



THE

CHALLENGE

Sierra Army Depot, Herlong, Calif.

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Drawdown brings non-standard equipment mission to Sierra

States benefit from excess property brought back from Iraq

By Lori McDonald
Public Affairs Officer

As the stage was set for the Iraq War effort to be drawn down, the creation of the non standard-equipment mission began.

Non-standard equipment is generally defined as commercially available equipment and is not for combat or force protection missions. This equipment, at one point, was required by the U.S. in Iraq. Examples of this type of equipment include commercial generators, bobcats, floodlight set, and cement mixers to name a few.

Sierra Army Depot, with its unique posture and expansive installation footprint, capable of accommodating any type of surge

operation to support the drawdown effort from Southwest Asia was designated as the focal point for the Department of the Army to begin receiving non standard equipment from downsized units in Iraq. This mission called for the expertise of personnel, already trained and in place, to begin the process of receiving containers which have been loaded in Southwest Asia full of equipment of the non standard type.

In October of 2009, a Lean event was held at SIAD to discuss the process of receiving and storing non standard-equipment. The Lean team established guidelines and a process which allowed for identification and receipt/storage of all assets deemed to be non standard-equipment. The LEAN event created the process to

ensure accountability of every asset received.

In November 2009, Sierra Army Depot sent two individuals to their headquarters, TACOM Life Cycle Management Center located in Warren, Mich., to begin the first phase of the mission – set up an accountability record and assign the mission a Unit Identifier Code assigned to the current Installation code. A new property accountability record was established through the use of the Property Book Unit Supply Enhanced (PBUSE). This accountability record would allow for easy access of all assets in a web based accountability record as well as allowing a global disposition record for the entire Department of the Army.

Shortly thereafter, Sierra Army Depot received the first pieces of equipment, 13 tri walls of electron-

ics from Kuwait. These items were inventoried to verify asset compliance and placed into the PBUSE accountability record. The assets were then placed into a designated storage facility.

New technology allowed the receipt process of the non-standard equipment to be more user friendly. Prior to assets returning from Southwest Asia, a barcode is affixed to the containers, so they can be scanned on the receiving lines at Sierra Army Depot. The barcode or Equipment List Identifier (ELID), sticker is scanned with a barcode reader where a temporary file is stored. The file is then uploaded into PBUSE for accountability of assets. Once in the storage facility, the assets are placed into the Army War Reserve Deployment System (AWRDS), where a file is created for storage purposes. The file can be uploaded into a handheld barcode reader and assets are counted in the storage facility by quantity and location.

As visibility of assets became available, more and more outside interest became apparent. In September 2010, a representative from the Department of the Army for Logistics (G-4) along with several representatives from the National Association of State Agencies for Surplus Property (NASASP) to look over 130 plus pieces of equipment (mostly generators, a few bobcats, non-standard trailers, forklifts and a few dozers and backhoes). In addition to taking pictures, they also recorded miles, hours, condition, serial-number, make and model for the equipment.

At the end of the visit, NASASP representatives identified an interest in 105 of the 130 plus items; total acquisition value of the equipment totaled \$3.9M. Less than one month after the initial visit by NASASP representatives, the government transferred various types of equipment to 11 states to be used primarily by schools, hospitals, fire

See N-SE on Page 12



Representatives from the State of Missouri identified the items loaded on a commercial truck to be shipped directly to the non-profit agencies within their state. Some of the items selected were a bobcat, lightsets, and a generator.

Commander's View

I hope everyone had a wonderful and restful holiday season. The Group Achievement Award (GAP) for FY11 has been finalized and is available on the Intranet under Commanders Policies (SIAD 690-7).

We will continue to measure the same four metrics this year; the NOR, which has a possible payout range of \$200-\$400; the Productivity Savings (Lean Six Sigma and Value Engineering), which has a possible payout range of \$200-\$400; Productive Yield, which has a possible payout range of \$200-\$400; and Safety, which has a possible payout range of \$200-\$800, for a total possible payout of \$2,000, plus an additional \$500 if all four metrics are exceeded.

