

# The Challenge

Sierra Army Depot, Herlong, Calif.

May 2010

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## Developing next generation of Afghan workers



### Kelley Murray PRT Program Manager, Afghanistan

KABUL - As a group of U.S. Provincial Reconstruction Team (PRT) engineers arrived to tour a school compound under construction in a village in the eastern region of the country, an Afghan QA named Shaida Wali met them at the gate and led them inside.

The man pointed out the most recent work completed by a team of Afghan construction workers to project engineers. He guided them through the heavily constructed building, noting the quality and progress of the electrical system, the plumbing system, well houses, boundary walls and other aspects of the job. Likewise, he also pointed out deficiencies in the construction. The man also served as a translator between the PRT personnel and the construction crew's foreman and workers, who all spoke Dari. After wrapping up the inspection, the Afghan man and their armed security team moved onto similar projects in the near-by villages. Shaida Wali serves as a quality assurance inspector for the PRT which has oversight of millions of dollars' worth of construction projects in the eastern region of Afghanistan.

In all, 30 Afghans work in professional capacities as part of the PRT's human capital development initiative in Afghanistan. Some work primarily in PRT offices, while others work primarily in the

field. Similarly, other PRT offices in the east district of Afghanistan tap the local workforce. Quality assurance inspectors review and report the status of PRT projects across the country. For some projects in distant locations, they are the only representatives of the PRT to visit the sites. The intent of the program is two-fold; Afghan workers extend the PRTs ability to build infrastructure projects in the country, which is the size of Texas and more importantly, the program is helping develop a new generation of Afghan workers with job skills that languished during three decades of war. Afghanistan has a labor force of 15 million people, but 40 percent are unemployed, and 53 percent of the country's population lives below the poverty line. This is according to the 2010 edition of The CIA World Factbook, which compiles statistics about countries worldwide. In that type of economy job skills are priceless and skills transcend wages. Once workers gain that knowledge, they have it forever. Knowledge allows them the opportunity to earn a better living and to pass on a trade or this better living to their children. The thinking is that after the coalition's multi-billion-dollar rebuilding efforts in Afghanistan

come to completion, the skilled Afghan workers will remain and be available to work on new private-sector construction jobs. Afghans aligned with the PRT are eager to learn new skills and they're attuned to the PRTs interests. They're very interested in what we are doing and they actually do a pretty good job with respect to quality assurance, workers getting paid, and safety. If they get any pushback or problems, they let us know. Part of that success is spurred by close interaction among American PRT personnel and Afghan hires. Americans and Afghans work side by side both in the office and in the field. Furthermore, PRT personnel present monthly seminars on specialized topics such as electrical codes, reading architectural plans, and computer-aided drafting. Simply working in the same setting spurs meaningful development.

What I have noticed during my almost nine months here is that their English speaking ability has just soared. Some of them could just speak one or two words when I got here. It is the daily interaction with our folks, both in a working environment and a social environment. The PRTs are making plans to increase social interaction with regularly scheduled lunches for all members of the staff. This direction stems from General Stanley McChrystal's counterinsurgency guidance. General McChrystal, the commander of international forces in Afghanistan, wrote in August 2009 that conflict in Afghanistan will be won by gaining the support of the population, rather than by destroying the enemy. The relevant passage of the general's message states: "Live, eat, and train together, plan and operate together, depend on one another, and hold each other accountable – at all echelons down to soldier level. Treat them as equal partners in success." This will present ideal opportunities for meaningful social interaction. We can just talk about their hopes, dreams, aspirations, and how they feel about the coalition effort

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## Commander's View

The Logistics Modernization Program (LMP), with its 21st Century Automation Technology and industry proven "Best Business Practices", will provide SIAD with real time transactional visibility to better manage our processes and more importantly provide unparalleled support to the warfighter.

Preparation activities for the deployment of LMP at the depot have been truly multifaceted. In terms of the accuracy of transactional data, information in the Standard Depot System (SDS) may not migrate into LMP without some format adjustments. In order to identify and correct these "transfer errors" before our 13 October 2010 "Go-Live" date, SIAD will be participating in three trial load exercises. Through the combined efforts of the Logistics and Asset Management Directorates in Mission, and the LMP Data Quality Division, the current accuracy rate for our master data is 80% and we continue to make notable progress.

Another important process in



Lt. Col. Joseph G. Dalessio

LMP is the development of formalized Routes and Bills of Material (BOM) required to support each program (whether it be APS, COSIS, reset, maintenance, or assembly) at SIAD. A Route is the start to finish or "end to end" program work flow. A BOM is a list of the raw materials, assemblies, components, or parts and the quantities of each

needed to manufacture an end item (i.e., a ROWPU, FAWPSS etc...). A more complex program may require multiple concurrent Routes and more complex BOMs. BOMs are derived from a Material Master Data that must be accurately loaded into LMP. Approximately 300 Routes and BOMs have been identified to support SIAD programs. Due to the combined efforts of PP&C and the LMP Production Engineering Division, SIAD has already produced 265 Routes and 154 BOMs.

Training in "How to Use" LMP is as important as the accuracy of the data in LMP. Subject Matter Experts from every depot business area/directorate are presently receiving or will receive hands on training prior to 18 June. These subject matter experts or "Expert-Users" in LMP will assist the LMP Training Cadre in educating the remainder of the identified LMP "End-Users". End-User training is scheduled to start on 12 July and run through September. This training period is all encompassing. Individual users will

only attend those training sessions related to their specific role in their specific business area.

As you know, our transition from SDS to LMP is a major event. We are expending significant effort and resources to get this right but the return on investment will be huge as SIAD will accomplish its mission faster, more efficiently and better than ever! Stay safe and again, thanks for all that you do in support of the soldier.

**PRIDE  
IN  
EXCELLENCE!**



## THE UNION'S POSITION- AFGELocal 1808

AFGE tells Congress to deal now with the Backlog at the Veterans Benefits Administration.

AFGE National Secretary Treasurer (NST) J. David Cox recently urged the House Committee to help find a strategy to tackle the enormous Veterans Benefits Administration's (VBA) claims backlog. NST Cox recently testified before the House Committee on Veteran Affairs, "Now is the time to appoint a permanent undersecretary for the Veterans Benefits Administration," said Cox, who also is a former VA nurse.

The VBA, which has been inundated with benefits claims from service members returning from Iraq and Afghanistan, is facing a monumental challenge, AFGE worked closely with congressional leaders to enact legislation, P.L. 110-389,

to modernize the VBA's disability claims process by improving quality assurance, certification and training procedures, and overhauling the current work credit and work management system.

"The Veterans Benefits Improvement Act, provides many valuable tools that will significantly reduce

Inventory," said Cox. "AFGE has been frustrated with VBA's inability to fully enact the reforms presented in the Veterans Benefits Improvement Act. The urgency of putting these tools into practice grows greater with each new claim in the queue. We are facing a crisis. We need to stop rearranging the chairs on the deck of the Titanic."

AFGE also urged the Committee to ensure that VBA managers, as well as frontline employees, are provided the proper training to accurately process claims the first time.



Unfortunately, as is common now,

managers without sufficient expertise are unable to carry out quality assurance duties, leading to greater errors, which in turn lead to greater delays. Therefore, it is critical that managers pass the same certification tests required of senior claims processors.

"VBA employees are committed to ensuring that veterans receive the benefits they deserve, but current

VBA leaders are unwilling to commit to their employees by providing adequate training to master the complex skill of processing claims," said Cox. "All too often, newly trained employees are routinely denied 'excluded time' for training and are pushed into the production line prematurely."

