

# The Challenge

Sierra Army Depot, Herlong, Calif.

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Ms. Susan Getty explains to Command Sgt. Maj. Michael Schultz, far left and Command Sgt. Maj. Jeffrey Mellinger the assembly process of the 800K Fuel System Supply Point (FSSP) as Mr. Donald Olson looks on. Getty stated the FSSP is capable of receiving bulk fuel from a variety of sources, and issuing bulk fuel to aircraft and ground vehicles and is the primary means of storage for the petroleum supply unit. The FSSP includes collapsible fabric tanks, pumps, filter/separators, hoses, valves, couplings and fittings for deploying a complete system to receive and dispense fuel. The FSSP is available in 120,000-gallon, 300,000-gallon and 800,000-gallon sizes.

## Senior Army non-commissioned officers tour depot operations

By Lori McDonald  
Public Affairs Officer

Two senior Army non-commissioned officers walked through Depot operations on July 20, and saw firsthand what Sierra Army Depot is doing to support the warfighter.

Command Sgt. Maj. Jeffrey Mellinger, Army Materiel Command CSM, and Command Sgt. Maj. Michael Schultz, US Army Reserve CSM received the standard command overview from Lt. Col. Joseph Dalessio, SIAD Commander followed by a tour of depot operations.

CSM Mellinger was very interested in the safety program at the Depot and the new safety features SIAD has implemented, in particular the new safety stop light. During the first stop on the tour through the equipment reutilization operation

(AJ1), CSM Mellinger and CSM Schultz acquired a better understanding about the safety board and the fact that using a visual aid that most people see on a daily basis and can readily identify help reduce accidents or “near misses.”

Walking through the AJ1 area, Mr. Jason, Tong, explained when the depot first began receiving materiel back from Southwest Asia and then redistributing them to units, the Depot had a very high denial rate on shipped items. The Depot has since refined the procedures for receiving material and a 100 percent inventory if conducted prior to placing the items in storage. The denial rate on shipped items is not less than 1 percent.

Mr. Donald Olson, deputy to the commander, talked about how SIAD has more experience than any other organization in the Army or DLA with building and expanding the nation’s only capabil-

ity to receive excess “dirty” stock and manage that stock in order to realize some positive value for the Army. Olson went on to say the Depot currently operates the largest Army Standard Army Retail Supply System (SARSS) operation in the world performing redistribution operations to support all DoD Services.

The next area toured was the Organizational Clothing and Individual Equipment area. This was of particular interest to CSM Schultz. CSM Schultz learned the Depot currently has a reserve component mission that includes pulling, packing and shipping orders that are shipped directly to the Soldier in reserve units. Schultz was impressed the Depot has the capability to conduct this mission to the level they are currently performing.

The next part of the journey took the group

See NCO on Page 8

## Commander's View

I hope everyone had a wonderful and safe 4th of July weekend! For this month's edition of the Challenge, I want to update everyone on where the depot stands in regards to its 2005 Base Closure and Realignment Report (BRAC 05) efforts. BRAC 05 recommendations recognize SIAD as a multi-functional installation that serves as a Joint Expeditionary Logistics Center and strategic power projection platform. With that said, the Department of Defense has "realigned" SIAD's munitions storage and demil mission to other munitions centers under the Joint Munitions and Lethality Life Cycle Management Command (JM&L LCMC) umbrella. Our BRAC 05 charter/task is three-fold: relocate all munitions (30,000 plus short-tons to JM&L locations such as the Crane Army Ammunition Plant, McAlester Army Ammunition Plant, and Tooele Army Depot); transfer or demil all Ammunition Peculiar Equipment (APE); and Area Cleanup Sites, and the demo



Lt. Col. Joseph G. Dalessio

grounds. Suspense for completion is the end of Fiscal Year 2011 (Sept. 2011).

Due to the untiring efforts and "can-do" attitude of our Ammunition Directorate (led by Mr. Larry Gallego), SIAD is on schedule to complete all BRAC 05 actions by the end of fiscal year 2010, one year ahead of our mandated require-

ment! In the munitions movement arena, we are approximately 96% complete with just 1200 short-tons remaining; for APE transfer/demil, we are approximately 90% complete (with all 42 pieces of APE already having been disassembled and or inspected); and for Area Cleanup, we are approximately 85% complete. Perhaps the most impressive feat is the safe manner in which the aforementioned tasks have been executed, just a tremendous effort across the board! Well done and kudos to our Ammunition Directorate.

