

# The Challenge

Sierra Army Depot, Herlong, Calif.

November 2010

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## Commander's View

The Logistics Modernization Program (LMP) is alive and well at SIAD! On 21 Oct (following a three week "blackout" period), the depot officially went "live" thus marking its successful transition to LMP (replacing the Standard Depot System, SIAD's previous system of record since 1974). The initial planning/ramp-up phase for this historic journey took place almost two years ago and entailed the timely and seamless execution of critical tasks such as standing-up an LMP Directorate (unequivocally the most technically proficient and "user-friendly" team under the TACOM LCMC), educating/training the workforce (this developmental process involved frequent visits to D1 and D2 sites to garner better business practices and lessons learned and user instruction/participation in countless Business Design Workshops, Business Operational Tests, and ROC Drills), cleansing data, developing/validating Routes and Bills of



Lt. Col. Joseph G. Dalessio

Material, migrating data from our legacy system to LMP, and penning and publishing an Operations Order/Business Contingency Plan in order to identify critical pre and post "go-live" requirements/due-outs. Just a tremendous effort across the board; but it's important that we do not rest on our laurels/past accomplishments

because now, the hard work truly begins!

Since "go-live" (21 Oct), SIAD's End-Users, Expert-Users, and Training Cadre are getting first-hand experience with the "ins and outs" (and capabilities) of the system as they continue to work diligently scrubbing production orders, closing out sales orders, validating on hand inventory counts/locations, and inputting "blackout" period data. If a field End-User (with Expert User assistance) comes across an issue they cannot readily resolve, it is immediately brought to the attention of our Site Command Center (SCC). If the problem cannot be successfully addressed by the SCC's Core Staff and Super Users, it is then elevated to the Computer Sciences Corporation (CSC, located in Marlton, NJ) for resolution. From 21 to 28 October, SIAD's SCC help desk has received (on average) over 200 calls/inquiries a day; most impressive is the fact that over 85% of the issues received at the SIAD SCC have been settled

and closed out in house (without requesting external assistance from CSC).

To date, it is quite evident that our preparation and training has paid tremendous dividends. I am quite confident in saying that SIAD is well prepared to successfully meet any challenges or obstacles that we may face now or in the near future. Let's keep pressing, when it comes to the processes/procedures under your respective Functional Security Role, you have to "own your turf" and be the Subject Matter Expert. Lastly, successful transitions don't take place over night, it's imperative that we trust the system and let it work (that means minimizing the number of workarounds).

Stay safe and we'll see you on the high ground. Happy Thanksgiving everyone!

**PRIDE IN  
EXCELLENCE!**

## THE UNION'S POSITION- AFGE LOCAL 1808 AFGE applauds MSPB ruling against Federal Career Intern Program

*The following article is a print from the National AFGE website.*

WASHINGTON – The American Federation of Government Employees today applauded the Merit Systems Protection Board's ruling that the Federal Career Intern Program (FCIP) violates competitive hiring and veteran's preference rules under Title 5. AFGE had filed an amicus brief in the case urging the board to strike down the FCIP.

In the Nov. 2 decision, MSPB ruled that the FCIP is inconsistent with Civil Service Rules that govern placement of positions in the excepted service because it does not require agencies to justify placing positions in the excepted service as required by statute. Under Title 5, excepted service authority should be granted

only for "positions ... for which it is not practicable to hold a competitive examination." The board therefore ordered the Office of Personnel Management to comply with Title 5.

This inconsistency with Civil Service Rules has a major effect on veteran's preference, a preference-eligible veteran with a 60 percent service-connected disability who applied for a Veterans Service Representative position at the Department of Veterans Affairs in 2009. VA conducted a competitive examination for the VSR position and generated a certificate with the names of 25 candidates, all of whom were preference-eligible veterans who received near-perfect scores

even without veteran's preference points being applied. Yet VA filled all nine of the open VSR positions with FCIP appointments under excepted service rules.