Sen. Boxer Wins Bipartisan  
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**The Challenge**

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# The Sierra LMP Beat



By Sommer Beddingfield  
LMP Office

The only certainty in life is change. Unfortunately, more often than not, that change does not refer to what may be in your pocket or purse, but rather, a transition, conversion, modification, etc. Just think about some of the changes you've encountered in your lifetime. It can be astounding to think about the evolution of some common items, such as:

**Old**

1. Floppy disks
2. VCRs and VHS Tapes
3. Cassette Tapes
4. Black and White Televisions (without remotes!)
5. Typewriters
6. Pay phones

While many of these items may have a special place in our memories, most would probably agree that definite improvements have been made. Another change is about to take place, as the date for the implementation of LMP swiftly approaches. With the Go-Live date of October 13, 2010 only a few short months away, one would hope that its approach is not being compared to the Mayan calendar's end date of December 21, 2012, or the hysteria of Y2K. So, what should we expect?

Well, we should expect a change. Ultimately, the system that many of us utilize on a daily basis to perform our job functions will be replaced, our business processes will be reformed, and we will need to learn how to perform those job functions within LMP. Now, it is important to remember that the most critical variable in that equation is you! Why you? Because, we can have new, improved business processes in place, we can have LMP up and running on every computer workstation on depot, but ultimately if you are not

properly trained in LMP, everything else falls apart. While learning a new logistics system is no simple task, remember that the LMP CADRE Team is here to help lower the learning curve, getting you from training back to the field with the knowledge to support your workload, support the Warfighter, and in the end, have more tools in your toolbox with which to complete tasks.

As far as improvements are concerned, what are the advantages of implementing LMP? Well, to be-

**New**

- CDs, USBs, Large Hard Drives
- DVDs, Blurays and their respective Players
- CDs, mp3 Players
- Flatscreen HDTVs with Universal Remotes
- Laptops
- Cell phones

gin, LMP replaces various Legacy systems that are at least 35 years old. As we pointed out earlier, many technological advances can be made, and many items can become obsolete within a time span shorter than 35 years. Here are some of the results that LMP can produce:

- Increased accuracy and higher visibility of maintenance actions
- Easier to input purchase requisitions
- Drill-down capabilities to trace all orders within the system
- Greater material movement oversight
- National and Installation-level logistics visibility across the Army

And that's just to name a few. The warfighter continues to evolve into a more versatile, lethal force, and with the modernization of Army logistics systems and processes, LMP will support improved planning, streamlined supply and demand fulfillment, and ultimately a warfighter who is equipped and ready to respond to present and future threats.

## 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.

Roslyn Dunsmore

John McDow

## Prayer Breakfast

### May 26, 2010

## ISO 9001:2008 CERTIFIED

### PERRY JOHNSON REGISTRARS

Sierra Army Depot first received its ISO 9001:2000 certification on May 25, 2005 for the Mission side of the depot. The Mission was Re-certified for ISO 9001:2000 on May 25, 2008. More recently the Garrison side of the depot went through a registration audit for ISO 9001:2008 in early February 2010. Simultaneously, the Mission went through an update audit to the ISO 9001:2008 Standard. The end result of these audits is that the entire depot is now registered under the ISO 9001:2008 Standard. We will have a Surveillance Audit every six months for the

entire depot, and these audits will no longer take place during the close of our fiscal year.

The ISO team would like to congratulate the entire depot for all of the hard work in making this happen. We want to thank the Garrison for their understanding and cooperation. We also want to once again thank the Mission for all of their hard work and cooperation in all aspects of our audits. This has been a long hard road at times and now we have achieved this goal, we must strive to hold on to it. Congratulations to the entire depot.

### UNION (From Page 2)

Approval to Ban Taxpayer-Funded Bailouts

California Senator Barbara Boxer secured near-unanimous support on an amendment to the financial reform bill that would ban taxpayer-funded bailouts for big banks and financial institutions. The amendment passed by a vote 96-1, with Republican Senator Jon Kyl of Arizona casting the only "no" vote.

"The reckless actions of Wall Street led to painful job losses,

home foreclosures and the loss of retirement savings and consumer confidence."

Boxer said. "If there's one thing we should all be able to agree on, it is this: The American taxpayers should never again have to bail out Wall Street firms that gambled away our savings and wreaked havoc on our economy.

Union meetings are every Tuesday of each Month, unless it is an Election day, then the meeting will be held on the following Tuesday.

## Drifting along with the tumbling tumbleblocks

By Mary Deming  
Training Instructor

This is the third installment in a series of articles about all the resources available at your fingertips through Army Knowledge Online (AKO). The education and research capabilities of this website are far reaching and in this article we'll explore the learning possibilities for the little ones in your life.

Let's take a tumble into Tumblebooks. From the AKO homepage, select the Self Service tab and then select, My Library in the pull down menu. This will bring you to the AKO My Library homepage. Click on the tab called, Read or Listen to a Book. You will find three separate Tumblebook categories. First is the Tumblebooks Library for Beginning Readers. This is an online library of animated, talking picture books that help children learn to read, build vocabulary, and have fun at the same time. You'll find over 200 story-books that range from classic fairy



tales to contemporary children's books. Puzzles and Games provide educational jigsaw-type puzzles and online games and quizzes relating to the stories just read. You can even select the language you want: English, Spanish, or French. Each book shows the suggested reading grade levels. Whether you want the pages to turn automatically or you wish to do it yourself you are in complete control. You can also turn off the audio to challenge your young reader.

Tumble Talking Books is an online audio book library collection of streaming audio books that are available 24/7. Titles include unabridged high quality audio versions of classics of American and world literature, non-fiction, and fiction works, as well as children and teen books. They also offer plays and drama, including audio versions of popular Shakespeare plays. The

collection includes 65 Read-Along titles which combine large print on-line text with complete unabridged narration.

Tumblebook Readables. The heart of this collection is books that combine online text with a complete audio narration. Sentences are highlighted as they are being read and pages turn automatically. They can be viewed in 3 different text sizes. These are read-alongs for elementary, middle school, and high school students. There are currently 125 read-alongs and 100 large print online books in this expanding collection found in eight separate categories: Picture Books, Early Readers, Chapter Books, Middle School Readers, Young Adult/Teen, Children's Classics, Classics, and Shakespeare.

As you can see, your children can certainly benefit from AKO. So instead of curling up with a good book, sit in front of your computer with your children and watch the stories come alive on Tumblebooks courtesy of AKO!

## My Experience at Sierra's Leadership Academy

By Sue Cady  
Office Automation Assistant

I wanted to make you all aware of a fantastic new program that Sierra Army Depot has developed. The Leadership Academy is a hands-on, interactive, motivational program in which participants are involved in interacting with diverse individuals on the Depot. Mr. Mark Scureman, from Rockhurst University was a guest speaker at the Academy. Mr. Scureman has been teaching the art of leadership for approximately 20 years and had some fascinating stories for all of us. We also had SIAD's own enthusiastic instructors, Robert Picco, Mary Deming, Richard Martinez, and Ariana Trinidad, as well as numerous other staff members involved in this inaugural project.

This team has gathered enormous amounts of information from various sources regarding leadership. Condensing a massive quantity of knowledge and formulating a class to instruct each of us, took a vast amount of time and energy. It has already generated a great deal of excitement for the fortunate participants. We will be participating in weekly meetings and will be completing further reading and testing during our off base hours.

The mere word of "leader," is not recognized in this program as a "position," but encompasses many aspects of everyday life. The main focus to begin the course, was actively communicating which involves a great deal of listening, not just hearing. We also learned that managers and leaders may vary greatly in what they are meant to accomplish, an interesting concept.