To the SIAD workforce, as always, thanks again for your countless contributions and unwavering support to our nation and to our number one customer, the warfighter. Stay safe and we'll see you on the high-ground!

**PRIDE IN  
EXCELLENCE!**

## 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.

**Megan Barr  
Joseph Hibbs  
Christina Martinez  
Christopher Sabatino  
Joseph Shipley  
Carrie Yancey**



## THE UNION'S POSITION- AFGE LOCAL 1808

### AFGE Defeats Attempts to Freeze Federal Pay

#### Republicans Vow to Renew Attacks

The American Federation of Government Employees last month defeated Republican lawmakers' attempts to eliminate the 2011 pay raise for federal employees. The union is asking its members to stay vigilant as Republican leaders have vowed to try again.

Sens. John McCain, R-Ariz., and Tom Coburn, R-Okla., in May offered an amendment to the emergency supplemental spending bill that would have frozen federal employees' 2011 pay.

House Republicans followed suit the very next day when Rep. Michele Bachmann, R-Minn., offered a similar amendment during debate

over the Defense Authorization bill. AFGE quickly reached out to members of Congress, who voted down both amendments.

The attacks on federal employees began this year by the so-called Economic Recovery Working Group, spearheaded by Republican Minority Whip Eric Cantor, R-Va., who launched a Web site called You Cut at Under the guise of "controlling federal spending," their real intent is to cut federal pay, freeze and outsource federal jobs.

"This is an insult to VA doctors and nurses who take care of our veterans, correctional officers who keep our communities safe, Social Security employees who serve retirees and the disabled, Defense

employees who support our troops, scientists who find cures to diseases, and Border Patrol agents who keep our borders safe," said AFGE President John Gage. "It is wrong to put a



burden on this politically convenient

group of employees who perform such important work for the American public every day."

Gage said the White House's proposed 2011 raise is already modest – only 1.4 percent. Any efforts to freeze federal pay to finance the wars in Iraq and Afghanistan or for general deficit reduction amount to imposing a special tax increase on just one group of people when all Americans must pay their fair share to fund government operations.

AFGE is asking its members to call and write their members of Congress to reject any future attacks on federal employees.

<http://republicanwhip.house.gov/YouCut>.

Union meetings are the first Tuesday of the month, unless it is an

**See UNION on Page 7**

**The Challenge**

Depot Commander/Publisher \_\_\_\_\_ Lt. Col. Joseph G. Dalessio  
Public Affairs Officer/Editor \_\_\_\_\_ Lori K. McDonald  
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# LMP, your piece of the pie

## Warehouse Management in the LMP Environment

By Lani Bredstrand  
LMP Office

Sierra employees that work within the material management function will find a new, more versatile and exciting Enterprise Resource Planning (ERP) system on 13 October 2010. On this date you will be conducting business using a new SAP software solution because the Standard Depot System SDS will stand down and Logistics Modernization Program (LMP) will take its place.

Unlike SDS, the LMP solution spreads the process flow of the Warehouse Management (WM) across several modules of LMP including Sales and Distribution (SD), Quality Management (QM), and the Pro-

The Warehouse Management (WM) module is fully integrated into the LMP solution so transactions that are initiated in other LMP modules can result in corresponding tasks in WM. For example, these tasks may activate the actual physical transfers within the warehouse. Likewise, they may result in material movements and changes in material status, such as releasing goods from inspection material staging to production supply areas, picking, and the shipping of goods for sales orders. All of these transactions are visible to the user and to the material manager through the Warehouse Activity Monitoring (WAM) of material.

duction Planning (PP) system. The integrated LMP solution provides visibility of these modules and allows the user to “drill down” from a manufacturing part number (ManP) or National Stock Number (NSN) to its project and to the name of the planner who ordered the part.

IM and subsequently physical movement happens in WM. Warehouse management is interfaced to Sales and Distribution (SD) through the Shipping module to process delivery documents for both the integrated WM application and the decentralized WM system. The WM interface to Quality Management (QM) allows warehouse administrators to track and manage inspection lots that are stored in the warehouse. And the WM module is also interfaced to the Production Planning (PP) system to assist in providing materials to production supply areas.



