

The Challenge

Sierra Army Depot, Herlong, Calif.

February 2010

Vol. 66 No. 2

TACOM LCMC welcomes its 32nd Commanding General

By Bill Gattie and Don Jarosz
TACOM LCMC Public Affairs

In a formal ceremony held January 29, at Selfridge Air National Guard Base, Maj. Gen. Kurt J. Stein took over as the 32nd commander of the U.S. Army TACOM Life Cycle Management Command (LCMC), succeeding outgoing commander Maj. Gen. Scott G. West.

A large crowd was on hand to witness the occasion, including members of the West and Stein families, Congressman Sander Levin, Mayor Barbara Dempsey of Mount Clemens, former AMC commander, retired Gen. Johnny Wilson, other general officers, active and retired, members of the Senior Executive Service, officers both active and retired, command sergeants major, noncommissioned officers and Soldiers, leaders from many industry partners, Department of Army civilians and family members.

Officiating at the ceremony was the commander of the U.S. Army Materiel Command, General Ann E. Dunwoody. TACOM LCMC Command Sgt. Maj. Otis N. Cuffee, was the noncommissioned officer in charge of the color guard which bore the national, United States Army, and TACOM LCMC colors. The U.S. Army Materiel Command Band, from Aberdeen Proving Ground, Md., was on hand to provide the music for the ceremony.

The change of command ceremony is an ancient military tradition that dates back to the earliest days of the U.S. Army at Valley Forge.

The change of leadership between the outgoing and incoming commanders is signified by the passing of the colors.

Stein previously served in Iraq as the Deputy Chief of Staff, Multi-National Force – Iraq, Combined Joint 1/4/8. He entered the United States Army as an enlisted Soldier in October of 1976 and achieved the rank of Staff Sergeant. In 1982,

he was commissioned as an Ordnance Officer from the Officer Candidate School at Fort Benning, Georgia. He has commanded at every level from company through theater support command, and held a wide variety of important staff positions.

Dunwoody told the audience that “the TACOM Life Cycle Management Command is about delivering capabilities that save lives and delivering these capabilities quickly and at best value.”

Stein received a warm welcome by the workforce and he told the crowd how excited he was to be at TACOM. “I can say without any hesitation that this command has a great reputation of meeting the needs of the Warfighter on time, every time,” Stein commented. “You are members of a world class service and I thank you for your service.”

West had served as TACOM commanding general since April 2008. During the ceremony he retired from the Army after over 33 years of active duty service. West told the audience “Today I return to that society that I have had the privilege to serve. I come back better than I could have been without my service ... and I thank you for that privilege.”

Following the ceremony, there was a reception welcoming Stein and his family to the TACOM LCMC community. We would like to wish them success as they begin their new assignment.



First visit to Sierra after assuming command of the TACOM LCMC

By Lori K. McDonald
Public Affairs Officer

The U.S. Army TACOM Life Cycle Management Command (LCMC) commanding general made his first visit to Sierra Army Depot (SIAD) on Feb. 9 & 10, to gain firsthand knowledge of the depot's operations.

Maj. Gen. Kurt J. Stein, Commanding General, TACOM LCMC, along with Mr. Michael Viggato, Deputy to the Commanding General was greeted by Lt. Col. Joseph G. Dalessio, SIAD commander upon their arrival. After a luncheon with senior members of Dalessio's staff, Maj. Gen. Stein and Mr. Viggato watched the depot video followed by a command briefing and open discussions regarding the depot's goals, the upcoming OIF retrograde surge and future focus areas for the depot.

The next part of the visit had Maj. Gen. Stein and Mr. Viggato walking through several of our mission operations areas. The first stop on the tour

was at our combat vehicle storage and management area, dubbed the “Army's Combat Vehicle End of First Life Center”.

Here, the group listened in great detail about the process involved to receive, account for, and manage the more than 8,000 ground combat vehicles on depot. Mr. Donald Olson, Deputy to the Commander at SIAD, spoke about the inherent value returned to the Army (Organic Industrial Base Reset activity and individual unit readiness, as well as dramatic cost avoidance to the Army) through recent combat vehicle parts reclamation efforts. He further explained the process followed when a combat vehicle arrives on depot,



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Commander's View

This past month I signed and approved the depot's financial award policy (SIAD Policy No. 690-7) for fiscal year 2010 (1 Oct 2009 to 30 Sept 2010). I ask that each of you obtain a copy of this document so you are aware of eligibility requirements. One of the major incentives covered in SIAD Policy 690-7 is the Group Achievement Program award (GAP). The GAP is intended to award qualified SIAD employees with a payout for collective efforts in successfully meeting or exceeding each of the following four metrics/elements; the Net Operating Result (NOR); the Lean Savings Goal; the Productive Yield Goal and the Safety Goal. 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.