AFGE Assistant General Counsel said AFGE is pleased that MSPB

adopted the union's position that the intern program violates Title 5. "The MSPB decision precludes the Office of Personnel Management from continuing the Federal Career Intern Program until such time that OPM brings the program into compliance with Title 5."

MSPB also ordered VA to reconstruct the hiring process for the nine VSR positions and make hiring decisions for those positions in accordance with veteran's preference rules.

The American Federation of Government Employees (AFGE) is the largest federal employee union, representing 600,000 workers in the federal government and the government of the District of Columbia.

Union meetings are held the first

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**The Challenge**

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# New Tools--New Business Processes

By Lester Cooper  
LMP Office

In the last six months it would have been hard to work at SIAD and have not heard of the term Logistics Modernization Program or just LMP.

The first waves of Expert Users and End Users have completed their courses; all of the coffee has been drunk and all of the slides (death by power point) have been endured and talked to death (only applicable to acquisition classes). We now enter the functionality phase of the deployment. During this phase, the concepts and new tools within LMP meet the reality of our various business areas here at the Depot. This is a difficult phase, but an important and key role to our successful deployment and full utilization of the LMP system.

Internal to our business areas, the tools we utilized to perform our duties at Sierra have changed, the tasks themselves remain the same: items need to be shipped and received; production must be planned and executed; Garrison duties drive on; items must be bought and contracts drawn and awarded to support the

Depot's needs and our time must be entered. One of the more difficult tasks that lie before us is the validation of our critical business processes. During the training cycle most of our current business processes were tested and found to be valid within LMP. Some processes will require slight modifications; while still others will have to be created from scratch. Throughout this state of flux apprehensions and stress levels will run high. I encourage each of you to be active in developing your area's new processes and provide feedback to your Leads and Supervisor's.

For most of us the formal classroom based LMP training has ended, but at your disposal is a vast archive of LMP knowledge in the form of the Depot's Training Sustainment Tool, (\\siera7appsan010\Data\TWS\Cadre Training Material\Website\Default.html). All of the classes from each business area reside here along with business rules, standard operating procedures as they evolve and desktop guides for each functional area. This Tool represents a vital part of your continued LMP education, a source of reference and



continued sustainment training for both seasoned and new employees for years to come. Your involvement and feedback is the only way to ensure the continued success of our Depot. Without it, we are doomed to repeat the days where a hand full of people possessed the key knowledge within each business area required for the Depot's success and with their departure, our learning curve steepens. If you see ways we can improve this Tool, please contact the LMP Cadre.

We stand on a precipice with the tools to accomplish our mission at hand. The burden now lies with us to utilize our subject matter expertise within each of our areas and to master the new tools we are given through LMP to become successful. The choice is ours, do we attempt repeatedly to cling to a process that

does not yield the desired results on the grounds that it is familiar and within our comfort zone or do we take advantage of our expertise and apply these new tools to create a process that serves both our customer and ourselves utilizing the full scope of LMP? Throughout my contacts with various business areas of the base our coworkers have answered the challenge. The majority, have not only embraced the tasks before us, but now within the first month of post go-live are beginning to master the LMP concepts within their specialized business areas while at the same time never losing sight of our critical mission to support the Soldier.

As we enter this new era here at SIAD, the only constant that we can truly count on is change.

## SIAD's Leadership Academy

By Larry Cardenaz  
R & R Receiving



Bob Picco, holds onto the completion certificates while Mary Deming, introduces the students at the First Leadership Academy Graduation ceremony that took place on October 6. The students of the current Leadership Academy had front row seats and were also recognized. Supervisors, friends, and family watched as Lt. Col. Joseph Dalessio passed out the certificates. The proud graduates are (from left to right), Timothy Utt, Robin Turner, Regina Rapacon, David Hendrix, Ricky Gotcher, John Dwyer, Larry Cardenaz, Jamie Calvert, and Dorothy Brown. Congratulations to Sierra Army Depot's First Leadership Academy Graduates!

Back in late April of this year, I had the good fortune to be included in an elite group of employees on Sierra Army Depot. I was selected along with nine others to attend the

first Leadership Academy. Even though the actual course was only two days, the long-term commitment and benefit was so much more.