# Is there an EUL in SIAD's Future? - Part 1

By Steven Johnson  
Energy Awareness Coordinator

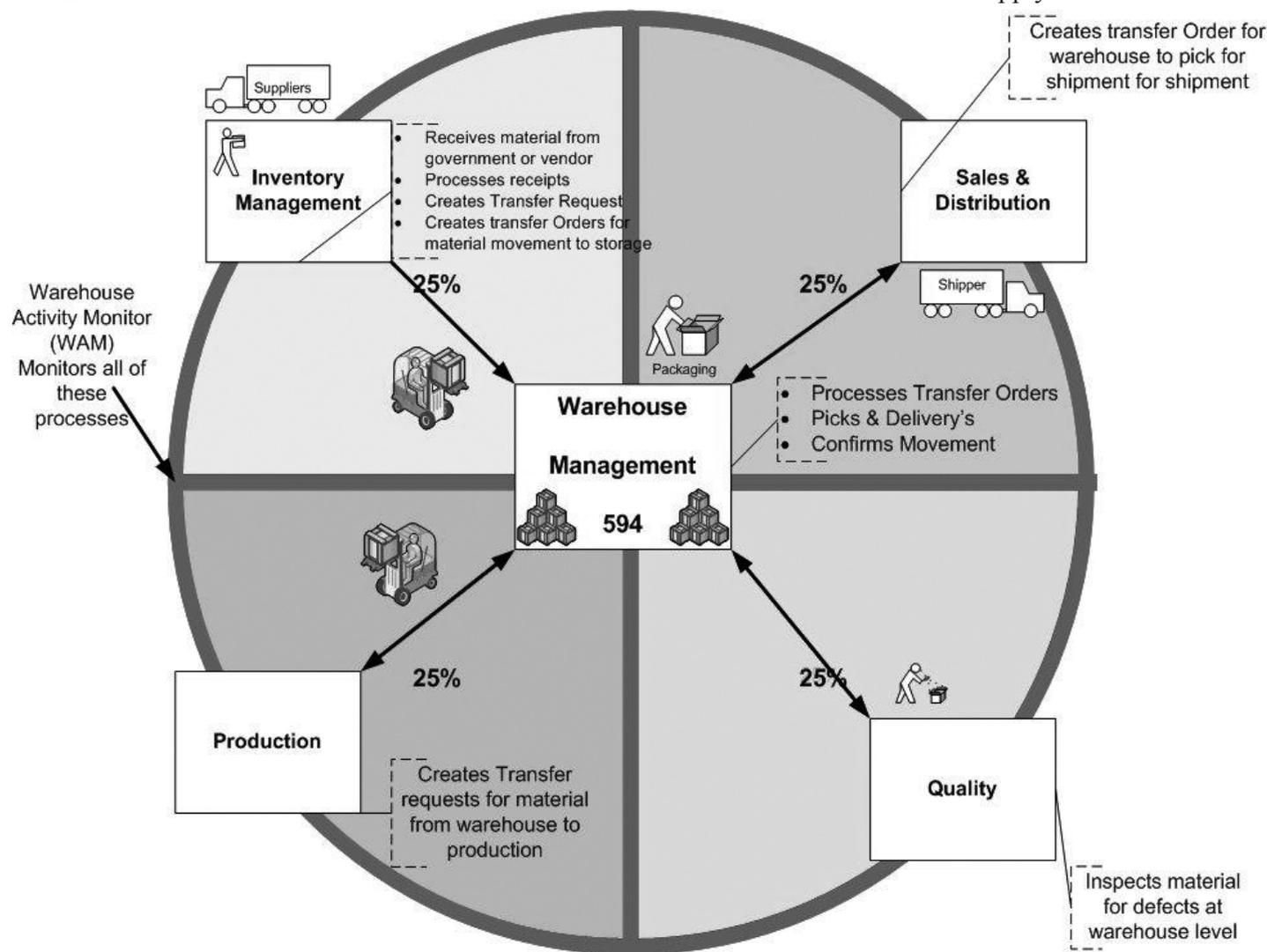
You might ask just what is a EUL and what does it have to do with Sierra Army Depot? EUL stands for Enhanced Use Lease and is a method for funding construction or renovation projects on military property by allowing a private developer to lease underutilized property, with rent paid by the developer in the form of cash or in-kind services. I know the preceding sentence gives you more questions than answers so let's break it down.

Under the authority of Title 10 USC Section 2667, some DOD facilities have both the opportunity and incentive to obtain a broad range of financial and in-kind considerations for leasing opportunities. With the approval of the Deputy Secretary of the Army for Installations and Housing Installations (DASA (I&H)), DOD Facilities can: Enter into long-term leases, which provide greater flexibility for facility use and reuse. Receive cash or in-kind consideration for income on leased property, which can be used for alteration/repair/improvement of property or facilities, construction or acquisition of new facilities, lease of facilities, Real Property maintenance services, and payment of utility services.