NOR is defined as revenue minus expenses. Our target for FY10 is \$12.4M. If we meet this target, the GAP award payout would be \$300 for all eligible employees. If



Lt. Col. Joseph G. Dalessio

we meet the target of \$12.8M, the payout would be \$400 and if we meet the target of \$13.2M, the payout would be \$500 (the payout ceiling).

The Depot Lean Savings Goal is a result of the savings and/or cost avoidance associated with the Lean events, Process Improvement Projects and Value Engineering initiatives conducted throughout the

year. Our target this fiscal year is \$3.559M. If we meet this target, the GAP award payout would be \$300 to eligible employees. If we meet or exceed a savings target of \$3.909M, the payout would be \$400. If we meet or exceed a savings target of \$4.259M, the payout would be \$500 (the payout ceiling).

Productive Yield Goal measures the regular direct hours produced by the Mission direct-coded personnel. If we meet the 1615 hour target, the GAP award payout would be \$300 for each eligible employee. If we meet the 1622 hour target, the payout would be \$400. If we meet or exceed the 1630 target, the payout would be \$500 (the payout ceiling).

The Depot Safety Goal 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

(SIAD man hours) during the period, minus overtime hours. SIAD's target is 3.3 Case Rate or below for the fiscal year. If we meet this target, the GAP award payout would be \$300 per eligible employee. If we meet or exceed a 2.9 Case Rate, the payout would be \$400. If we meet or exceed a 2.5 Case Rate, the payout would be \$500 (the payout ceiling).

What an incredible opportunity to earn some "extra" cash. Success will be realized if we remain vigilant and focused on our day-to-day tasks and functions. In terms of Safety and Lean/Value Engineering initiatives, if you have a suggestion or you think there is a better business practice/method out there, let's talk about it!

To the SIAD Workforce, thank you for who you are and what you stand for. Stay safe and take care of yourselves and your teammates.

**PRIDE
IN
EXCELLENCE!**

THE UNION'S POSITION- AFGELocal 1808

By Garry Garrett
AFGE Local 1808 President

AGREEMENT BETWEEN SIERRA ARMY DEPOT AND AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES (AFL-CIO) LOCAL 1808 AFGELocal 1808

You're bargaining Unit Rights as a Federal Government Worker:

JOB ASSIGNMENTS: ARTICLE XIX

Section 19.1. Job Descriptions. The Employer will furnish each employee with a copy of his/her current job description upon appointment and position change. The duties listed in job descriptions are not set forth for purposes of limiting assignment of work. They are not to be construed as a complete list of the many duties normally to be

performed or those to be performed temporarily outside an employee's line of work. The duties and responsibilities in job descriptions are to be used in developing performance standards, critical elements, and in deciding on training courses related to the work.

The immediate supervisor will review and discuss the job description with the employee annually, or at the employee's request, to determine whether it accurately describes the duties performed by the employee or when there is a change of duties. The Employer will discuss any changes it contemplates in the employee's job description with the employee

prior to initiating such changes.

Section 19.2. Job Classifications. Jobs will be graded in accordance with classification standards. When



an employee alleges that the duties

they are performing are significantly different than those identified in their job descriptions or that their job is not properly classified, these standards will be available for review by the union and the employee. The Employer will provide information on the appeal rights and procedures set forth in applicable rules and regulations and/or this Agreement. The Employer agrees that as positions are classified; using the appropriate evaluation systems, the employees to be affected will be advised of the significance and the impact on their respective positions.

Section 19.3. Work Assignment. The "other duties as assigned" statement will not be used to assign work, on a recurring basis, that is not normally related to the position, or

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The Challenge

Depot Commander/Publisher _____ Lt. Col. Joseph G. Dalessio
Public Affairs Officer/Editor _____ Lori K. McDonald
Photographer _____ Lloyd Gubler



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New Hires at SIAD

As you go about your day to day operations, in some type of fashion you have probably come in contact with one or several new employees. Take a few minutes to welcome these individuals to the Depot. Here are a few more names to be added to the welcome list.