Changes to the policy this year include: For each recordable injury that was determined to be



Lt. Col. Joseph G. Dalessio

employee negligence and a formal disciplinary action has been taken for failure to wear safety equipment or follow prescribed safety procedures, the Safety portion of the award will

be reduced to ZERO (0%), and the employee will not be eligible for the bonus award (if it is paid out).

Under these rules, if the total payout of \$2,500 is authorized, an employee who fails to meet the Safety criteria would only be eligible for a payout of \$1,200. Safety is my number 1 priority, and these financial metrics have been designed this year to emphasize my focus on Safety.

Here's to a great and prosperous 2011! Thank you for who you are and what you stand for. Stay safe and take care of yourselves and your teammates.

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.

- Cortney Carrier
- Joseph Carter
- Jasteena Golmoll
- Liliana Gonzales
- Michael Johnson
- Habib Kurt
- Valerie McMinimy
- Timothy Zysk

The Union's Position - AFGGE Local 1808

The following information was sent to all union members from the AFGR National President.

President Obama's proposed two year-year federal pay freeze is a complete disappointment.

America's deficit problem has nothing to do with "overpaid" federal workers. We aren't overpaid. The Bureau of Labor Statistics conducts yearly surveys that show we make, on average, less than private sector workers with comparable jobs. Besides, employee pay is only a small fraction of federal expenses; even cutting the payroll in half would reduce total spending less than 3 percent.

There is a real deficit issue on the table which could be dealt with by repealing the tax cuts for the rich.

The \$700 billion in savings would go a long way to getting our economy back on track. The President has proposed a tax cut for millionaires and billionaires—at the same time he is freezing pay for

federal workers.

Among the proposals on the table:

- Cut federal retirement benefits by moving to a high-5 instead of a high-3 for calculating annuities, which would cut your future retirement benefits approximately 3-5%;

- Drastically increase employee contributions – taking 5-7% more out of your paycheck to contribute to retirement, on top of the 7% you already contribute to social security and federal retirement;

- Massive increases in your out-of-pocket costs for health insurance by moving to a fixed cost voucher system, meaning that when health care costs go up, you'll pay a much bigger chunk of the premium increase than your agency will;



- Reduce cost-of-living adjustments for federal retirees;

- Cut the federal workforce by 10% or 200,000 jobs; and

- Cut funding for all agencies through 2020.

Our economic plight is about the lack of jobs and stagnant wages. Cutting federal pay during a severe recession is exactly the wrong approach. It makes the problem worse. We need to create good jobs, not destroy the ones we still have.

We need a comprehensive plan to create good jobs with good wages to get our economy moving again.

A growing economy eliminates problems with deficits. Freezing federal pay and cutting our benefits isn't a plan.

- Volunteer to get involved with your AFGGE Local.

- Talk to your AFL-CIO Central Labor Council and other community organizations.

Start now by calling the U.S. Capitol switchboard at 202-224-3121 the minute you get this letter.

Ask to be connected to your Representative's office and then call each of your Senators. Tell them, "We need a comprehensive plan to put Americans back to work – not an attack on the wages and benefits of federal workers."

Over the coming months we will be leafleting worksites, holding rallies in cities across the country, and meeting with coalition partners, as well as asking all members to call, write, and visit their lawmakers. It takes volunteers to get the job done. Tell your Local President that you are willing to help. Our fight is a fight for workers and their families. We need to reach out to Central Labor Councils, local unions, community and issues groups, veterans and re-

See UNION on Page 3

The Challenge

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



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Why a chain of command is important

The one structure that is instilled to all service members regardless of the branch of service, is the importance of the chain of command.

That same structure applies to the civilians that work here at Sierra Army Depot. While it may have started with the military, the senior leadership at SIAD stress that a chain of command is essential for effective management and accountability.

By going above or around, you are asking someone else to make a decision that might not be fair – to you or them.

Your supervisor is the first link in the chain of command and the starting point to resolving issues at the lowest level, if possible.

The chain of command has two directions. Up and down. The first instinct from employees would be taking things to the top of the chain of command, but that is not always the case. Let's take a look at the two separate scenarios.

How does going up the chain of command work? Let's say employee has difficulty on the job (pay issues, safety, personal protective equipment, leave), the first step to resolve the issue should be with his or her immediate supervisor. There is a reason for this – who would know more about you, your job, or your work situation. If the issue could not be resolved with your immediate supervisor, then the next course of action would be to go up your chain to the next level of supervision, and

so forth.