The class began with introductions and a bit of knowledge about each of the instructors and individuals attending the program. We participated in some exercises making us more comfortable in our surroundings and with our new acquaintances. We then began the learning process, achieving a particular goal. The goal seemed easy and involved communication and teamwork. At the start we failed miserably. We learned in order to be an efficient leader you need to communicate effectively. These exercises brought us back to the ba-

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## Ribbon cutting ceremony for the Medical Materiel Readiness Program

By Lori McDonald  
Public Affairs Officer

A ribbon cutting ceremony was held at Sierra Army Depot on Apr. 27 to signify the dedication of the Medical Materiel Readiness Program.

The Medical Materiel Readiness Program (MMRP) is an Office of the Surgeon General program that is planned and centrally managed by the USAMMA to improve materiel support to the warfighter. The MMRP concept began in 2005, but gained significant momentum as USAMMA formalized an initiative and introduced it at the 2007 AMEDD Investment Strategy (AIS) to support the Army Force Generation Model (ARFORGEN), as we prepared for the Army Medical Command Program Objective Memorandum (POM) with HQDA. USAMMA developed the Medical Materiel Readiness Program (MMRP) to support our most complex medical unit, the Combat Support Hospital (CSH). The MMRP solution for addressing ARFORGEN equipping issues focuses on three tenants.

The three MMRP tenants in-



Left to right, Lt. Col. Joseph Dalessio, SIAD commander, Lt. Col. Paul Davis, USAMMA Deputy Commander, Col. Jeffrey Unger, USAMMA Commander, and Dr. Kenneth Bertram, Principal Assistant for Acquisition for Medical Research and Material Command pose after the ribbon cutting ceremony at Sierra Army Depot to signify the dedication of the Medical Materiel Readiness Program.

cludes a requirement to (1) define a CSH baseline equipment set to be maintained at home station; (2) equipping the Generating Force medical training base; and (3) mitigating equipment not at home station through a well defined medical centralized equipment management program maintained by USAMMA

applying many of the concepts associated with the Army Prepositioned Stocks (APS) program. The program was designed to ensure MMRP Combat Support Hospitals (CSHs) were maintained in a maximum state of readiness. Currently, the MMRP consists of four (4) modernized 248-

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# CYS Monthly Update

## School Age & Youth Services

CYSS celebrated the Month of the Military Child by participating in a lock-in around the Army. Every Youth center in the Army was encouraged to schedule this event on 17 April. The itinerary was very specific, a community project, a variety of cultural foods prepared by the staff, music from the 50's, 60's, 70's and so on. 25 Ms/Teens participated in the event. Thanks to all the volunteers for staying up all night and helping to make this event a success. Staff had to submit a short video of the activities which will be combined with all the other installations.

The month of May brings many exciting new activities to Youth Sports and Fitness at Sierra Army Depot. We are having sign-ups during the month of May for T-ball ages 5-8 and Soccer ages 4-12. Coming this summer there will be many activities sponsored by Youth Sports and Fitness. Some of the things youth can look forward to are camping, hiking, swimming, rafting, kayaking and archery. Look for more info coming up in future additions of the Challenge or feel free to call 530-827-4696 for additional information.

## Child Development Center

The Child Development Center (CDC) had a fun filled month in celebration of the Month of The Military Child (MOMC). Our biggest event was the Bubble Launch

and Luncheon. Staff, parents and Command/Garrison members all came to help us celebrate. We would like to thank everyone who came out to support the Month of the Military Child!

The CDC also held some parent conferences for the families within our care. Parent conferences are a great opportunity for staff and parents to go over the development of their child as well as plan goals for the upcoming months.

The CDC would like to congratulate the following staff for completing their Entry Level training! Ms. Tosha, Ms. Nan, Ms. Jolee, Ms. Jolie and Ms. Caitlin! Way to go and keep up the good work! All Army CDC staff must go through an 18 month training process as a condition of their employment. This training process consists of a 13 module series that covers all aspects of childcare (Development, Management, Safety, Environments, etc). Staff must also be current in all mandatory trainings (CPR/First Aid, Child Abuse, Communicable Disease, etc).

The CDC still has childcare spaces available for children 3-5 years of age. Full day (Mon-Thur) and Part Day (3-4 hours, 2-3 days/week) and hourly drop in care is available for that age group. A waiting list is being maintained for children 6 weeks – 3 years. If you have any questions on enrollment, please contact us at: 827-5313.

# Production Dedication

Sierra Army Depot's production for the month of May is dedicated to US Army Specialist Shawna Nicole Schuyler of Susanville, Calif.

Schuyler, a 2007 graduate of Lassen High School enlisted in the Army in 2006, but did not leave for basic training at Ft. Leonardwood, Mo., until right after graduation.

In high school, Schuyler was a part of the cross country team for the entire four years. One of her most exciting courses was the LEAPP class where she learned about GPS and GIS. With the skills she learned, Schuyler helped the Susanville Fire Department with a project where she mapped out to scale several buildings in the town, using a computerized program that would help in the future to fight structure fires. She then proceeded to use these same skills to map out to scale, both a varsity and junior varsity cross country trail. These maps depict all points of interest such as water hazards, holes, rocks, shrubbery, etc.

These skills came in handy when it came to deciding what she wanted to do in the Army. In her current MOS she is able to use a few of the skills she learned in high school.

Schuyler recently deployed to Afghanistan. This is a second tour for her; first was in 2008 to Iraq. Her reason for enlisting in the Army was because she did not know what she wanted to do in life. She must know what she wants to do, because she just made another commitment and re-enlisted for an additional six years. Schuyler said, "This could be a potential long term career". During her deployment, Schuyler will be promoted to the rank of Sergeant.

Schuyler is the daughter of Carolyn Schuyler and Edward Schuyler and has a younger brother, Blake.

Sierra Army Depot continues to acknowledge local service members 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.



# CPAC NEWS

## Military Leave

Military leave is approved absence from official duty for a civilian employee who is a member of a Reserve Component of the Armed Forces or National Guard. Military leave is authorized for days in which the employee is ordered to active duty or inactive duty training. Any employee meeting the following requirements is entitled to military leave: A member of a Reserve Component of the Armed Forces or National Guard; who is on a full-time or part-time work schedule, or an indefinite employee who does not have an intermittent work schedule; and is serving in an appointment that is not

limited to one year or less.

Although an employee can serve longer than one year on successive temporary appointments; there is no eligibility until the employee serves under an appointment that is not limited to one year or less. Employees are not entitled to military leave if they are temporary employees on appointments not to exceed one year (or less) or employees on intermittent work schedules. Generally, military leave is prorated for employees working a part-time schedule.

Members of the Reserve and National Guard are no longer charged military leave for non-duty days; e.g., weekends and holidays, that

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## LEADERSHIP (From Page 4)

sics, learning that obvious answers weren't so obvious. We learned that team answers and individual answers could be quite dissimilar. Communicating, listening and truly being open to suggestions completed the circle both mentally and physically. We were not only embarrassed by our first attempts, but also realized that some tasks cannot be completed by just one person, it does take a team.

Understanding that each individual interprets an identical situation in a multitude of different ways, leads us to believe that many accidents or misunderstandings are solely due to the differences in interpretation. I firmly believe that this program may hold the key to correcting some

safety issues due to lack of communication in the workplace and make employees more tolerant of each other every day. In a very simplistic exercise, we discovered how we see ourselves and perhaps how others see us. These personality traits give all of us a better understanding of why we do what we do and when.