Gaylene Chandler
Pedro Cortez
Daniel Darnell
Michael De La Rosa
Mary Edenfield
Christopher Farr
Pamela Fleming
Michael Frohrib
Michael Gohde

Victor Graham
Matthew Hall
Kenneth Keyes
Kristin Kirkland
Paul Knipple
Rndall Olsson
Sheila Oliver
Amanda Page
Paul Plemmons, Jr.

June Rakestraw
Wesley Reeves
Charles Roach
Karen Rodriguez
David Rose
Tina Terpeney
Richard Ward
Don Williamsem, Jr.
Donald Yancey



The Sierra LMP Beat

By Barb McGee
LMP Business Transition Lead

The Warfighter is the primary focus and reason for implementation of the Logistics Modernization Program (LMP) by the Army Material Command (AMC). The Army realized there were issues in both Iraq and Afghanistan with not getting supplies there quick enough to support the Warfighter. The problem was determined to be seams in the supply pipeline from the strategic, to the operational, to the tactical level. The Army has been using outdated business processes, old software and old hardware that additionally are expensive to maintain. There were many sources of supply information but they were not connected or integrated so no one could see the true supply chain picture.

The Army is a huge enterprise requiring ammunition, weapons, tanks, trucks and parts to maintain their mission. Imagine being in harms way or on the battle field and having to worry about whether critical supplies and equipment will be there. LMP provides the capability to ensure supplies are in the hands of the Warfighter as fast as humanly possible. LMP is truly cutting edge, world class logistics support to the best Warfighter and the best Army in the world.

LMP is a paradigm shift in the way the Army is approaching logistics and supply chain business

operations. LMP is the largest web based Enterprise Resource Planning (ERP) implementation the world has ever seen. LMP is integrated with and connected to 280 plus systems and provides real time transactional data. All LMP users see the same data at the same moment in time. It provides asset visibility and availability of inventory within the supply chain to all LMP users. It is transforming the Army's supply chain business to become more responsive and flexible. The LMP solution can complete a supply chain process in a matter of hours which currently via old legacy systems such as SDS can take days.

LMP implements SAP (Systems, Applications, and Products) software that integrates business processes in "our" enterprise. LMP provides the capability to manage Supply, Demand, Inventory, Asset Availability, Distribution, Financial Control, Program Management and Reports.

Sierra is part of the third round of deployments (D3) with "Go Live" scheduled on Oct. 13, 2010. Go Live at Sierra means the Standard Depot System (SDS) will be turned off and LMP will be the functional operating system to process all transactions and execute program management. The D3 implementation will be the largest deployment of LMP to date with 23 sites coming online. It is projected that when fully implemented there will be 9,000 LMP users at the TACOM LCMC loca-



tions including Sierra Army Depot, Warren, Anniston Army Depot, Red River Army Depot, TACOM-Rock Island, Rock Island JMTC, TACOM Natick, and Watervliet Arsenal.

This is an exciting time to be a part of the implementation of the

Logistics Modernization Program at Sierra. It will truly change how Sierra does business in the very near future. YOU are an integral part of making LMP successful at Sierra. Together we need to Communicate, Participate, and Train.

THE NEW LANGUAGE OF LMP

This month the feature terminology crosswalk is for the ACQUISITION business operational area. The chart defines Legacy terms we use today and the new language of LMP.

ACQUISITION			
LEGACY TERM WHAT YOU CALL IT TODAY	LEGACY ACRONYM	LMP TERM WHAT YOU WILL CALL IT TOMORROW	LMP ACRONYM
NSN / NIN / Part Number	NSN/NIN P/N	Material Number	
Federal Supply Class	FSC	Material Group	
11.19 Screen in SDS		Purchasing Information Record	PIR
A place where materials are produced, procured or goods and services are stored.		Plant (5940 & 5941)	
Customer Document Number		Purchase Requisition	PR
Document Number		Purchase Order	PO
Cataloged Item		Material Master	
Bill of Material	BOM	Provisioning Bill of Material Manufacture Bill of Material Remanufacture Bill of Material	PBOM MBOM RBOM

Safe Driver Awards



Container & Asembly Directorate



Ammunition Directorate



Directorate of Risk Management



Assest Management Directorate



Directorate of Base Support

CYS Monthly Update

The Child Development Center is pleased to welcome two new Child and Youth Program Assistants to our program. They are, Christopher Farr and Sheila Oliver.