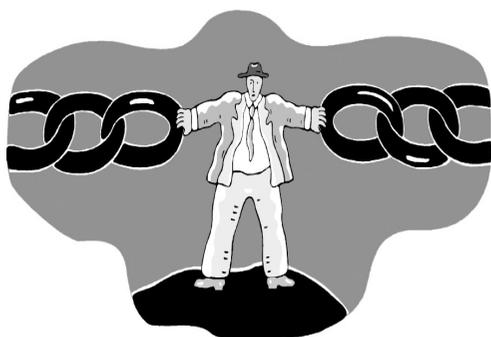
There are some exceptions to this, usually surrounding issues of discrimination, retaliation, or harassment, where it's been documented that you can bypass your immediate supervisor for another representative of management within your chain.

How does going down the chain of command work? Let's say the commander wants to initiate a new policy for shop floor personnel. He is not going to pick up the telephone or send an e-mail to the shop floor

and talk to the first person who answers. No. He will call his senior managers and relay all the specifics of what needs to be executed. The commander has

then entrusted his senior leaders to ensure this policy gets initiated on the shop floors. The senior managers at that point get with the directors within their organization to relay the guidance received from the commander. The directors notify their supervisors, leaders and work crew what is needed in order to execute this new policy. Once the task is complete, the process is reversed for reporting back to the commander.

While a chain of command is not a complicated concept, it might seem unfair, unrealistic, and unreasonable some days, but it does serve an important purpose. If you are unsure as to your correct chain of command, contact your immediate supervisor for clarification.



Welcome to Flu Season!

Influenza is a mild to severe respiratory illness that can spread easily from person to person by coughing and sneezing. Symptoms include fever, body ache, headache, fatigue, cough, sore throat and runny nose. A flu vaccination is the best way to prevent catching influenza.



Vaccination also helps prevent serious complications like pneumonia. The vaccine itself is made of inactivated or killed viruses that can help your body build up immunity to influenza. The disease and the vaccine change every year so if you are at risk, you will need a yearly vaccination. It may be administered by injection or by nasal spray.

Who should get vaccinated?

The elderly, pregnant women, young children, people with certain health conditions, like chronic heart or lung conditions.

Who should not get vaccinated?

People who have severe chicken

egg allergies, people who have had serious reactions to flu vaccines in the past, children under the age of six months, people who are moderately or severely ill with a fever should wait until after their symptoms clear up to get vaccinated.

If you do catch the flu, your treatment options are limited. Your doctor may prescribe an antiviral medication like Tamiflu or Relenza (or similar anti-viral) to help shorten the duration of the illness. But most importantly, you'll need to rest and get plenty of fluids. Pain relievers can help ease fever and muscle aches. Keep in mind that children and adolescents should not take aspirin for flu or fever; provide an aspirin-free pain reliever like Tylenol or Advil.

You can help keep the spread of influenza (and other contagious diseases) by practicing good hygiene. Wash your hands often. Cover your mouth when you sneeze. And if you do catch the flu, take a few days to stay home and get better, instead of going back to work and getting everyone else sick.



UNION (From Page 2)

three organizations, and others to get the involved. We're doing the same at the national level. We need to build a huge, umbrella coalition to stop the race to the bottom.

Lobby often and hard.

- Who are we? Friends, neighbors, and residents who use our pay to fuel the local economy.

- What do we do? Care for veterans, get retirees and the disabled the benefits they deserve, and keep our communities, air, water, and food safe and sound.

- What would our communities do if we weren't on the job? They would find out in a hurry just how important our federal jobs are to keeping American going.

We've got a big job to do to get

our story out and we need you to help us do it. We need to take this fight back home and we need you to help us do it.

I know we can do it. I know we will do it. Brothers and Sisters, the fight is on!

Sincerely and fraternally,
John Gage
National President

Union meeting on the first Tuesday of each month at 5:15 PM. Except on election day. If you have any issues or concerns, bring them to a union representative, come up to the Union Office, or call (530) 827-5373 and leave a message if there is no answer.