I look forward to exploring more aspects of these leadership skills. I wish to thank the Commander and all the supervisors for allowing Sierra Army Depot to enlighten us on such an important facet of communication. I believe through this class, we will all come away with a different perspective of ourselves.

## New faces around the depot were asked, “What do you like best about your job and why?”



**Kira Harris**

**Security Assistant  
Risk Management**

***Employed since Jan. 4, 2010***

“I love the customers. It is nice to interact with people with different personalities.. I am happy that I am not stuck in one specific routine. What I am most happy about is being a government employee. I have the opportunity to travel, excel, not to mention an education.”



**Travis Stephens  
Material Handler  
AJ1 Directorate**

***Employed since Oct. 26, 2009***

“The best part of my job is the environment and the people. Everybody together makes this a great place. It is the best job I have ever had. It is a busy job, but a slower pace type job than I am used to. I used to work for an HVAC company. I really like the hours as I work the night shift and never have to worry about being late for work. The overtime is great also. I would like to be able to cross train in different areas to be come more familiar with the depot.”



**Clarence Beauchman**

**Mobile Equipment Operator  
Asset Management Directorate  
*Employed since Dec. 7, 2009***

“I like best about my job is moving items with heavy equipment. I really like the individuals I work with because they have lots of knowledge about storage and how to line up the equipment dress right dress. But being outside and taking on projects that deal with heavy equipment and knowing that when we put things in line they don’t look like they are just thrown in place. This is a good team to work with.”



**Kristin Kirkland**

**Office Automation Assistant  
C&A Directorate**

***Employed since Jan. 19, 2010***

“I like being able to get along with everyone and help them out. I feel that what I do at work really contributes to the organization because I am able to communicate with the people I work with and help them out with any problems. As an OA or Secretary, people do not realize the vital position it is. It really is the glue that holds the group together. I fell I have a better grasp on how to do my job than when I first started. At first I was overwhelmed, but now I really enjoy it.”



**Richard Ward**

**Management Analyst  
LMP Directorate**

***Employed since Feb. 16, 2010***

“I like the fact that I am working with the military on a cutting edge program used by many Fortune 500 companies. Plus, I am able to use my supply background with the Navy to continue my service. LMP uses best business practices and by that mind set brings on process change to increase efficiency and effectiveness for the future and support for the warfighter.”



**Paul Plemmons, Jr.**

**IT Specialist  
AJ1 Directorate  
*Employed since Feb. 16, 2010***

“The most important is I am supporting the warfighter. Right now my brother is in the worst place, Afghanistan - I feel that every package that gets put together could possibly go to my brother. I feel that if I get a computer up and running that is a critical part of our support. I believe I am contributing to keeping SIAD alive and helping to grow the mission. Again, I really like being able to work at SIAD with our main focus going towards the warfighter.”

# Society of the Honor Guard - Did you know.....

**How does the Guard rotation work? Is it an 8 hour shift?**

Currently, the Tomb Guards work on a three Relief (team) rotation - 24 hours on, 24 hours off, 24 hours on, 24 hours off, 24 hours on, 96 hours off. However, over the years it has been different. The time off isn't exactly free time. It takes the average Sentinel 8 hours to prep his/her uniform for the next work day. Additionally, they have Physical Training, Tomb Guard training, and haircuts to complete before the next work day.

**How many steps does the Guard take during his walk across the Tomb of the Unknowns and why?**

21 steps. It alludes to the twenty-one gun salute, which is the highest honor given any military or foreign dignitary.

**How long does the Sentinel hesitate after his about face to begin his return walk and does he carry his rifle on the same shoulder all the time, and if not, why not?**

He does not execute an about face. He stops on the 21st step, then turns and faces the Tomb for 21 seconds. Then he turns to face back down the mat, changes his weapon to the outside shoulder, counts 21 seconds, then steps off for another 21 step walk down the mat. He faces the Tomb at each end of the 21 step walk for 21 seconds. The Sentinel then repeats this over and over until he is relieved at the Guard Change.

**Why are his gloves wet?**

His gloves are moistened to improve his grip on the rifle.

How often are the Guards changed?

The Guard is changed every thirty minutes during the summer (April 1 to Sep 30) and every hour during the winter (Oct 1 to Mar 31). During the hours the cemetery is closed, the guard is changed every 2 hours. The Tomb is guarded, and has been guarded, every minute of every day since 1937.

**Is it true they must commit 2 years of life to guard the Tomb, live in a barracks under the tomb, and cannot drink any alcohol on or off duty for the rest of their lives.**

No, this is a false rumor. The average tour at the Tomb is about a year. There is NO set time for service there. The Sentinels live either in a barracks on Ft. Myer (the Army post located adjacent to the cemetery) or off base if they like. They do have

living quarters under the steps of the amphitheater where they stay during their 24 hour shifts, but when they are off, they are off. And if they are of legal age, they may drink anything they like, except while on duty.

as he walks down the mat. This allows him to move in a fluid fashion. If he does this correctly, his hat and bayonet will appear to not "bob" up and down with each step. It gives him a more formal and smooth look



**Is it true they cannot swear in public for the rest of their lives?**

Again, another false rumor.

**Is it true after two years, the guard is given a wreath pin that is worn on their lapel signifying they served as Guard of the Tomb, that there are only 400 presently worn, and that the Guard must obey these rules for the rest of their lives or give up the wreath pin?**

The Tomb Guard Identification Badge is awarded after the Sentinel passes a series of tests. The Badge is permanently awarded after a Sentinel has served 9 months as a Sentinel at the Tomb. Over 500 have been awarded since its creation in the late 1950's. And while the Badge can be revoked, the offense must be such that it discredits the Tomb. Revocation is at the Regimental Commander's discretion. But you can drink a beer and even swear and still keep the Badge. The Badge is a full size award, worn on the right pocket of the uniform jacket, not a lapel pin.

**Are the shoes specially made with very thick soles to keep the heat and cold from their feet?**

The shoes are standard issue military dress shoes. They are built up so the sole and heel are equal in height. This allows the Sentinel to stand so that his back is straight and perpendicular to the ground. A side effect of this is that the Sentinel can "roll" on the outside of the build up

to his walk, rather than a "marching" appearance.

The soles have a steel tip on the toe and a "horseshoe" steel plate on the heel. This prevents wear on the sole and allows the Sentinel to move smoothly during his movements when he turns to face the Tomb and then back down the mat.

Then there is the "clicker". It is a shank of steel attached to the inside of the face of the heel build-up on each shoe. It allows the Sentinel to click his heels during certain movements. If a guard change is really hot, it is called a "smoker" because all the heel clicks fall together and sound like one click. In fact, the guard change is occasionally done in the "silent" mode (as a sign of devotion to the Unknowns"). No voice commands - every thing is done in relation to the heel clicks and on specific counts.

**How many times will a Soldier be on duty during the shift?**

Each Relief (team) has a rotation during the 24 hour work day. This rotation is dependent on the number of Soldier-Sentinels who are proficient enough to guard the Tomb. The standard is 3-4 qualified Sentinels, 1-2 Relief Commander/Assistant Relief Commander, and 1-2 Sentinels in training. Generally, the Sentinel will be on guard duty for a tour and have two tours off in between - then go out for another tour. However, in extreme cases, Sentinels have been

known to go back-to-back for the entire 24 hour shift.

**How do the Soldiers get to and from the quarters without being seen?**

Most wear civilian clothes - although the short, tight haircuts tend to give us away.

There is a small green shack next to the Tomb. What is it for?