The Infant Room continues to explore new possibilities every day and offer lots of smiles and hugs. Miss Jolie has a "Lit Graduates Board" for the parents to view with pictures of children who have transitioned into the Toddler room. You will see many changes as the caregivers continue to provide developmentally appropriate environments to meet the needs of the children as they grow and mature. Weekly planning and individualized schedules for infants are always of the upmost importance.

The Toddler room has created a fantastic Valentine. It is hand painted and an excellent example of how they have used their fine motor skills. It is displayed in our hallway. They have also explored many new activities from snow and bubbles and water in the sensory table.

The Preschool class is doing a "Study of Clothes" this month and they already have an interesting display of items. They will be learning about fabrics and clothes of all sizes and types. They have clothes from "Around the World" as

well as vintage items and costumes. They have a ball gown that lights up, lederhosen, ponchos, shawls, raincoats and many other interesting samples. The children will examine fabrics and discuss how clothes were made yesterday as well as today. At the end of the study there will be a special event to show parents what they have learned.

The fourth and eighth graders learned to make flower corsages. The teachers enjoyed wearing them. We had a scavenger hunt for Black History Month and learned some interesting facts. The weather is getting warmer and there are some minimum days and planned snow days so be aware and on the lookout for kids when you are driving around. Spring break is early April so think of some field trips and bring ideas to the March parent Advisory Meeting. Grades kindergarten through third will be working on a science fair project for the month of March.

Our program has spaces available for some age groups and is still maintaining a waitlist in others. If you should have any questions on enrollment, call the Parent Central at 827-4696 for information.

Production Dedication

The Depot's production for February is dedicated to U.S. Navy Petty Officer 2nd Class Joshua M. Vanderley, 28, a native of Susanville, Calif.

Vanderley is a 2000 graduate of Lassen High School in Susanville and shortly afterwards, enlisted in the Navy.

In January, he deployed to Afghanistan as a field medic with the Marines. This was his second deployment; first was in Iraq. Prior to his deployment, Vanderley was stationed with the Naval Construction Battalion Center in Port Hueneme, Calif.

He is the son of the late Lori Messenger, grandson of Deborah and Dennis Richardson and brother of Christa (Kiel) Wilcox. Both Richardsons and Wilcox work on depot for Mission Operations.

Sierra Army Depot continues to acknowledge local servicemembers each month who are in a deployed status by dedicating the monthly Depot production to them. This is just one way team Sierra can show their appreciation and express their gratitude to the men and women who generously have volunteered to step forward to defend our country. We thank you for your selfless service to our nation.

If you have a loved one or know of someone that is currently deployed or soon to be deployed, and would like to have him or her recognized, contact the Public Affairs Office at (530)827-4343.



Moving on to new careers



Tammy Gage, left and Marsha Olsen were honored during a farewell luncheon earlier this month at the CYSS. Gage accepted a position within the contracting office, while Olsen accepted a position at a CYS facility in Monterey, Calif. Best wishes to both ladies on their new adventures.

Sierra Army Depot Civilian Welfare Fund (CWF)

Do you have ideas to improve our work environment or the morale of your coworkers but just don't know who to address? Try contacting the Sierra Army Depot Civilian Welfare Fund Council. The CWF Council is a volunteer organization that works to address the morale and welfare needs and requests of our civilian workforce. Throughout the year, the CWF plans, funds and sponsors activities and programs such as Employee Appreciation Day, holiday office parties and the Blue Collar Ball to satisfy the needs and

desires of the workforce.

Did you know that you can volunteer to serve as a member of the Civilian Welfare Fund? The CWF is currently seeking volunteers from each division and tenant organization to provide a voice from each respective area. We welcome your insight to better serve our workforce. This is your opportunity to voice your thoughts and ideas and see your proposals carried forward.

If you are interested in joining the CWF Council, please call your closest representative.

Risk Management	Melissa Baptista x4472	Movement	Tim Stout x4480
DPW	DeDe Mitchell x4455 Heather Boatwright x5273	Maintenance	Amber Jones x4433 Kay Ingram x5167
Garrison	Dawn Huckins x5125	Inventory	David Mosher x4299
Ammo	Jackie Russ x5156	LSMD	Crystle McEntire x5226
PP&C	Lindsey Jones x5153		

Customer Service is not a Department, it's an Attitude!