Six months of class and com-

puter work and we were finally finished learning about leadership. Or were we? Our instructor, retired Colonel Mark Scureman stressed that leadership is an ongoing task. He shared many personal stories and experiences he has encountered over the last fifty years. These stories illustrated well that we can and will always be learning to be better leaders.

Over the course of six months, we'd meet once a week as a group for two hours. One hour was devoted to discussing a chapter in John C. Maxwell's book *The 21 Irrefutable Laws of Leadership*. Each chapter of the book deals with one of Maxwell's perceived leadership laws. Some of these include: The Law of Influence, The Law of the Lid, and The Law of Explosive Growth. We discussed how these could be utilized professionally as well as in our personal lives. Our second hour was spent immersed in the Civilian Foundations course which is taken completely online. It is accessible through the Total Employee Development website or more commonly

called, TED. The course can be taken on any computer including any at home. You do not need to be enrolled in the Leadership Academy to take the Foundation course, but I recommend that everyone register. The only requirement you need is your supervisor's approval.

Eight modules make up the online curriculum. Each one is divided into sections relating to different aspects of civilian life in the army. It may take over forty-four hours of study time, but don't worry you can pace yourself to your own speed and you have six months to finish.

The course teaches about the Army Mission and about how the army fits in as part of The Joint Force. It covers the organization, from the generic term "Army" all the way down to platoons, squads and the individual soldier. We learned about the ranks that command these groups, from generals down to privates and everyone in-between.

Other modules instruct on leadership styles, ethics, and conflict management. The topics are too nu-

See **ACADEMY** on Page 6

## Sierra Army Depot on the Lookout for Interns at UNR's Job Fair

By Mary Deming  
Training Instructor

Sometimes we can become a bit disheartened watching the nightly news. Particularly if we are from the (dare I say it) older generation. We receive messages all the time about how whiny and disrespectful the youth of today is. Well I recently received a pleasant surprise. I was asked to lend a hand at the Depot's booth for a Job Fair being held at the University of Nevada, Reno (UNR) on the Oct. 29. Don Olson, Bruce Hamilton, and I were on the lookout for some of UNR's best and brightest as prospective candidates for a three-year internship program at Sierra.

The ballroom at the Joe Crowley Student Union Building was the site for the job fair that boasted 60 vendors all on the hunt for the elusive future executive or CEO. With the emergence of the Logistics Modernization Program (LMP) we were on the lookout for graduates or those nearing graduation with majors in Supply Chain Management or Information Technology.

Our booth was set alongside the likes of Walgreen's, HP, McDonald's, IGT, Starbucks, and others. Everyone tried to zero in on that one individual that might rise up the

ranks and become the next Bill Gates or Donald Trump. Each vendor lured the vulnerable with the promise of a free keychain complete with bottle opener and handy flashlight. Or maybe a sport bottle or pen with the company's logo, or perhaps the all important faux leather appointment calendar would be more to their liking. Resumes flew fast and furious alongside the trinkets and free gifts with the intensity of a carnival midway. But here the big prize was a job.

At the Sierra booth, we were impressed with the caliber of the UNR students. The majority of the attendees came dressed for success, looking more like Wall Street than Virginia Street. We were also surprised at the number of job hunters who never considered working for the government before. The questions ranged from, "What do you guys do there?" to "Do I have to join the Army to work there?" to "Where the heck IS Herlong, CA?" After a quick rundown of the many benefits including the annual grade progression as an intern, many of the students seemed ready to join the ranks as government employees.

With the current discouraging economy facing the majority of these students, their wish list for a career seems to have changed. Dreams of

a corner office have been replaced with dreams of long-term employment. Also high on their list was to secure a career and not just a job. In some cases we met some stellar individuals whose major didn't exactly fit what we were looking for. Students whose backgrounds were in civil, mechanical, electrical, or environmental engineering might not be right for the internship program, but might be a suitable fit elsewhere on the Depot.