Some potential uses for a EUL include the Restoration of Historic Buildings. Utility Plant Energy production from Bio-mass, Wind, Solar, Geothermal, Coal Gasification, Waste to Energy, Cogeneration. Vehicle Test Tracks, Golf Courses, Offices, Labs, Laundries, Training Centers, MWR Retail, and other Industries are also potential uses.

There are numerous benefits to having a EUL on a DOD facility, such as enhanced mission performance through cooperative efforts with private developers. There is improved utilization of property, and reduced base operating costs through improved business practices. There is stimulation of the local job market, fostering cooperation between the military services and the private sector. It also introduces valuable federal property into the local market.

Started in 2001, the Army Enhanced Use Lease program has  
**See EUL on Page 4**



As with any new system, processes and associated activities will change to support the new system. As an example, most activities that take place within WM are initiated in Inventory Management (IM). Most goods receipts, goods issues, and posting changes will be initiated in

Bottom line, LMP will provide the visibility and accountability in the warehouses and inventory that will result in high accuracy which is necessary to complete projects on schedule and Expedite delivery to the Warfighter in the field.

As with any new system, processes and associated activities will change to support the new system. As an example, most activities that take place within WM are initiated in Inventory Management (IM). Most goods receipts, goods issues, and posting changes will be initiated in



# Tune up with AKO!

By Mary Deming  
Training Instructor

Rev up your engines because AKO is going to keep you in the fast lane! Or more importantly help keep you on the road. This is the fifth installment in a series of articles about all the resources available at your fingertips through Army Knowledge Online (AKO). This one is devoted to all of you out there that are at your happiest when you're tinkering on your car.

For all you car enthusiasts and budding mechanics you will want to check out the Automotive, Fix Your Car section in AKO. From the 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, Automotive, Fix Your Car. Once there, you will find the most automotive and mechanical references this side of the Indy 500. First is the Auto Repair Reference Center which contains information on most major manufacturers of domestic and imported vehicles. Database content includes more than 31,660 vehicles covered from 1945 to present. It has over 205,000 drawings and step-by-step photographs, over 130,000 enhanced wiring diagrams and so much more. All you need to do is pick the year, make, and model and you'll find tons of great info with general data and maintenance as well as detailed drawings and step-by-step instructions.

If that's not enough, check out



Chilton's Repair Manuals Online. According to Chilton's, they have the content and coverage you need all in one location. The Chilton Library provides exclusive photographs, diagnostics designed by instructor, step-by-step repair procedures, Original Equipment Manufacturer (OEM) maintenance schedules, wiring diagrams, recalls, and Technical Service Bulletins (TSBs) for automobiles and light trucks in one easy-to-use web site. You will be equipped with decades of data to maintain your vehicle.

If you are looking at repairing something a little smaller than that SUV, be sure and look at the Small Engine Repair Reference Center. This comprehensive resource contain 410 full text reference books with original photos and illustrations for small engine repair assistance, including: ATVs, commercial mowers, generators, motorcycles, marine, outdoor power equipment, personal watercraft/jet ski, snow blowers, tillers and other small engines.

You can also estimate what your current ride is worth at the Kelly Blue Book site. Or you can get true market value pricing, car reviews, ratings and advice to help you get a fair deal on your next car at Edmunds.com.

There are lots more categories than I have space for here. So do yourself a favor. Make sure to head to the automotive site on AKO. You might just get that old clunker back on the road and you'll be able to say you did it yourself. Well, yourself and a little help from AKO!

## DMAIC – What Does It Mean?

By Debbie Preuett  
Lean Office

"I dare you - no - I double dog dare you!" I'm sure some of us remember saying those words as kids when we were doing, well what kids do – exploring some unknown trail, trying a new game or taking that dare or challenge that your best friend was quick to extend to you but not so willing to do themselves.

Isn't it great to learn something new and exciting whether it involves our work, something in our personal life or the hobbies we do? Let's think back for a moment, do you recall having tried something new, some-

thing that challenged you beyond what you thought you could do? Do you remember the feelings that you felt when you actually learned how to play that new game, or discovered that the trail you were on lead to a field that would be the perfect place for that "secret" fort or that the "dare" you accepted really wasn't as hard as it sounded?