"The Box" is used primarily during wreath-laying ceremonies for the Sentinel to retreat to while flowers and Taps are being presented. There also is a phone with a direct line downstairs to the Tomb Guard Quarters - this is used in times of emergencies or just to notify the next shift of something.

**Has anyone ever tried to get past the Tomb guards, or attempted to deface the Tomb?**

Yes, that is the reason why we now guard the Tomb. Back in the early 1920's, we didn't have guards and the Tomb looked much different (see attached picture). People often came to the cemetery in those days for picnics during which time some would actually use the Tomb as a picnic area (probably because of the view). Soon after, 1925, they posted a civilian guard; in 1926, a military guard was posted during cemetery hours; and on July 1, 1937, this was expanded to the 24-hour watch. Since then, the ceremony has developed throughout the years to what we have today. Today, most of the challenges faced by the Sentinels are tourists who want to get a better picture or uncontrolled children (which generally is very frightening for the parent when the Soldier challenges the child).

**What happened to the soldier that was in the Tomb from the Vietnam War?**

The remains of the Vietnam Unknown Soldier were exhumed May 14, 1998. Based on mitochondrial DNA testing, DoD scientists identified the remains as those of Air Force 1st Lt. Michael Joseph Blassie, who was shot down near An Loc, Vietnam, in 1972. It has been decided that the crypt that contained the remains of the Vietnam Unknown will remain vacant. (Further Background)(News Article from the Department of Defense)

**What is it like to guard in bad weather?**

The guards at the Tomb of the  
**See GUARD on Page 10**

## Advanced Electrical Metering, WHY?

By Steven Johnson  
Energy Awareness Coordinator

As a Federal Installation, SIAD is mandated by law to reduce our energy consumption by 3% annually, or 30% total by the end of fiscal year 2015. This 3% reduction per year is the “glide path” we should be on. SIAD is not meeting this goal yet. Although we have completed several ECM’s (Energy Conservation Measures), we have also increased our mission considerably from the base year we are measured against (FY2003). Many of you are here at SIAD because of this mission increase. However, an increase in mission means an increase in personnel, operating hours (think High Mast Lighting), and of course, energy consumption. When it comes to metering, the same laws say, “By October 1, 2012 all Federal buildings shall, for the purposes of efficient use of energy and reduction in the cost of electricity used in such buildings, be metered. Each agency shall use, to the maximum extent practicable, advanced meters or advanced metering devices that provide data at least daily and that measure at least hourly consumption of electricity in the Federal buildings of the agency.” SIAD is nowhere near this goal either. Even though these two requirements seem to go hand-in-hand they have not progressed at the same rate. While there are several ways of “finding” money to do ECM’s it is more difficult finding the money to get metering done because it does not result in direct energy reduction. Previously, HQDA used Army Energy Program funds to “centrally” fund the advanced metering program, but in December 2007, central funding for FY09-13 was reprogrammed to support Sustainment Restoration and Modernization (SRM) initiatives. As

a result, while IMCOM will fund metering expenses at IMCOM installations, AMC Special Installations, such as SIAD, are now responsible to identify installation-level funding streams that will cover the expense of metering implementation. We are in the process of doing that.

Here is how ECM’s and Metering go together. While we are confident that the ECM’s we have already instituted are conserving energy, there is a process called M&V (Measurement and Verification) that must be completed. M&V without a meter must be done by calculating several different factors which each have several variables, increasing the margin of error in your final answer. M&V with a meter is much more precise as it gives you measured data directly – no calculations required. Right now, for the most part, we only electrically meter the Depot as a whole. Once we have each building metered we will be able to directly measure (for M&V) whether an ECM is performing as predicted. We will also be able to pinpoint high energy use facilities for new ECM’s. The requirement that electric meters be...”advanced metering devices that provide data at least daily and that measure at least hourly consumption of electricity in the Federal buildings of the agency” will also allow alert us to high energy use when/where there should not be any, such as after hours and weekends. The first buildings at SIAD to get advanced meters will be those buildings that are 29,000 Square Feet or greater, which are buildings 74, 671, and the 300 series warehouses (301 – 311, 351 – 366).

(Ref: (Public law) Energy policy act of 2005, (Public law) Energy Independence and Security Act of 2007).

## MEDICAL (From Page 4)

bed hospital systems maintained in a fully deployable readiness status stored here at Sierra Army Depot (SIAD) in Herlong, CA. Sierra Army Depot put in a tremendous amount of effort assisting with establishing these MMRP hospitals and providing this facility and additional storage sites to ensure these hospitals are adequately maintained and secured.

The goal of MMRP is to improve efficiencies resulting in controlled costs and reduced lo-

gistics burden on units through the adoption and proliferation of best logistics / equipping business practices. For stakeholders, MMRP focuses on reduced programs and associated costs. For customers, MMRP focuses on reduction of the acquisition / materiel burden such as customers’ time, maintenance (medical and non-medical), inventory, spare parts and training relating to medical systems, sets kits, and outfits.

## What happened 30 years ago?



**Shaken by an earthquake measuring 5.1 on the Richter scale, at 8:32 Sunday morning, May 18, 1980, Mount St. Helens erupted and the north face of this tall symmetrical mountain collapsed in a massive rock debris avalanche. Nearly 230 square miles of forest was blown down or buried beneath volcanic deposits. At the same time a mushroom-shaped column of ash rose thousands of feet skyward and drifted downwind, turning day into night as dark, gray ash fell over eastern Washington and beyond. The eruption lasted 9 hours, but Mount St. Helens and the surrounding landscape were dramatically changed within moments.**

## CPAC (FROM PAGE 5)

occur within the military service period. An employee who requests military leave for inactive duty training is charged only for the amount of military leave necessary to cover the period of military training and necessary travel. Hours in the regularly scheduled workday that are not chargeable to military leave must be worked or charged to another category of leave; e.g., annual leave, LWOP, compensatory time, as appropriate.

Military leave should be requested and approved as far in advance as possible to allow the supervisor to accommodate the absence; the same as any other type of leave. The OPM Form 71 should be used to request military leave. Employees need to include the specific dates/hours they want military leave to cover and a copy of the military orders which support the request must be attached. The type of military leave requested; e.g., normal active duty; support of a contingency operation; law enforcement support; technicians performing noncombat operations outside the US; or parade/encampment must be specified. Upon returning to work; the employee

must provide the supervisor with acceptable supporting documentation; e.g., properly authorized military orders, to support the specific military leave. Documentation must include dates, times, and signatures verifying that the period of active duty was performed. The supervisor must forward a copy of all supporting documentation to the Customer Service Representative (CSR) in order to validate the military leave.

When an employee has followed leave procedures and provided acceptable evidence to the leave-approving official (i.e., properly authorized military orders), approval of leave requests for military service is mandatory.

Public Law 96-431 provides that military leave shall be made available to eligible employees on a fiscal year basis; unused military leave up to 120 hours (15 days) shall be allowed to accumulate for subsequent use; and eligible part-time employees are entitled to military leave on a prorated basis.

Contact the CPAC Office at extension 5269 or 5377 for additional information concerning military leave.

## EEO/Diversity Update

### Asian Pacific American Heritage Month

Theme: "Diverse Leadership for a Diverse Workforce"

"White House Initiative Launches Campaign to Increase Asian American and Pacific Islander Access, Participation in Federal Programs"

By **Jim Bradshaw**  
Department of Education

In advance of Asian American and Pacific Islander Heritage Month in May, the White House Initiative on Asian Americans and Pacific Islanders today announced the Obama administration's efforts to improve the lives of Asian American and Pacific Islander (AAPI) communities underserved by federal resources. The Initiative will collaborate with top agency officials and community leaders in roundtable discussions on education opportunities, housing, jobs, employment issues and health disparities. Experts with hands-on community experience will advise federal agencies on critical issues and share innovative models of proven success.

