once the power pack is lifted out of the tank and staged in a safe working area, the oil cooler fans, picture at right, are removed and prepped for shipment to Anniston Army Depot.

Parts pull mission on mechanized vehicles expands at Sierra

By Michael Winters
Supervisor M&D Division

In October, the Asset Management Directorate (AMD) at Sierra Army Depot (SIAD) started a critical part pull effort to support production lines at Anniston Army Depot (ANAD).

The effort required the pulling of oil cooler fans to be removed from power packs in M1 Abrams tanks currently stored in the Long Term Storage (LTS) area at SIAD. The power packs were completely removed from the M1 Abrams tanks with the use of a crane and several other pieces of equipment to support operations.

Through the collaborative efforts of AMD

personnel who work in the area daily, mechanics within the Maintenance Directorate, and crane operators from the Directorate of Base Support that provided the cranes, worked together to get the program started. Employees from all directorates across SIAD and employees with Lear Sigler, Inc., had to work quickly to meet production schedules at Anniston; preventing the shutting down of production lines at ANAD.

AMD personnel set the production line in place, removed the deck plates, attached the engine sling to the power pack for removal, set the power pack on skids that were built and provided by SIAD's Box Fabrication Division, and packaged the oil cooler fans for shipment within a very

short time frame. The first shipment was ready to go before the end of the first week.

Maintenance Directorate personnel disconnected the power packs and performed the removal of the oil cooler fans.

Thanks to the team spirit at SIAD, ANAD did not have to shut down any production lines. Those individuals that are involved to make this a successful mission are a credit to that team spirit here at Sierra.



Hand signals are used between employees and crane operators which helps directions when maneuvering around the M1 Abrams to the crane operator

New Entry Sign at LTS



Safety is always a concern when moving track vehicles in the Long Term Storage area. To engineer the risk out of the operations, a new sign has been placed at the entrance of this work site. This sign is to notify personnel entering the area the conditions that exist within LTS. Green, Amber, and Red lights declare the type of condition. Green: No operations are in progress. Amber: All operations are in progress. Red: TRACK VEHICLES ARE MOVING. For safety purposes, the SIAD Commander has declared all personnel must sign in prior to entering this area.