Isn't it strange that as we become adults we somehow become unable to take those steps to learning how to do something new or to "take that dare"? Today I "double dog dare" you to step with me into a

**See DMAIC on Page 6**



## OUTDOOR RECREATION RENTAL PRICE SHEET



ITEM	DAILY RATE	WEEKLY RATE
<b>YEAR AROUND ITEMS</b>		
ATV 4X4*	\$50.00	\$200.00
DOME TENT 3 MAN	\$4.00	\$20.00
DOME TENT 5 MAN	\$5.00	\$25.00
SLEEPING BAG	\$2.00	\$10.00
AIR MATTRESS (QUEEN)	\$10.00	\$50.00
LANTERN BATTERY W/RADIO	\$2.00	\$10.00
CAMP STOVE PROPANE	\$2.00	\$10.00
3500 WATT GENERATOR	\$10.00	\$50.00
PORTABLE DANCE FLOOR	\$50.00	
10X10 SUN SHADE	\$5.00	
20'X30' TENT	\$50.00	
SNOW CONE MACHINE	\$20.00	DOES NOT INCLUDE PRODUCT
COTTON CANDY MACHINE	\$20.00	DOES NOT INCLUDE PRODUCT
BBQ TRAILER	\$10.00	A \$25.00 FEE WILL BE ASSESSED IF NOT CLEANED WHEN RETURNED
TUBBIE 25' W/FAN	\$20.00	
BOUNCE HOUSE	\$150.00	
SUMO SET	\$75.00	
FOLDING CHAIRS	\$1.00 EA	
WOOD-SPLITTER	\$20.00	\$100.00
UTILITY TRAILER	\$20.00	\$100.00
IF RENTED WITH OTHER ITEM	\$5.00	\$25.00
FLATBED TRAILER	\$20.00	\$100.00
IF RENTED WITH OTHER ITEM	\$5.00	\$25.00
BRANCH CHIPPER	\$10.00	\$50.00
<b>SUMMER SEASON ONLY</b>		
4 STROKE SEADOO*	\$75.00	\$375.00
BAYLINER BOAT*	\$75.00	\$375.00
PADDLE BOAT	\$10.00	\$50.00
OPEN WATER KAYAK	\$5.00	\$25.00

\*All motor craft require a depot, state, or federal boater safety card or ATV safety class ALL THESE ITEMS REQUIRE A 1 DAY DEPOSIT FOR RESERVATION REFUNDABLE ONLY WITH A 48 NOTICE.



## EUL (From Page 3)

progressed from an ambitious concept to a successful reality. The program has helped private development execute projects such as the General Motors hot weather Test Track in Yuma, Ariz., and a solar power project in Ft Irwin, Calif. The reason a EUL can be attractive to private developers is because it offers a value proposition on par or better than that of the private sector.

As with many federal programs, a lot of conditions must be met to qualify for a EUL. The federal property must be available. It must be non-excess real property under the control of the facility. The lease must promote the national defense and/or be in the public interest. The

lease must be in an amount that is not less than the fair market value of the leased interest. On top of all that, you must have some resource to attract a private developer to your facility.

Consider all of the different factors required for a EUL to work, and then match them up with the Herlong area and Sierra Army Depot. I have, and SIAD looks to me like a good candidate for a EUL. Of course, the process of getting a EUL doesn't happen overnight, but a lot of groundwork, such as a feasibility study, has already been done. I found the results of that study surprising and interesting. We will talk about it in the near future.

# LENGTH OF SERVICE AWARDS



**Edward Stoutenberg**  
25 Years of Service

Lt. Col. Joseph Dalessio, SIAD Commander, recently thanked a group of employees for their many years of service and the contributions and support they have given to the warfighter. Employees were presented with length of service awards during a command staff meeting.



**Greg Tavalero**  
30 Years of Service



**Eula Johnson**  
30 Years of Service



**Stuart Kenworthy**  
25 Years of Service



**Robert Graf**  
20 Years of Service

## Lean success stories, Part III

By Ben Lindblom,  
Lean Facilitator

Last year I was approached by a Depot employee who asked me why we do not publish our Lean successes in The Challenge. We at the Lean Office thought it was a great idea, thus the “Lean Success Stories” series began. Now it is time to clue you in on the successes the Depot has achieved during the third quarter of Fiscal Year 2010. The following events took place beginning in April. I will attempt to cover all of the Lean events on a quarterly basis, so please have patience for your event.