By Mary Deming,
Training Instructor

When you think of customer service what pops into your head? Great service, bad service, no service? Many seem to think it's that department in the back of some store where you bring your complaints or try and get a refund. But customer service is much more than that. Many people believe customer service training is for the front line employee only since they are the face of a business. It might be the cashier at the supermarket, the young man behind the counter handing you a hamburger. Maybe it's the operator on the other end of the phone after you've waded through 15-minutes of holding on the line while listening to elevator music. Good customer service must be

a co-worker, or someone who depends on us to provide an answer or a service. Internal customers don't have a choice of going somewhere else. If there is a problem with your leave balance you'll become the customer of the payroll department. In short, an internal customer is anyone within an organization who at any time is dependent on someone else within that organization.

Would you rather deal with someone who has a positive attitude? Someone who treats you like you're their number one customer? Or do business with a co-worker who makes no secret of the fact that they'd really rather be doing something else? Great internal customer service is simply put, good business. It creates an environment of coopera-

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which will result in a misassignment. When it becomes necessary to assign employee(s) to duties which are not related to the regular position, supervisor (s) will explain the reasons and expected duration of the job assignment to the employee involved.

DETAILS: ARTICLE XXI

A detail is the temporary assignment of an employee to a different position for a specified period, with the employee returning to his/her regular duties at the end of the detail. The Employer may detail employees when such action will relieve a temporary shortage of personnel, will reduce an exceptional volume of work.

Details over thirty days When it is necessary to detail an employee to another position or other major duties on a full-time basis for a period in excess of thirty (30) calendar days, the supervisor will prepare and forward, through channels, Standard Form 52 requesting such detail to the (CPAC) Officer for approval in accordance with applicable regulations. One copy of the approved action will be furnished to the employee, through the supervisor. Official details of this nature will not exceed 120 days without prior approval from CPAC. Competitive details will be made in accordance with appropriate regulations.

Where competitive detail is not used, and the experience resulting from the detail would be qualifying for placement to a supervisory position, or a higher grade position, the supervisor will give all qualified candidates under his supervision equal opportunity to participate. This doesn't mean that the Supervisor details an employee of his/her choice and not provide other quali-

fied candidates an equal opportunity to participate in a detail assignment. I have observed management assign an employee to a detail position for a specified period and at the end of that detail period, they "Fly" the position, without giving the other qualified candidates the same equal opportunity. Or just give the position to an employee of their choice without announcing the position.

Supervisors and Managers cannot, through the official discharge of their duties, show Favoritism to any particular employee or group of employees. AR 600-50 states "... DA personnel will avoid any action—whether or not specifically prohibited by this regulation, which might result in or reasonably be expected to create appearance of giving preferential treatment to any person or entity..." Therefore, supervisory decisions related to personnel management must not only conform to legal and regulatory requirements, but must also avoid the appearance of Favoritism, Nepotism, or Preferential treatment.

Qualified candidates are those employees who:

- (1) Have the ability to do the work;
- (2) Are not otherwise disqualified because of disciplinary or performance problems, properly documented.
- (3) Details of one day or more will be recorded in the employee's record kept by the supervisor.

Remember Union meetings are held the first Tuesday of each Month. Providing it is not an Election Day, the meeting will be the following Tuesday. If you have any question about this article or any other union issue, contact the Union Office at 827-5375

Sierra Training Department presents...

Delivering Quality Customer Service

Customer Service – It might come in the form of someone waiting on us quickly and enthusiastically, or hearing a cheerful voice saying, *I'd be glad to get that for you.* It includes being courteous and respectful, having a positive attitude, using positive communication, and working together as a team.



Your Depot Civilian Training Team is developing a workshop to assist you and your staff in going from average customer service skills to *Awesome!*

Classes will be starting soon! If you are interested in signing up and reserving a spot, please contact Ms. Babe Fain at ext. 4800 or e-mail her at Babe.Fain@us.army.mil

a total commitment not just for front line folks, but every employee, from packers, to admin personnel, all the way up to Headquarters. Everyone here on the Depot has a customer, and in most cases, everyone here is a customer.