Mr. Olson and Mr. Hamilton were also excellent at directing the hopefuls to specific government websites where their skills might be a perfect match. Sierra's loss could be the Federal Government's gain. As for Depot hopefuls, we found many who fit the bill for the internship program and at the end of the day we had a folder filled with resumes to evaluate.

All in all, it was a day filled with meeting some excellent future leaders that may end up at Sierra or elsewhere. It did my heart good to see so many talented individuals with an impressive future ahead of them. I also think that the next time I see another story on the nightly news denigrating the younger generation, I'll know better and turn off my TV.

## Lean success stories, Part IV

By Ben Lindblom  
Lean Facilitator

At the close of Fiscal Year 2010, the employees of Sierra Army Depot have once again proven that they can rise to the occasion and perform above and beyond the goals set for them by the Army. SIAD has collectively exceeded the Value Engineering and Lean goals for the year, as evidenced by our GAP award. Below are the events and accomplishments which wrap up the fiscal year for the Depot in respect to Lean goals.

- In July we closed one event. This event was based on improving the filing and research processes at Building 304, resulting in a cost avoidance of \$5,540. Thank you Steve Dunn, Debbie Richardson and crew(s)! Although this was the only event we closed in the fourth quarter of 2010, we executed seven other events which will carry over and close in FY 2011.

In addition to the financial benefits we gained from the events held throughout FY 2010, we were able to validate \$3.16 Million more in cost avoidance from previous events, bringing the total validated cost avoidance to \$4.63 Million for FY 2010. This means we exceeded our annual Lean goal by over \$1.75 Million!

As a side note: Financial benefits are always nice to claim at the conclusion of an event, but the most important improvements that we can make involve creating a safer and more ergonomic environment, not to mention helping to make the processes easier to understand and execute by the people who are working them.

This wraps up the Lean Success Stories for FY 2010. I would like to personally thank all team members who participated in Lean events during the year. The achievements gained from their hard work have improved the overall productive and competitive posture of Sierra Army Depot and contributed towards exceeding our goals for the Lean portion of our GAP award.

Let's now focus to make FY 2011 even more prosperous than 2010! You can look forward to more success stories in future issues of The Challenge.



Bruce Hamilton and Mary Deming show off the Sierra Army Depot booth before the opening of the Job Fair at UNR. Don Olson, Bruce Hamilton, and Mary Deming were promoting the Depot's internship program for new and soon-to-be graduates.

## The Eight Wastes of Lean

By Debra Preuett  
Lean Office

Waste—we've all seen it, we've all experienced the results of it and at times we've all participated in it. In a broad sense, waste can be described as "any activity or resource that does not add value to an external or internal customer." To clarify the "value" we are speaking of, it is defined as anything that the customer is willing to pay for.

The eight wastes we're about to look at, can be applied in a warehouse, an office (substituting documents for products), support service activities and many other work functions that are not necessarily manufacturing or operational in nature. Most people think that these wastes are only associated with a manufacturing setting but this is not always the case.

During the New Employee Orientation (NEO) classes, the Lean Team presents a variety of material and information that gives a detailed overview of the different types of events that are done on depot. En-

compassed within that presentation is the "Fundamentals of Lean" segment which includes discussion on the types of waste that can occur in a process. We will look at that in more detail in the following paragraphs.

The first waste we'll talk about is Defects which is also known as re-work or essentially, poor quality work. Defects are defined as "a physical problem in a machine, structure or system, especially one that prevents it from functioning correctly". The ideal is to achieve zero defects. Can this really be accomplished you ask? The answer is "yes" this can be achieved by learning to mistake-proof the process. By learning to identify the "where, when and how" areas that defects or re-work are most likely to occur, we can reduce the potential of occurrence.