- In April we closed three events. We started off by completing the last in a series of successful 6-S events to straighten, clean and organize the Motor Pool. Next, we closed out the AERUC Admin RIE so the LTS/AERUC personnel now have their own Document Control Cell. Finally, we concluded a series of 6-S events at the Facility Maintenance Branch. Although there were no financial benefits realized from these events, the team members made some great improvements in those areas.

- In May we closed three events. First off we concluded an Improvement Event to set up Vinyl Cutting equipment so Containerization and Assembly can produce their own vinyl for containers. Next we closed an RIE for the MRO Pulling Process which netted \$47,885 in cost avoidance and some ergonomic benefits. The final event we closed in May was for the OCIE X-Ray Pack-Out Process RIE, which the team helped to net the Depot \$104,437 in cost avoidance through streamlining of the process.

- In June we finished five events. First we closed a 3-P Event to prepare for a [Special] NSE (Non-Standard Equipment) Program to begin. Due to the efforts of the team during this event, we were able to secure the [Special] NSE program.

Later in June we captured \$85,397 in cost avoidance from a process improvement initiative to recycle non-conforming fire extinguishers rather than sending them through the waste stream. We also completed an event in Central Receiving resulting in process improvements allowing us to capture \$11,666 in cost avoidance. We conducted another Environmental event in which the RCRA Training Process was streamlined to reduce the amount of labor hours used for RCRA Training. The last event we closed in June netted the Depot \$71,384 in cost avoidance from improving the binning/storage process within AJ1. Lastly, it should be mentioned that a further review of a process improvement event (MULE Event) at LTS enabled us to capture an additional cost avoidance of \$1,897,340 by projecting for a three year budgeted workload instead of our planned single-year calculation.

This wraps up the FY 2010 Third Quarter for Lean success stories. I would like to personally thank all of the team members who helped with these events. The achievements gained from their hard work have improved the overall productive and competitive posture of Sierra Army Depot and contributed towards meeting our goals for the Lean portion of our GAP award.

## DMAIC (From Page 4)

new adventure! An adventure of Lean/Six Sigma Methodology called DMAIC.

You’re most likely thinking, what is DMAIC. I bet that right now you’re most likely saying to yourself, doesn’t sound like a word and it definitely doesn’t look like a word.

DMAIC which is pronounced “Duh-May-Ick” is actually an acronym which means to Define, Measure, Analyze, Improve, and Control. It is the five interconnected phases that refers to a data-driven quality strategy for improving processes. WOW – that was a mouth full!

Each step of the DMAIC has a particular function and our adventure will be taking us into each of those areas. It will help us recognize how using the phases of DMAIC can reduce the variation in a process and then on improving that process.

Remember that dare to step into the DMAIC world – well fasten your seat belts because here we go!

Each step of the DMAIC methodology will impose its own type of questions that are fundamental and important to achieving a significant improvement to our process.

Let me introduce you to the first step – Define is to state the meaning of a word, phrase and can be used to specify or to mark the limits of something as stated in the dictionary. So you’re most likely wondering what that has to do with improving a process. By using the Define phase it enables us the opportunity from both a business and customer perspective to answer the question “What is important?” This will help you identify the improvement needed in the process.

The second step is to Measure the performance of the process or to guide us to ask ourselves “How are we doing?” This will give us the direction needed to develop a plan to use to collect data from many different sources within our process. By following this step it will help to determine the types of defects and metrics as well.

The third step is to Analyze the opportunity by asking “What is wrong?” We will do that by taking all the data that was collected in the second phase and utilizing that information to establish what the root causes are and to identify gaps between the current performance and the goal performance. It helps to prioritize the opportunities to improve and to identify the sources of variation.

Is the dare to venture into this world of Lean Six Sigma beginning to not seem so daunting? There is so much more to come – so let’s continue on our adventure.

Next you’re going to look for ways to Improve the process that has been targeted which is the fourth step. To achieve this step the question “What needs to be done?” will come into play. By asking this question you can accomplish designing creative solutions to fix the problems as well as preventing possible future problems. By using technology and discipline those solutions can be innovative which will lead you into developing and deploying an implementation plan for making the necessary improvements.

See DMAIC on Page 8

## SOPs; Why are they so important?

Jean Blocker

Just imagine trying to bake a cake without any instructions. You might not have a cake; you might instead end up with something that would resemble a brick. Yet, I’m sure it isn’t a brick you were really looking forward to enjoying when done baking.