The training team on Sierra has developed the class, "How to Deliver Quality Customer Service." The first class was customized and presented to the enthusiastic staff of the bowling center. Every single day they deal with customers. They might be from the Depot or folks from the local community. In most cases they are customers who might be happy, hungry, in a rush, or having a bad day. But in all cases they expect good food, but they also really want good service. The staff at the bowling center primarily deals with the external customer. If they don't like the product or service they will take their business elsewhere.

An internal customer can be anyone on the Depot. This can be

tion and open communication.

This training class was designed originally for the Depot's foodservice and hospitality business dealing with the external customer. But the skills taught are easily translated to the internal customer here on the Depot. You can start on your own by recognizing your fellow employees as your customers. Helping them assists you and the Depot. Treat them like VIPs and not just an interruption in your day. You will also find that many times when you help others it might encourage them to assist you when you need it. Never forget the small ticket items that reap big rewards such as saying "please," and "thank you."

Life is stressful enough and wouldn't it be nice to have a little less stress on the job? Trust me, these tips work. If you would like to learn more, then you might want to sign up for a future class, contact Babe Fain, Training Division at 827-4800 or e-mail her at Babe.Fain@us.army.mil.

Room For Rent

Roomate(s) wanted to share 3,500 sq ft semi custom home in Spanish Springs. Three bedrooms, two baths and a private laundry room available to rent. My home is located in a cul-du-sac, has child care just around the corner, custom gourmet kitchen, fenced yard and ample storage. Male or Female ok. Call Bill at 775-219-6019.



EEO/Diversity Update

Black History Month

Theme: The History of Black Economic Empowerment

Honoring the History of African Americans and their contributions to America's economy

National African American History Month, also known as Black History Month, is celebrated each year in the month of February to recognize and appreciate the contributions African Americans have made to this nation in their struggles for freedom and equality. The Association for the Study of African American Life and History (ASALH) develops the national observance theme for African American History Month. The theme for 2010 is "The History of Black Economic Empowerment."

Peter Hemmer, Department Equal Opportunity Management Institute (DEOMI) illustrator designed this year's Black History Month illustration. "The poster provides a visualization of the time when African Americans toiled in cotton fields as slaves - and with the Emancipation, and equal opportunity for all, how all avenues of economic empowerment opportunity are available today in American life."

The theme of economic empowerment highlights one of the most central elements of the more than 300-year experience of African Americans in America. The role of economic empowerment from the beginning until now, from economic impoverishment to prosperity, from economic despair to faith, from owing to owning, has been the most visible indicator of the status of the African American community on the road to success. One stop along that economic road worth mentioning is Black Wall Street, where 15,000 African American citizens thrived in a 36-block business district in Tulsa, Oklahoma. At the turn of the 20th century, this same section of town housed over 600 black owned and operated businesses.



Lynette Hall
EEO Manager

Black Wallstreet, often called Little Africa, consisted of hundreds of black businesses functioning on local, national, and international levels. Little Africa embodied over 21 churches, 21 restaurants, 30 grocery stores, 2 movie theaters, libraries, schools, pawnshops, law offices, jewelry stores, a hospital, bank, post office, bus system, and six private airplanes. On Black Wallstreet, the dollar circulated 36 to 100 times, sometimes taking a whole year to leave the business district in North Tulsa.

The Black Wallstreet experience was the result of a community collectively fighting being excluded from the mainstream economy. Although Black Wallstreet represents a high-water mark in the history of African American economic empowerment, there is still much work to be done today to complete the task of applying individual wealth-building practices to develop a solid African American economically empowered investor base.

In concert with emphasizing quality education and in support of Presidential Executive Order 13256, the Department of Defense (DoD) theme for 2010 African American History Month Observance and Outreach Program is "Reaching Out to Youth: A Strategy for Excellence." All DoD organizations are encouraged to conduct events and activities in February observing National African American History Month.

To learn more about the origins of Black History Month and this year's theme, please visit the website of the Association for the Study of African American Life and History at <http://www.asalh.org>.

Relevant African American Facts (from U.S. Census Bureau News, December 02, 2009) as follows:

Serving Our Nation:

* 2.3 million - Number of single-race black military veterans. More

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LEAN into my CORNER

As anyone who has had any exposure to Lean thinking knows (and that includes most employees here at SIAD), the central point of Lean is finding waste and removing it from our processes. However, we all tend to get into a "comfort zone" when performing our daily duties. It's really easy to lose the critical eye we need to continuously improve our processes.