"We want all Asian Americans and Pacific Islanders to know what resources the Obama administration has available to help improve their lives," Executive Director Kiran Ahuja said. "By building strong collaboration between federal agency officials and community leaders, we're taking the first step towards investing in a mutually beneficial partnership to create easier access to educational opportunities and program services."

"The President is committed to maximizing the government's ability to address the needs of the AAPI communities through this initiative,"



**Lynette Hall**  
EEO Manager

Chris Lu, assistant to the President and Cabinet Secretary, said. "President Obama and his administration are doing everything we can to support the efforts to increase AAPI access and participation in federal programs, especially during these tough economic times."

Like all Americans, Asian Americans and Pacific Islanders are suffering severe challenges in the current economic crises. AAPIs have experienced the largest decline in homeownership of any racial group over the last year. Poverty rates, work-related injuries and job losses also have increased.

Working with Initiative co-chairs U.S. Secretary Arne Duncan and U.S. Commerce Secretary Gary Locke, Ahuja has already built a strong team at the Initiative. She has enlisted many administration officials to hold dozens of events during Asian American and Pacific Islander Heritage Month. U.S. Labor Secretary Hilda Solis will discuss employment and labor issues with community leaders. Secretary Locke will hold a Web chat to discuss the Initiative's work, and Secretary Duncan will visit a public school with a high percentage of Asian American students and a strong bilingual education program.

(Ms. Kalameli Tusa-Clark is the Depot's Asian Pacific Program Manager).

## LEAN into my CORNER

How will we know when Sierra is a "Lean" organization? There are many ways to answer this question. We might say that if we execute a Lean event every week, then that would surely make us "Lean." Another measure could be the number of Lean tools we know and use on a regular basis. These are important considerations but they miss the central point. We will be a Lean organization when we (managers, directors, branch chiefs, supervisors, workers) approach our jobs from a Lean mindset.

Let's take an example. We have conducted numerous 6S events all over the Depot. Teams of people devoted a great deal of time and energy to cleaning up and organizing work areas. But what was the point of doing this? Of course, it was to have a clean and well-organized work area. But in a Lean sense, this is just a means to an end. The whole idea is to make it easier to identify issues and problems by removing clutter. If it's reduced to just a housekeeping exercise, it's not Lean and it's not likely to be sustained over the long term. A 6S event represents a golden opportunity to start a workplace off on a Lean path by getting rid of a lot of waste (wasted space, wasted time, excess inventory, obsolete tools and supplies, etc.).

In a lot of instances, we measure the success or failure of an event by the amount of savings or cost avoidance it generates. These are very useful measures and they do make a difference. But we need to be careful not to lose sight of the fact that we do this to reduce waste. In many—if not most—cases, this waste reduction can



**William Deming**  
QEO Chief

be measured in dollars. But if we approach Lean events as simple savings-generation tools, we are again unlikely to sustain those gains. If we don't do it to improve the process, the savings won't last.

As virtually everyone knows, Toyota was the organization that brought Lean principles into the mainstream of business thought. What a lot of people don't know is that Toyota does not concern itself with dollar savings from Lean projects. Their philosophy is that if they approach every process from a Lean perspective, the money will take care of itself and the savings will be reflected in the bottom line. In spite of their recent troubles, it's hard to argue with this logic.

Please don't take any of this to mean that I don't advocate tracking Lean savings. I'm just trying to make the point that we will not be "Lean" as an organization until we have learned to internalize Lean principles into our thinking and our managerial practices. It's not enough to do a 3P to set up a new process, a 6S to organize a work area, or a Rapid Improvement Event to fix a broken process. No matter how many dollars we save, it's not about what we do, it's about how we think.

## Obama Calls for Federal Government Hiring Reform

By **Elaine Wilson**  
American Forces Press Service

WASHINGTON, May 11, 2010 - President Barack Obama signed a memorandum today calling for a sweeping overhaul of federal government recruitment and hiring practices and creating a "historic opportunity" for the Defense Department to revamp its outdated hiring system, a defense official said.

"To deliver the quality services and results the American people expect and deserve, the federal government must recruit and hire highly qualified employees, and public service should be a career of choice for the most talented Americans," Obama said in the memo. "Yet the complexity and inefficiency of today's federal hiring process deters many highly qualified individuals from seeking and obtaining jobs in

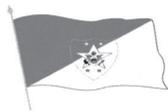
the federal government."

The memorandum calls for, in part, the elimination of lengthy application processes, including essay-style questions for initial applicants; a reduction in the time it takes to hire mission-critical and commonly filled positions; and a greater involvement by managers in the hiring process.

"Americans must be able to apply for federal jobs through a

common-sense hiring process, and agencies must be able to select high-quality candidates efficiently and quickly," the president wrote. "The ability of agencies to perform their missions effectively and efficiently depends on a talented and engaged work force, and we must reform our hiring system to further strengthen that work force."

Clifford L. Stanley, undersec-  
**See REFORM on Page 12**



**Celebrating the Strength of the Nation: Our 235<sup>th</sup> Birthday**

*"But the world must remember that it was not simply international institutions -- not just treaties and declarations -- that brought stability to a post-World War II world. Whatever mistakes we have made, the plain fact is this: The United States of America has helped underwrite global security for more than six decades with the blood of our citizens and the strength of our arms. The service and sacrifice of our men and women in uniform has promoted peace and prosperity from Germany to Korea, and enabled democracy to take hold in places like the Balkans. We have borne this burden not because we seek to impose our will. We have done so out of enlightened self-interest -- because we seek a better future for our children and grandchildren, and we believe that their lives will be better if others' children and grandchildren can live in freedom and prosperity."*

--President Obama, Oslo, December 9, 2009

On June 14, 1775, the Continental Congress created the Continental Army to secure our Nation's independence and defend our new republic. For 235 years, the Army has been the Strength of the Nation, with generations of American men and women stepping forward proudly—as Soldiers and Army Civilians—to defend those freedoms, as well as those of our friends and allies.

The Army's contributions to our Nation . . . to our global community . . . reach far beyond the battlefield. Our Soldiers and Army Civilians have played central roles in ground-breaking efforts to fight diseases, build infrastructure at home and abroad, organize disaster relief and humanitarian assistance, and develop new technologies—all while still securing the liberties and freedoms we cherish so dearly.

So, on this occasion of our birthday, we would like to thank the Soldiers, Civilians, Families and Veterans who have dedicated themselves and sacrificed so much to make the Army and our Nation strong. Thank you, and Happy Birthday!

Kenneth O. Preston  
Sergeant Major of the Army

George W. Casey, Jr.  
General, United States Army  
Chief of Staff

John M. McHugh  
Secretary of the Army

**GUARD** (From Page 7)

Unknown Soldier (we call ourselves "Sentinels") are completely dedicated to their duty of guarding the Tomb. Because of that dedication, the weather does not bother them. In fact, they consider it an honor to stand their watch (we call it "walking the mat"), regardless of the weather. It gets cold, it gets hot - but the Sentinels never budge. And they never allow any feeling of cold or heat to be seen by anyone.