SOPs as you know are Standard Operating Procedures; they are a set of instructions used for any particular job or operational processes done within an organization. SOPs are an important part of our everyday jobs, and should be looked at as part of our day-to-day routines whether or not it is work related. So, why is it then that SOPs are so important when we already know how to do our jobs? SOPs give clear instructions of how a process is done and should be reviewed on a regular basis. SOPs can be used to train new employees as well as give refresher training to established employees.

Taking the time needed to writing a quality SOP can ultimately help SIAD by improving our customer service, simplifying our processes, and it can even bring us more business. The more effectively we can complete our processes the more outside agencies will want to do business with us. One of the very best ways we can effectively complete our processes is by:

- writing a quality SOP
- training all employees on the process using the SOP
- evaluating the process to insure that the training has been effective
- reviewing the SOP on a regular basis to insure it is still adding value
- if the SOP needs revision, revising it and training the employees on the revisions
- holding employees accountable for completing processes properly according to the SOP

Now back to that cake that I was baking. If I follow the recipe as it is written, I know to add 2 eggs instead of 3, flour instead of baby powder, oil instead of coffee (you get the picture). I will have a cake that without fail, not only would I enjoy, but you might as well.

Sierra Army Depots Quality Policy says, “SIERRA ARMY DEPOT IS COMMITTED TO MEETING REQUIREMENTS AND CONTINUALLY IMPROVING THE EFFECTIVENESS OF OUR QUALITY MANAGAMENT SYSTEM.” SIAD’s end customer, regardless of the department you work for, is the SOLDIER. I’m certain that we all want to see to it that our end customer gets a quality product. And what better way to ensure that than by following our SOPs.



## EEO/Diversity Update

### *Americans with Disabilities Act 20th Anniversary*

By Sherie' Coleman  
EEO Specialist



**Lynette Hall**  
EEO Manager

July 26, 1990 was a historic event 20 years ago when President George H. W. Bush signed the Americans with Disability Act into law. Many families in the United States of America deal with a family member, friend or neighbor who is a person with a disability. When we hear the word "disability, we instantly think of someone who is in a wheelchair, blind, deaf or missing a limb. These indeed are individuals with a disability. However, the scope has been broadened quite a bit.

On September 25, 2008, the ADA Amendments Act (ADAAA) was signed into law. It became effective on January 1, 2009. The ADAAA focuses on the discrimination at issue instead of the individual's disability. It makes important changes to the definition of the term "disability" by rejecting the holdings in several Supreme Court decisions and portions of Equal Employment Opportunity Commission's (EEOC) ADA regulations. The Act retains the ADA's basic definition of "disability" as an impairment that substantially limits one or more major life activities, a record of such an impairment, or being regarded as having such an impairment. However, it changes the way that the statutory terms should be interpreted.

The ADAAA expands the definition of "major life activities" by including two non-exhaustive lists:

1. The first list includes many activities that the EEOC has recognized (e.g., walking) as well as activities that EEOC has not specifically recognized (e.g., reading, bending, and communicating);

2. The second list includes major bodily functions (e.g., "functions of the immune system, normal cell growth, digestive, bowel, bladder, respiratory, neurological, brain, circulatory, endocrine, and reproductive functions");

The ADAAA clarifies that an

impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active.

On July 24, 2009, President Barack Obama marked the 19th anniversary of the Americans with Disabilities Act by announcing that the United States would sign the U.N. Convention on the Rights of Persons with Disabilities. The convention is a treaty committing governments to promote, protect, and ensure the full and equal enjoyment of all human rights and basic freedoms by people with disabilities worldwide. This is just another symbol of commitment that the United States takes equal opportunity for all Americans very seriously.

Even though we have come leaps and bounds as to how we refer to and see persons with disabilities, the struggle for equality is ever present.

Here at Sierra Army Depot, the EEO Office has recruited two individuals to assist in the ever evolving development of the Disability Employment Program. Karen Collins, ADCO, & Stanley Bailey, Inventory, have made the commitment to make our Disability Employment Program what it should be – A program dedicated to the recruitment, retention, and accommodation of persons with disabilities. If you would like more information on this or any of our other Special Emphasis Programs or desire to serve on any of these committees, please give us a call at (530) 827-4414. This fight does not belong to EEO alone. It belongs to the entire workforce. It belongs to you.

For more information on the ADA Acts [www.ada.gov](http://www.ada.gov), or to join the 2010 by 2010 Campaign like I did, go to <http://adaanniversary.org/>.

## LEAN into my CORNER

I'm going to stray a bit from my normal "Lean-only" theme this month to discuss some more general quality issues. We tend to think of the various approaches to industrial quality, such as Lean, ISO, and Quality Assurance as being separate and distinct. In reality, they are closely related.