Next is Inventory which consists of a list of things, especially items of property, assets, or other resources that a company has on hand. This includes items that are stopped or stored in the Value Stream. We know that most companies have more than

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### Employee receives recognition, 25 years of federal service



**Belinda Banks was presented her 25-year length of service award from Lt. Col. Joseph Dalessio, depot commander during a command meeting. Banks began her career at Red River Army Depot in 1985. During her career she has worked for DLA, Offutt Air Force Base and finishing out here at Sierra Army Depot as Freight Rate Specialist. Banks plans on retiring the end of this year and move back to Texarkana, Texas to be near family. Congratulations Belinda.**

## CYS Monthly Update

The CDC is operating at just about full capacity with only a few slots available in our 3-5 year old (to include Kindergartners) classroom. If you are interested in obtaining a space within our program please contact us at 827-4768, Parent Central. We continue to maintain a wait list for all other age groups (6 weeks – 3 years).

As a reminder for those of you who are currently on our wait list, please remember to check in with us on a monthly basis to receive information on your status.

The CDC will begin their Parent/Teacher conferences this winter. As a parent of our program we invite you to meet with your primary caregiver to discuss your child's growth within the program as well as goals to develop for the coming months.

The CYS is gearing up for the highly anticipated Thanksgiving holiday. The SAS kids at the youth center are planning and looking forward to their annual Thanksgiving feast, which will be held on Wednesday, Nov. 24. They plan to cook an entire meal for their class, including

a ham, corn bread, yams, and green beans. The youth will be discussing the importance of the history of Thanksgiving.

The teen mentoring groups in the schools all have various projects they are busy completing. Doyle Charter School has planned their first fundraiser, which is a Sadie Hawkins dance. Fort Sage is conducting a community service clean-up project around the playground and in the baseball diamond so that they will be able to utilize these spaces more often. As for the high school group, these youth are planning a Christmas ham fundraiser where they will raffle off hams for this special holiday.

The Lights On Afterschool talent show, which was held on Oct. 21, was a big hit! The community support of this annual event was great, as over 40 guests were in attendance. The SAS kids provided the entertainment for the night, and the acts ranged from singing and hula hooping, to fire jumping and an exciting basketball/dance drill. Staff also performed, gracing the stage with the National Anthem on

guitar and a group sing accompanied by the SAS. This event was held to honor after school programs and to promote their importance. CDC Director Christina Phillips provided the opening remarks, which included a letter from President Obama acknowledging this important day. The CYS looks forward to next year's event, as this talent show was a great showcase for the many talents of our

youth!

The community and depot Christmas Tree Lighting at the CYS will be held on Dec. 9, at 5:30 p.m. A special guest from the North Pole is scheduled to visit. Guests are invited to participate in singing various Christmas carols, while celebrating this joyous season with our community members. Light refreshments will be provided.



**Several SAS kids demonstrated to their parents and guests their ability to keep a hula hoop in motion during the Lights on After School Talent show.**

## A EUL at Sierra Army Depot - Part IV

### Highest and Best Use

By Steven Johnson  
Energy Awareness Coordinator

Last month we looked at the different "possible use" options to see which were viable under EUL (Enhanced Use Lease) criteria. The possible uses that were considered viable candidates were then subjected to additional scrutiny to determine which would be the "Highest and Best use" for Sierra Army Depot. In business terms, highest and best use means the

to the igloos and the site infrastructure of SIAD. So while it is legally and physically possible, the costs involved make it financially unfeasible, removing this possible industry from highest and best consideration.

The analysis showed that a Renewable Energy project might be an excellent fit for SIAD, with both geothermal and solar power production giving a positive return on investment. The area has documented geothermal resources, somewhat lessening the "dry hole" risk associated with exploratory geothermal drilling. However, since no geothermal test drilling has actually been performed

size, and associated annual return were examined. Using the most conservative scenario, a developer would construct a 10 Megawatt (MW) solar photovoltaic (PV) facility with a footprint of 150 acres. Using a more aggressive scenario, a developer would construct a 50 MW solar PV facility with a footprint of 750 acres. Under the most aggressive scenario, a developer would construct a 280 MW concentrating solar power (CSP) facility with a footprint of 2,100 acres. Each of these scenarios is capable of producing a positive return and usually, the larger the project-the larger the return. However, there are external factors involved that must be considered.