***Do you guard in a blizzard or a bad thunderstorm?***

YES, BUT the accomplishment of the mission and welfare of the Soldier is never put at risk. The Tomb Guards have contingencies that are ready to be executed IF the weather conditions EVER place the Soldiers at risk of injury or death – such as lightning, high winds, etc. This ensures that Sentinels can maintain the Tomb Guard responsibilities while ensuring soldier safety. It is the responsibility of the Chain of Command from the Sergeant of the Guard to the Regimental Commander to ensure mission accomplishment and soldier welfare at all times.

It was erroneously reported that during Hurricane Isabel, the Sentinels were ordered to abandon their posts for shelter and that they refused. No such order was ever given. All proper precautions were taken to ensure the safety of the Sentinels while accomplishing their mission. Risk assessments are constantly conducted by the Chain of Command during changing conditions to ensure that soldier welfare is maintained during mission accomplishment.

***Do you guard all night long, even when the cemetery is closed?***

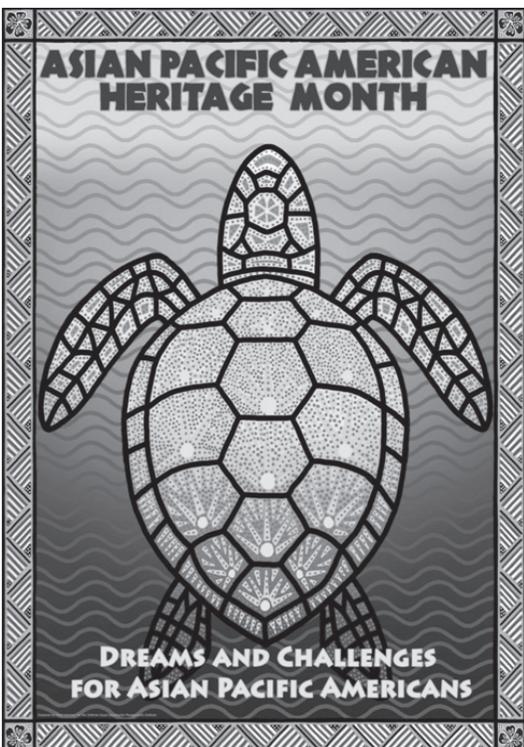
The Tomb is guarded 24 hours a day, 7 days a week. In fact, there has been a Sentinel on duty in front of the Tomb every minute of every day since 1937. And the Sentinel does not change the way he guards the Tomb, even at night when there is no one around. The Sentinels do this because they feel that the Unknown Soldiers who are buried in the Tomb deserve the very best they have to give.

***How many Sentinels have been female?***

There have been 3 female Sentinels.

**Memorial Day**  
**May 31, 2010**

**History of Asian Pacific Heritage Month**



The "Asian/Pacific American" designation encompasses over 50 ethnic or language groups including native Hawaiians and other Pacific Islanders. There are now more Asian and Pacific Islander groups than in the past - with 28 Asian and 19 Pacific Island subgroups representing a vast array of languages and cultures. These groups include Chinese Americans, Filipino Americans, Japanese Americans, Korean Americans, Vietnamese Americans, Asian Indian Americans, Laotian Americans, Cambodian Americans, Hmong Americans, Thai Americans, Pakistani, Samoan, Guamanian

and many other language groups.

"Native Hawaiian and Other Pacific Islander" refers to people having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands. It includes people who indicated their race or races as "Native Hawaiian," "Guamanian or Chamorro," "Samoan," or "Other Pacific Islander," or wrote in entries such as Tahitian, Mariana Islander, or Chuukese. "Some other race" was included in Census 2000 for respondents who were unable to identify with the five Office of Management and Budget race categories. Many Asians and Pacific Islanders have ancestry in a number of different cultures.

## Have money in IRAs or other plans?

You can simplify the management of your retirement savings when you transfer or roll over your traditional IRAs or other eligible employer plans (e.g., 401(k) plans) into your TSP account.

One major advantage of consolidating your retirement investments in the TSP is the very low administrative expense ratio — in 2009, you would have paid just .028%, or \$0.28 for every \$1,000 in your TSP

account. Check to see what you are paying to keep your money in an IRA or eligible plan. You may be surprised to learn that investment management fees are eating away at your returns.

The requirements are simple. You can make the transfer as long as:

- You have an open TSP account;
- The money you want to move is before-tax money; and
- The money is an “eligible

rollover distribution” for Federal income tax purposes.

To request a transfer or learn more about eligibility requirements, get Form TSP-60, Request for a Transfer Into the TSP (TSP-U-60, for members of the uniformed services). You can find the form in Forms and Publications on the TSP website, [www.tsp.gov](http://www.tsp.gov).

The TSP is as good as it gets!

## In Loving Memory



The family of Randy Moody would like to express its gratitude to the depot for the support and love following Moody's Mar. 11 death.

Moody, 58 from Colorado, worked at Sierra Army Depot as a Contract Specialist for the past two years.

Rates of Return										
	L 2040	L 2030	L 2020	L 2010	L Income	G Fund	F Fund	C Fund	S Fund	I Fund
Monthly 2010										
Jan	-2.88%	-2.49%	-2.03%	-0.58%	-0.45%	0.29%	1.54%	-3.60%	-2.43%	-5.17%
Feb	2.18	1.94	1.61	0.81	0.74	0.24	0.38	3.11	4.89	0.06
Annual 2000 - 2009										
2000	-	-	-	-	-	6.42%	11.67%	-9.14%	-	-
2001	-	-	-	-	-	5.39	8.61	-11.94	-	-
2002	-	-	-	-	-	5.00	10.27	-22.05	-18.14	-15.98
2003	-	-	-	-	-	4.11	4.11	28.54	42.92	37.94
2004	-	-	-	-	-	4.30	4.30	10.82	18.03	20.00
2005	-	-	-	-	-	4.49	2.40	4.96	10.45	13.63
2006	16.53	15.00	13.72	11.09	7.59	4.93	4.40	15.79	15.30	26.32
2007	7.36	7.14	6.87	6.40	5.56	4.87	7.09	5.54	5.49	11.43
2008	-31.53	-27.50	-22.77	-10.53	-5.09	3.75	5.45	-36.99	-38.32	-42.43
2009	25.19	22.48	19.14	10.03	8.57	2.97	5.99	26.68	34.85	30.04

The returns for the TSP funds represent net earnings after deduction of accrued administrative expenses and, in the cases of the F, C, S, I, and L Funds, after deduction of trading costs and accrued investment management fees. Additional information about the TSP funds, the related indexes, and their respective 1-, 3-, 5-, and 10-year returns can be found in the TSP Fund Information sheets on the TSP website.

The L Funds, which are invested in the individual TSP funds (G, F, C, S, and I), were implemented on August 1, 2005; therefore, the first annual returns are for 2006. The S and I Funds were implemented in May 2001; therefore, there are no annual returns for these funds for years before 2002.

# 2010 Wage Rate Schedule

The schedules shown below have been established under authority of DoD Instruction 5120.39, dated September 10, 2008, subject to the limitations contained in CPM 2009-25, dated 23 December 2009. Rates are established as required by 5 USC 5343(d), if applicable, and are to be applied in accordance with the provisions of 5 CFR Part 532 to all employees whose official duty station is located within the geographic boundary of the wage area definition shown on the reverse side.