In the Quality Engineering Directorate, we constantly try to integrate the activities of our divisions into a broad overall plan. There's a good reason for this: No matter how you approach quality, the central concept we always get back to is process. As many of you know, QEO is currently working on a project to standardize our SOPs and make them available to everyone on a centralized database. This is not just a "check-the-block" exercise.

In the QA world, we inspect products and services to ensure we are consistently producing to a clearly-defined standard. We can't really do this unless we have a clear process that everyone understands. If all the workers take their own approach to building a widget, product quality will suffer.

Then there is ISO. There are a whole host of ISO standards but in this context, I'm talking only about ISO 9001:2008, the standard that defines the Depot's Quality Management System (QMS). Under this standard, we essentially commit to "say what we do and do what we say." This means that we have clearly-defined written process documentation (Standard Operating Procedures or SOPs) for all our industrial and business processes. But this is not enough. It is crucial that we know what our written documentation says and that we follow that documentation—the same way, every time. We often don't do this as well as we should, but we are improving.

I'm not saying that if a worker has an idea to improve a process, they should just ignore it. If someone invents a better mousetrap,



**William Deming**  
QEO Chief

they need to change the mousetrap SOP to reflect the improved production process. If we fail to do this, the improved process is usually forgotten. Or in many cases, we end up with different workers executing the process differently. This nearly always leads to quality problems.

Lean/Six Sigma also relies very heavily on process. The Value Stream Analysis (VSA), is dedicated entirely to mapping out a high-level process (value stream). But we also go a step further. We identify those parts of the process that are "value added" as well as those that are "non-value added." This enables us to identify waste so that we can improve the process during Rapid Improvement Events (RIEs). When we complete an RIE, one of the required action items is a new documented process. This can then be used by the ISO staff when conducting process audits to ensure we are doing it the way we said we would.

It is not a bad thing to change our processes. In fact, it's essential. No process is perfect and we must constantly improve to remain competitive. However, it is a bad thing to change our processes without updating the process documentation, and it is absolutely necessary to read and understand our SOPs. If we don't "say what we do and do what we say," our processes degenerate and quality suffers. We owe it to the soldiers we serve to supply the best quality products and services we can manage.



**UNION (From Page 3)**  
Election Day. Meetings will then be held on the following Tuesday.

## DMAIC (From Page 6)

Finally you've made all the improvements to the process and you find yourself asking; "How do we guarantee performance?" You know that there has to be some way to prevent reverting back to the "old way" of doing things, but how? You realize that there must be some type of Control in the process. Some of the ways the process can be "controlled" is by developing and requiring the development, documentation and implementation of an ongoing monitoring plan. Because the word "control" presents itself with authority; humans tend to shy away from it. However, if we can open our minds to have a true understanding of this word we can achieve success in using the DMAIC methodology.

As our adventure comes to a close I leave you with this question; how can the DMAIC methodology, Define, Measure, Analyze, Improve, and Control be used to "synergize" the way we work, play and live?

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## NCO (From Page 1)

through the Non Standard-Equipment operation. The group walked through the warehouse where containers, tri-walls, boxes or pallets will be received and processed and the materiel brought to record or accountability and visibility to all interested parties. CSM Mellinger departed the NS-E area confident the Depot is ready to begin receiving large amount of containers once they begin leaving theater.

The group traveled out to the End of the First Life Cycle Center where Mr. Michael Winters explained the reclamation and parts pulling of assets on the wheeled vehicles that are currently stored on Depot.

The tour concluded by walking through the Water and Fuel Assembly warehouses along with the Water System Reset Operations.

Upon completion of the day



**Timothy Kaarbo, ROWPU supervisor, describes part of the rebuild procedure for the chemical feed pumps that go into the 3K ROWPU to CSM Mellinger and CSM Schultz while Lt. Col. Joseph Dalessio, Mr. William Rowland and Mr. Donald Olson observe. Kaarbo explained the Depot used to replace these items prior to implementing the rebuild process which is a cost savings.**

long tour, CSM Mellinger and CSM Schultz thanked Lt. Col. Dalessio and his staff for their generous hospitality and having the opportunity

to come to Sierra Army Depot and get a firsthand look at all the great things the employees here are accomplishing.

**SIAD EMPLOYEE APPRECIATION DAY**  
**2010**  
**"HOT SIERRA SUMMER"**  
**19 AUG**  
**1400-1700**  
**FIRST STREET**