Remember, the purpose and benefit of a EUL is to capitalize on the value of under-utilized property by developing it and putting it to productive use. Also, a EUL project is a private sector venture where the selected developer bears the majority of the financial risk, so it is imperative that the project generate a positive return for investors. Many factors influence the feasibility of a power development project. If a project is to be competitive, it must offer distinct advantages with respect to some, if not many, of these factors. While some factors, like the available solar resource do not change. Other factors, like the power market, federal and local incentives, and the local infrastructure (outside of SIAD), can and do change over time. Some of these changes have a considerable impact on which scenario would actually be the "Highest and Best" EUL option for Sierra Army Depot.

Next month we will look at the factors that are changing right now, and how they affect the different scenarios.



Photo Credit: Senior Airman Larry E. Reid, USAF

The Army signed a memorandum of agreement Oct. 15, for an enhanced-use lease to begin development of a 500-megawatt solar power facility at Fort Irwin, Calif. The facility will be similar to this photovoltaic solar power facility at Nellis Air Force Base, Nev.

legally and physically possible use that, at the time of appraisal, is most likely to produce the greatest net return over a given period.

The Data center/Data storage industry is considered a good fit for Army property and was deemed possible at SIAD. It is possible to convert the Depot's igloos into Data center/Data storage facilities. However, the conversion would involve significant modification costs, both

on the Depot, the availability and quality of the resource is unproven. This results in a higher degree of uncertainty or risk, making it less attractive to developers, which lowers its standing in the highest and best rankings.

The study indicates that under EUL criteria the highest and best use of the site is a solar power generation facility. Three solar energy scenarios based on power output,

be better in all they do, whether rising through the ranks working for the government or simply at home with family.

We graduated on October 6, 2010. Many supervisors, friends and family were present to watch the brief celebration as the graduates were presented a certificate of completion by the Commander. During a part of the ceremony, the next class of Leadership Academy

hopefuls was acknowledged. They are just starting their journey of increasing their personal skills of becoming better leaders.

I wish to thank the Commander and all the supervisors for allowing Sierra Army Depot's Leadership Academy get off the ground. There are many others on the depot that are putting in requests for future classes. As the enthusiasm for the class grows, I hope it will be a long

## 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.

**Andrew Alitin**  
**Frankie Aragon**  
**Charles Barton**  
**Joanne Dunivin**  
**Charee Harris**  
**Christopher Hodge**  
**Gina Kern**  
**Barry Kuhnke**  
**Billy May**  
**Ann Newton**  
**Kristen Simpson**  
**Douglas Vittitow**

*Last day to  
purchase tickets  
for the  
9th Annual  
Holiday Ball is  
December 1*

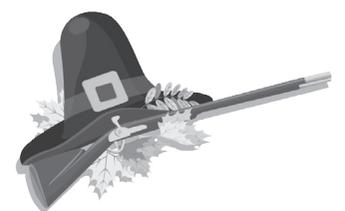
## ACADEMY

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merous to mention but the subjects taught are significant wherever one works or whatever one does in life. Personally, I found that the life skills to be the most important. It's very satisfying to learn how to interact with people, how to manage stress and stay healthy. Hopefully these lessons will help all who attended

and lasting part of the Depot's training curriculum.

To find out more about this wonderful training opportunity and see if it is right for you, speak with your supervisor or call the training office.



## EEO Focus Consideration of Others

The past two articles that I submitted talked on conflicts and how to deal with conflicts. In order to deal with those conflicts we have to learn how to get along with others. Sometime with have to drop our pride, think about others instead of ourselves. As we learn in our Leadership Academy course, serve our employees instead of them serving us. Reward them for the work they have done. This can be done in many fashions, i.e. from monetary to a simple attaboy! Task yourself to find ways to acknowledge your employees, co-workers, and management. Please look at the following article for ways of how you can get along with others to get along better with others:

### **Getting Along Better with Others:**

Getting along better with others is easier said than done. We all agree having Equal Employment EEO conflict, disputes and complaints in our life only contributes to our daily stress.

The strongest desire of most people is to be treated fairly and with respect. This is true in Equal Employment EEO conflict situations. How we acknowledge each other creates foundation for mutual trust, curiosity and vulnerability.