Watch your step -
it could be icy



TASI-GRE

SIAD Policy #200-2
18 AUGUST 2009

ENVIRONMENTAL

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Environmental/Occupational Health and Safety Policy #200-2

1. Sierra Army Depot (SIAD) is a member of the Army's Organic Industrial Base reporting to U.S. Army Tank Automotive and Armaments Life Cycle Management Command (TACOM LCMC). SIAD considers the environment and safety to be of paramount importance and is committed to leadership and stewardship in protection of the environment and workplace safety. Environmental and safety management is based on the principles of continual improvement, sustainability, hazard identification and control, and pollution prevention as appropriate in furtherance of our goal of protecting our environment and our workers.
2. Sierra Army Depot complies with applicable federal, local, and state regulations in addition to other requirements for the support and storage of military assets. SIAD reviews the environmental objectives and targets annually or when new types of work are received. At no time is any operation allowed unless it can be demonstrated that the operation will be performed safely, is environmentally sound, and in compliance with all regulations, installation policies, and guidance documents to minimize impacts on air, ground, and water.
3. Sierra Army Depot conducts operations in a manner which protects the community and minimizes or prevents adverse impact to environmental media through environmental controls. The installation protects its workers through the application of hazard identification, risk assessment and implementation of risk controls. Environmental and safety controls take precedence over shortcuts, expediency or acts of convenience.


JOSEPH G. DALESSIO
LTC, LG
Commanding

DISTRIBUTION:
All Employees
All Directorates
Special Staff

ISO 14001:2004

Environmental Management System

Significant Aspects

- Drinking Water
- OB/OD Hill
- Equipment Painting
- Hazardous Waste

Objectives and Targets for Significant Aspects

Drinking Water

- **Objective**
Reduce contaminants in drinking water
- **Target**
Install new filtration system by May 2011. Reduce uranium levels by 40% and iron and manganese levels by 60%

Hazardous Waste

- **Objective**
Reduce hazardous waste generation, reduce amounts of hazardous waste stored and shipped off-site.
- **Target**
Increase diversion of hazardous waste through means of recycling by 15%.

OB/OD Hill Clean-up

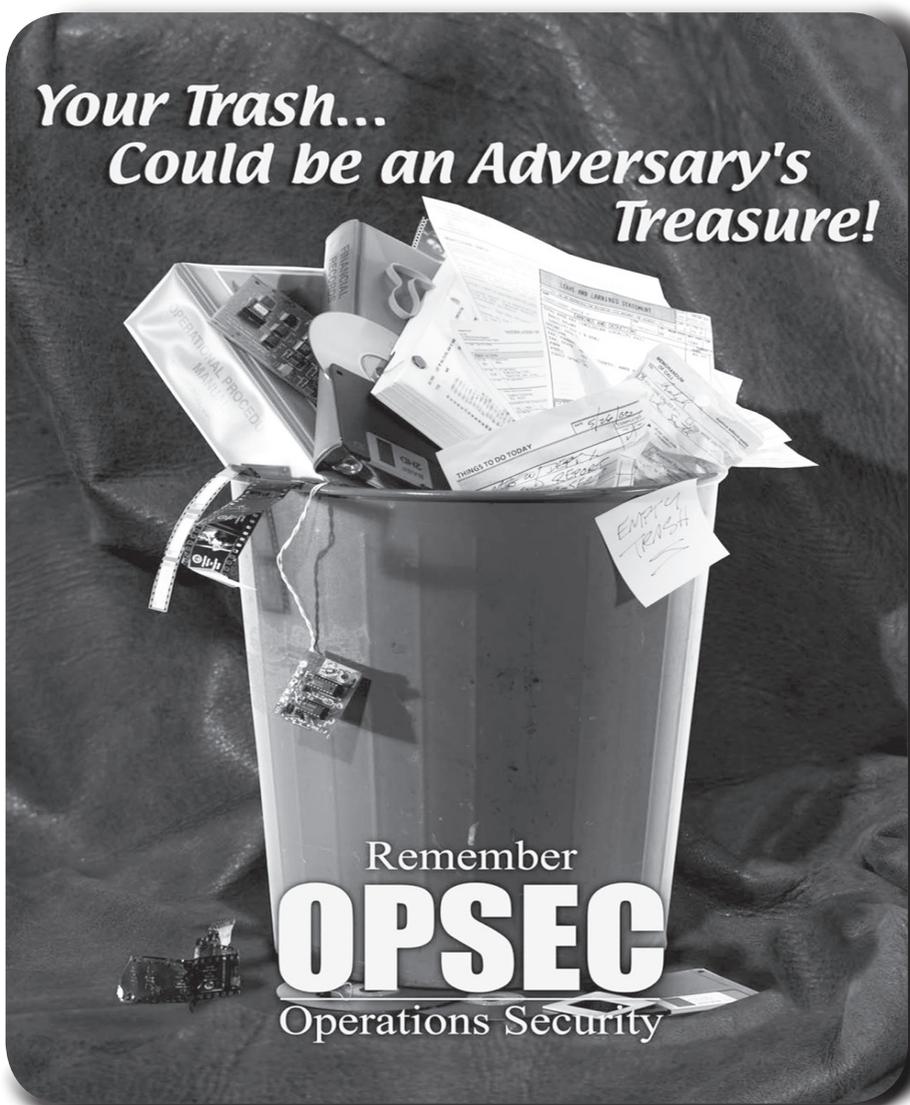
- **Objective**
To complete site clean-up or alternate method of closure resulting in a Record of Decision (ROD)
- **Target**
100 % Completion of remedial investigation (RI) by FY12.
100% Completion of ROD by FY14