To be a truly Lean organization, it's crucial that we are willing to assess our workplaces from fresh perspectives. Specifically, we should look at our processes through the eyes of our customers. We tend to forget that the customer is the main reason our jobs exist in the first place. We should do everything we can to make that customer as happy as possible. So how do we do that? We do it by delivering our products or services on time, within customer specifications, and as cheaply as possible. More to the point, we do it by taking waste out of our processes.

Most Lean experts categorize waste into seven or eight different types. The waste we identify in our processes here at Sierra, however, typically falls into just five categories: motion, overprocessing, waiting, transportation, and injuries. These are all fairly easy to recognize.

Wasted motion often occurs when a process has been arrived at over a long period of time. Say a mechanic has a specific job to do at a designated workstation. Every time that mechanic leaves his workstation to retrieve a part or a tool, he is wasting motion. Since this translates into time, it's not too difficult to actually measure the waste in dollars. If the necessary parts and tools are laid out at the workstation when the job begins, that waste can be avoided. There are limits, of course. For example, some tools are large and/or expensive and must be shared among several workers.

Overprocessing is sometimes hard to control. It usually happens when workers attempt to "go the



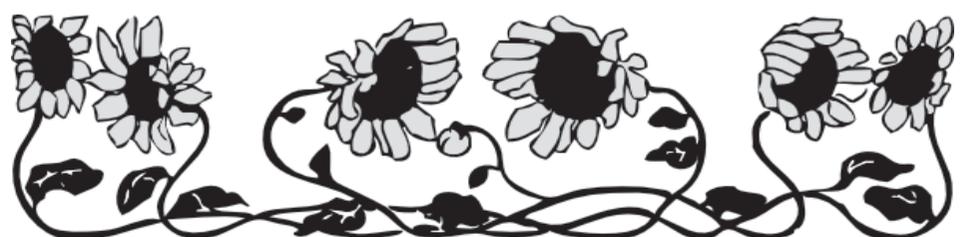
William Deming
QEO Chief

extra mile." They turn out a product or service that is even better than the customer asked for. Unfortunately, the customer won't pay for work they didn't ask us to do. So while the extra effort may be well-intentioned, it's still waste.

Waiting is a very common form of waste. It happens when a worker has to wait for an earlier step in the process to be completed before they can perform their step. We can address this type of waste in different ways. First, we can redistribute workers so more people are working on the slower step. If this isn't possible, we can sometimes assign other work to the waiting worker(s) so they are productive while waiting for earlier process steps to be completed.

Transportation waste happens either when we move items around when it is not necessary or when we move items farther than we need to. This can mean moving actual inventory around unnecessarily but it doesn't have to. In a couple of recent Lean events, we were able to save tens of thousands of dollars by sending paperwork electronically rather than physically carrying it from one part of the Depot to another.

The final waste—workplace injury—doesn't really need discussion here but we must always keep safety in mind in all our processes. There's a lot of "low-hanging fruit" out there when it comes to waste. When you add up the minutes and hours we spend needlessly on wasted effort, you quickly realize that it can translate into very substantial savings.



HISTORY (From Page 7)

military veterans are Black than any other minority group (2008).

Education:

* 83% - Percentage of single-race blacks 25 and older who had at least a high school diploma (2008)

* 20% - Percentage of single-race blacks 25 and older who had a bachelor's degree or higher (2008)

* 1.4 million - Number of single-race blacks 25 and older who had an advanced degree (e.g., master's, doctorate, medical or law [2008])

* 2.5 million - Number of single-race black college students in fall 2008. This is roughly doubled the corresponding number from 15 years earlier

Businesses:

* \$88.6 billion - Revenues for black-owned businesses (2002)

* 1.2 million - Number of black-owned businesses (2002)

* 10,716 - Number of black-owned firms operating with receipts of \$1 million or more (2002)

* 969 - Number of black-owned firms with 100 or more employees in 2002. These firms accounted for 1 percent of the total number of black-owned firms in 2002, or \$16 billion.



STEIN (From Page 1)

the visibility/accountability provided to the equipment owner, and the extensive "goodness" that the Army has yet to realize with this program.

The end of the first day's visit allowed time for Maj. Gen. Stein to operate one of the depot's locomotives and a superstacker container handler (he received a certificate to operate both).