Too often we stereotype and discriminate based on a large array of different factors such as: culture, religious beliefs, skin color, gender, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status and sexual orientation. Resolving Equal Employment EEO conflict, everyone can make a difference in building better relationships at home, in your community and in the workplace by observing some simple tips.

First, everyone has the similar needs. Everyone has a need to be understood, respected and valued. Second, we have responsibility to each other to build local and global society where people are validated and acknowledged for their uniqueness and their contributions. And third, few people do intentional harm. Human beings have complex emotional and mental systems. Each person sees world around them in different perspectives.

**Resolving Equal Employment EEO Conflict - Positive Things To Get Along Better**



**Lynette Hall**  
EEO Manager

### **with Others:**

- Praise individuals for their thoughtful actions, talking about their good deeds. Overlook the negative and accent the positive.

- Be open to learning new ideas and ways of doing things. Encourage others to be curious. Show empathy and compassion. Remember, there are two sides to every situation, to every argument.

- Walk with someone – in motion together and let your breathing and arm movements get in sync.

- Meet in circle or round table, avoid using square tables which resemble taking sides and distant.

- Talk to person who is getting least attention in a gathering. No one likes to feel alone.

- Get to know people you meet. Ask questions and show interest in their work, their customs, their language, their disability, etc.

- Share stories and experiences. We are all interested in learning that others have similar happy and painful times.

- Avoid telling jokes making fun of others or make them look inferior or unintelligent. Ethnic jokes, and jokes based on gender, disability or other personal characteristics put down and demean people. The safest jokes are those you tell about yourself and something that happened to you.

- Smell good. Practice good hygiene. Vanilla, cinnamon and lavender are popular scents.

### **Step Back when Frustrated**

When you can't see eye to eye with another person, having conflict is usually counter-productive. Step back, take break. Many times we react in irrational ways due to circumstances we have encountered during our day; we may be just hungry, or have higher priorities. I practice "loving words first". Say something positive before going negative. We all enjoy hearing loving words first.

*(Editor's Note: The above article was written by Mr. Nick Matyas from the website <http://www.eocmediators.com/articles.html>).*

## LEAN into my CORNER

Where do Lean projects come from? Bad jokes aside, they come from you. When Sierra started on our Lean journey, most projects came about as a result of the Commander or other senior leader directing an effort in a particular area. This approach worked well when we were still new at this and the areas needing attention were obvious. Over the last couple of years, we have put much more of the burden on managers to come up with ideas for process improvement efforts. This has actually worked pretty well and one has only to look at some of the improvements in the R&R Directorate to see the proof of it.

All that being said, it is important to remember that Lean is all about continuous process improvement. That applies not just to our industrial processes or office practices, but also to the way we approach Lean. To that end, we are trying some new approaches to generating process improvement efforts.

Over the next several weeks, many of you will see wooden drop boxes appearing in your PIT areas. We are putting these up so that workers on the floor can submit ideas for process improvements without any filters being applied. Any employee is free to write down their idea and drop it in one of these boxes. They can sign their name to it but this is not required. No one in your chain of command will have access to the boxes. The Lean Core team will have the only keys. They will periodically collect the suggestions and do a preliminary evaluation.



**William Deming**  
QEO Chief

The best ideas will be discussed with the appropriate supervisors/managers/process owners to start the planning process to turn them into events. Of course, names will not be used if the submitters so request.

Another idea we are working to implement is a survey. This actually came out of our most recent ISO surveillance audit. Sometime in the next couple of months, we will be circulating a survey around the Depot to get a feel for what the workforce would like to see addressed. Again, we will not attach names to responses, although we would like to be able to identify work areas. We haven't worked out the details on this yet, so stay tuned.

Also in the planning stages, we are setting up an e-mail account for Lean suggestions. Anything submitted to this account would be treated the same way as if it were dropped into a suggestion box. If anyone has any other ideas or suggestions, please feel free to call Sue Catuccio or any of the Lean Core Team. Experience has shown us that there are a lot of very good ideas out there. Let's put them to work!