WG WL-WS Grade	WG-Rates					WL-Rates					WS-WD-WN Rates					WD-WN Pay Level
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
1	12.96	13.51	14.01	14.57	15.10	14.24	14.83	15.43	16.02	16.62	19.95	20.80	21.63	22.44	23.28	
2	14.13	14.70	15.30	15.86	16.44	15.51	16.16	16.81	17.46	18.10	21.12	22.01	22.87	23.75	24.63	
3	15.26	15.91	16.54	17.17	17.81	16.80	17.49	18.19	18.90	19.59	22.28	23.20	24.13	25.07	25.99	1
4	16.42	17.12	17.80	18.48	19.16	18.06	18.81	19.58	20.31	21.08	23.44	24.40	25.39	26.37	27.34	2
5	17.59	18.32	19.06	19.80	20.52	19.35	20.16	20.97	21.76	22.58	24.61	25.62	26.67	27.68	28.69	3
6	18.75	19.53	20.31	21.10	21.88	20.62	21.49	22.34	23.20	24.05	25.77	26.82	27.91	28.98	30.06	4
7	19.91	20.75	21.57	22.39	23.23	21.90	22.81	23.73	24.64	25.54	26.93	28.03	29.16	30.29	31.41	5 1
8	21.08	21.95	22.83	23.72	24.59	23.18	24.16	25.11	26.07	27.06	28.07	29.25	30.42	31.59	32.76	6 2
9	22.24	23.16	24.08	25.01	25.95	24.46	25.48	26.49	27.51	28.53	29.24	30.45	31.68	32.90	34.10	7 3
10	23.48	24.46	25.44	26.41	27.40	25.84	26.90	27.99	29.06	30.13	30.53	31.80	33.07	34.35	35.61	8 4
11	24.67	25.69	26.72	27.74	28.77	27.16	28.26	29.39	30.52	31.65	31.09	32.39	33.69	34.98	36.28	9 5
12	25.86	26.95	28.03	29.11	30.19	28.44	29.65	30.84	32.02	33.20	31.89	33.22	34.56	35.87	37.20	10 6
13	26.79	27.91	29.08	30.17	31.32	29.48	30.72	31.95	33.20	34.41	32.95	34.31	35.69	37.05	38.40	11 7
14	27.88	29.06	30.22	31.39	32.53	30.68	31.96	33.22	34.52	35.81	34.18	35.59	37.02	38.42	39.87	8
15	28.79	30.02	31.22	32.43	33.68	31.77	33.06	34.38	35.75	37.07	35.60	37.10	38.60	40.06	41.55	9
											WS-16	37.23	38.77	40.33	41.87	43.43
											WS-17	39.06	40.70	42.32	43.95	45.57
											WS-18	41.11	42.79	44.50	46.23	47.95
											WS-19	41.56	43.29	45.02	46.75	48.48

R. CRAIG JERABEK  
Chief  
Wage and Salary Division

Order Date: 2 March 2010  
Effective Date: 9 May 2010  
Supersedes Schedule Issued 5 May 2009

# REFORM

(From Page 9)

retary of defense for personnel and readiness, represented the Defense Department at an Office of Personnel Management news conference today where the details for the new initiative were announced, including the widespread impact on the department.

The hiring reform is a "historic opportunity" for the department to eliminate an outdated, bureaucratic hiring system, said Marilee Fitzgerald, the Pentagon's acting deputy undersecretary of defense for civilian personnel policy.

"Not since 1978, with the Civil Service Reform Act, has there been such an opportunity to acquire and develop our talent with alacrity and contemporary hiring and development practices," Fitzgerald said in an American Forces Press Service interview.

"We have marvelous talent, and they can't figure out how to get to us because we have all of these rules and a proliferation of hiring authorities," she added. "All of these things distract our applicants from coming to us."

The department is one of the largest civilian employers in the world, Fitzgerald said, hiring more than 100,000 employees every year. This reform is vital to meet the department's goals of attracting and retaining the highest quality talent, she added.

The hiring reform will spur extensive changes throughout the Defense Department, she noted, with impacts to the hiring process at every step.

For job seekers, changes include:

-- An enhanced website at <http://www.usajobs.com> that will provide job seekers a single, easy-to-use entry point to federal job opportunities;

-- The use of a simple resume and cover letter to apply for a job instead of pages-long resumes that bog down selection processes;

-- Modern assessment tools with simple, quick questionnaires rather than assessments that require long essay responses;

-- Application status feedback at a minimum of four points: receipt of application, qualification determination, referral status and result;

-- Streamlining of job announcements from 10 to 12 pages down to about three pages. And rather than department jargon, the announcements will be written in simple, easy-to-understand terms; and

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-- Enhancement of the Student Training and Academic Recruitment Program, known as STAR, in which college students are hired to assist the department with its entry-level recruitment needs, offering peer-to-peer, on-site information.

For managers, the reform will put the focus on partnering with human resource practitioners to develop staffing plans, with the overall aim of reducing hiring timelines and providing access to the highest-quality candidates.

Nothing is more disappointing, Fitzgerald noted, than waiting for a referral list and then discovering none of the applicants fits the bill. "Often," she said, "the lack of qualified candidates is a function of not planning for the requirement on the front end."

Human resources specialists now will work with managers two to three years out from a job opening to examine job requirements and create accurate job descriptions, Fitzgerald said. And when the opening is at hand, they will encourage managers to begin planning immediately to position themselves for making a quick hire. Managers can take care of administrative functions such as preparing interview questions and arranging hiring panels up front, she explained.

On the human resources side of the house, officials are looking at how they can reduce timelines on tasks such as candidate assessments and referral list development. Contemporary assessment tools, for instance, will help experts weed through applicants quicker and more effectively, Fitzgerald explained.

The department's goal, she noted, is to reduce the time it takes to hire new talent from the current 155-day average down to 80 days. "And the shorter the better," she added.

Fitzgerald projected the new assessments could be operational by as early as the end of the year.

In the meantime, the department has launched a new hiring reform website -- [http://www.cpms.osd.mil/hiring\\_reform](http://www.cpms.osd.mil/hiring_reform) -- that includes easy-to-digest information customized for managers, applicants and human resources specialists.

The timing is right for these comprehensive changes, Fitzgerald noted.

"Certainly, the complexities of the department's engagements at

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here. How is their image of us and our effort different than what they grew up seeing or hearing from their parents about the Soviet era? Do they see the effort that we are doing together as a springboard toward a self-sufficient, democratic Afghanistan?"

Another Afghan who has been working with the PRT since 2006 said he has had a positive experience. The man, who was wearing a gray suit jacket one day recently, started as an administrative assistant in the PRT office and has since been promoted to a quality assurance inspector. "I am so happy. I am coming here. I am working here. I find lots of experiences from here," the man said in English. "And I like everybody. We are working like a family here." Working with the PRT provides an ideal setting to learn about the engineering and construction trades, because the PRT adheres to construction standards that other organizations in Afghanistan ignore. "This is an engineering office. It is the best office in Afghanistan to work, because of standard work," he said.

He plans to become an engineer himself. While the relationship is positive on a one-to-one basis, the capacity development program is not regarded warmly by everyone in Afghanistan. The man in the gray suit jacket said he has not told his Afghan friends that he works with PRT, because he is afraid the information might somehow get into the hands of anti-American insurgents. Instead, he's told friends that he works for an Afghan construction company, which is technically correct, because the PRT holds a contract with an Afghan company that provides the workers, rather than with the individual Afghan workers themselves. The country simply is not stable enough yet for some Afghan workers to be public about their association with the PRT. They or their families could become targets of insurgents. The last thing we want to do is jeopardize the safety and security of one of these people who really are putting their lives on the line daily to support our mission.

home and abroad demand a work force with the right mix of expertise at hand to properly address these emerging opportunities and to thwart potential threats that face us," she said. "A work force with a broad portfolio of capabilities with maximum versatility is a mission imperative for the Department of Defense."

DEPARTMENT OF DEFENSE  
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Hiring Reform

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