The next day began with an in-depth overview of the LMP process and what Sierra is doing to prepare for the "Go Live" date in October. Maj. Gen. Stein asked the LMP group if they are sharing the different processes they have accomplished with his staff and other installations. He stated that all depots and arsenals should be sharing their ideas so we are not constantly reinventing the wheel.

Upon departing the LMP University site, the group traveled to the Container and Assembly directorate where Maj. Gen. Stein and Mr. Viggato walked through the water and fuel assembly area, and the Reset operations for the Reverse Osmosis Water Purification Units, Lightweight Water Purification systems and the Tactical Water Purification systems. Maj. Gen. Stein was impressed with the extensive light maintenance capabilities, and op-

erations to build and assemble new fuel and water systems for the Army. Before he left the area, he helped one of the crews demonstrate the proper operation of a heat-shrink gun to seal a pump assembly that had just completed the Reset process.

The remainder of the day was spent touring the SWA Reverse Pipeline Initiative operation (AJ1) established to support equipment retrograde and redistribution. Mr. John Dingman, AJ1 Director, discussed the amount of material that is received and processed on a daily basis, as well as the extensive capacity to "do more" in support of the projected surge of excess material that should come from SWA retrograde operations.

Maj. Gen. Stein was impressed with the procedures and capability to receive and manage the material from SWA, accurately process it to record, and subsequently ship the assets to warfighters to meet their demands.

He expressed concern with the relatively small number of containers currently earmarked for shipment to Sierra, and agreed that the units in Theater must increase the pace of filling containers with material and shipping to Sierra – in order to support the Army's projected timeframe to get units (and their equipment)

out of Iraq.

Dingman continued to walk through the receiving and shipping warehouses where the majority of the depot employees work. Dingman briefed Maj. Gen. Stein and Mr. Viggato that once items are inventoried and given a condition code, they are then keyed into the Army's largest SARSS SSA operation dedicated to receiving and managing excess "dirty stock".

Once these items are loaded into the system, they become visible by anyone within the Army. Organizations then submit a requisition to begin the process of acquiring any of these items. Once a material release order is received, the depot pulls the item from a specified storage location, packages and ships the material to the designated location. All this is done in a quick turn-a-round process.

Next was a quick walk through of the Organizational Clothing and Individual Equipment (OCIE) operation to look at the new Reserve Component mission the depot began last year. The final stop for the day was to show Maj. Gen. Stein the building that is ready to receive and store the Non-Standard Equipment mission once containers begin arriving on depot.

Maj. Gen. Stein closed out the visit by thanking Lt. Col. Dalessio and the employees for all their hard work and what they are doing to support our Soldiers in the field. He looks forward to providing the depot with any and all the support he can in the future.



Maj. Gen. Stein is provided all the proper personal protective equipment needed to operate the heat-shrink gun to seal a pump assembly unit after a Reset process was completed on it.

Ban on USB devices in Army remains -- for now

By C. Todd Lopez

WASHINGTON (Army News Service, Feb. 19, 2010) -- The ban on using USB devices on military computers remains, for now, in the Army -- despite a partial lift of the original ban by U.S. Strategic Command.

USSTRATCOM issued a tasking order to services and concerned parties, Feb. 12, that allows the services to loosen restrictions on use of USB and flash media devices. Individual services, however, may continue the ban until they feel their networks are adequately equipped to deal with the threats posed by the portable storage devices.

The official word from the Army Global Network Operations Security Center is "we are currently conducting mission analysis in order to provide guidance for the

Army's safe return of thumb drives and flash media."

According to the AGNOSC, there are conditions that must be met prior to the lift of the ban. Those conditions include, but are not limited to ensuring that users are only using government-approved and purchased devices and that Army networks are properly configured.

The U.S. Strategic Command implemented a ban on USB storage devices in November 2008, to include such things as memory sticks, thumb drives, and camera memory cards. That ban was partially lifted by their tasking order Feb. 12.

The USSTRATCOM com-



mander has "approved a Communications Tasking Order directing that the limited use of memory sticks, thumb drives, and camera memory cards (commonly called 'flash media,') be restored on Department of Defense computers after the verified implementation of certain procedures and operational practices," according to guidance from the U.S. Strategic Command.

The procedures are meant to ensure that malicious code that can be present on USB memory devices is prevented from infecting DoD computers.

"Until all conditions are met, the ban on the use of removable flash drives will remain," said AGNOSC.