## UNION (From Page 2)

Tuesday of the month at 5:00 p.m., unless it is an Election Day. Meetings will then be held on the following Tuesday. If you have any questions, contact the Union Office at 827-5375.



# WASTE

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enough products/goods to meet the customer's needs. This leads to ask the questions: "is the inventory needed just in case?" and "can we operate without it?" In most cases the answer is going to be "yes" because excess inventory can tie up a company's resources whether it's financial or material.

Over Production means items are created before they are needed. In the past, many companies gave no thought to this or what the effects could be. But, thanks to Lean thinking, the approach to over-producing products has assisted companies worldwide to re-look and rethink how they work their production lines. Companies that have truly looked at becoming Lean now approach production with an attitude of; can their operation produce to order rather than produce for inventory. Can you see just how closely related the wastes of inventory and over production are?

Waiting is the one waste that can be extremely aggravating. It's some-

thing that no one enjoys doing! Have you ever thought of how much time is wasted just waiting for something to get packaged, made, or processed all because tasks are usually done in a series instead of parallel to each other? Another recommendation is to temporarily relocate personnel to the area that is running slowly to adjust the flow in the process which can result in the removal of most waiting time.

Usually the waste of Motion is the usage of hands, arms, and legs in a process that results in non-value for the customer. There are many ways that a process can be rid of this type of waste by using new equipment, special tools or other aids that can work within the process.

Under normal circumstances Transportation/Movement wouldn't appear to be a form of waste because it's the way people, objects or materials are moved from one point to another. Sometimes in a process there is an excess of movement and it's at that point when transporta-

tion can become a waste. One of the reasons this occurs is due to poor configuration within the flow of the process. By asking the question, "is there a way to configure the movement of the product to the next operation/step without using people within the process?" can lead to the elimination of this waste in most cases. In some instances, this waste cannot be totally removed.

The seventh waste can be found in the Processing itself. Sometimes within a process there are unnecessary steps that cause a variety of wastes. It's then that those steps need to be improved or removed to eliminate the waste. Sometimes these steps come from complex equipment that is used to do simple tasks/steps in the process, or using more people or material to accomplish the task than what is really needed. This can result in scrap of material or wasted time.

In the quest to achieve continuous improvement at Sierra we have identified an eighth waste. It's the

waste of Injuries. Injuries can prevent employees from performing their duties. When an employee is injured it has an effect on the entire work-force as well as the customer we serve—the War Fighter! An injury on the job not only affects the individual that has been injured but it costs the Depot financially in lost man hours, safe work practices not being followed and having a recordable accident on file.

Managing and eliminating the eight wastes are keys to streamlining our systems on the depot. Once you have succeeded in eliminating the waste, the next step should be waste prevention by ensuring that old and new processes do not have inherently wasteful steps within them.

Eliminating waste is not the only way to become a Lean organization, but it is a valuable learning experience which brings all the team together to understand problems which they are encouraged to solve!

## 30 years of federal service



Lt. Col. Joseph Dalessio, depot commander, presents Robert Harnden with his 30-year length of service award. Prior to Harnden joining the civilian sector of the federal government, he spent four years in the Air Force during the Vietnam War, where he was a crew chief on aerial refueling aircraft. In 1984, Harnden relocated back to northern California where he began working at Sierra Army Depot as a guard in the Security Division. He spent the next 20 years working in law enforcement, while holding several positions to include security Division training officer at which time he helped to form specific training programs. For the past five years Harnden has been holding the position of Military Training Coordinator in the depot Training Office. He is hoping to retire at the end of this year and move to southern California. Harnden says he would like to one day become a member of an orchestra or symphony and play music for special events. Thank you for your service.

*9th Annual  
Holiday Ball*  
December 10  
5:30 pm - 11:30 pm  
*Atlantis Hotel & Casino*  
Tickets: \$40.00  
Room Rates: 59.00/\$79.00  
*ROG:*  
Lori McDonald 4343  
Carolina Dingman 4666  
Tamra Dickard 4358

***Last day to purchase tickets for the  
9th Annual Holiday Ball is Dec. 1.***