Equipment Painting

- **Objective**
Reduction of air emissions hazardous waste reduction
- **Target**
Reduce air emissions (volatile organic compounds (VOCs) by 20% and hazardous waste generation by 15%

Big 9 - Potential Significant Environmental Aspect Areas

- Paint and Blast booths
- Motorpool
- Fire Department
- Base Support Tactical Vehicle Storage area
- Hazardous Waste Storage Facility
- Hazardous Material/Igloo area
- DOIM (Information)
- Recycle Area



Commitment to PBL process

By Jennifer Peters
PBL Administrator

To start out the year, let us refresh memories for those that went through the initial PBL training, and hopefully give some background and reasoning for doing what we do, to those who are new or didn't have the privilege of going through this meaningful training.

Background for PBL

Competitive Solutions, Inc. (CSI) trained our Primary Team on the concept of Process Based Leadership (PBL) and subsequently passed on the information to lower teams about 5 years ago. The main purpose of PBL is so that organizations can learn how to manage by process, versus managing by personality. This process allows companies the opportunity to grow and learn from mistakes. When a company makes their employees accountable and keeps track of and measures successes and failures, they are much more prepared to keep up with the changing world and not get bogged down by inefficiencies, thereby competing as a viable company for the long term.

Foundations for Process-Based Business Teams

Teams need structure and leadership. All teams at Sierra Army Depot, which include all employees as team members, are considered as process-based business teams. Each team has a routine structured process for disseminating information to all team members. Everyone hears the same information at the same time. Each process-based business team has a process for rotating certain responsibilities and participation in key projects so all members have the opportunity to develop and participate to some level. There is equal accountability for all policies and rules, no matter the individual or level. When problems or mistakes occur, the investigation looks for root cause rather than "blame." Consequences for repeated mistakes are clearly understood by all. To eliminate favoritism (perceived and real) and promote consistent treatment, leaders must manage by process, NOT by personality.

The word "process" is defined as a series of repeatable actions or steps bringing about a consistent result. Non-negotiable business processes are minimum business processes all leaders and teams perform to remain

consistent, focused and accountable.

Weekly Home Team Meetings

The Purpose of Home Team Meetings is a method of information sharing, held routinely (weekly). All members of the home team inform the team of action status, business results, and upcoming events. These weekly home team meetings are necessary to keep the group informed, solicit additional resources if required, provide business focus (establishing, tracking and monitoring team business goals), gather input and technical advice and share best practices.

The benefits of home team meetings are many, including reducing the spread of inaccurate information (rumor control), providing information to the entire team in a timely and consistent manner, increasing the level of knowledge for more informed decision-making, building trust, allowing two-way communication, and because the meetings can be audited, they drive accountability.

All home team members are required to attend their weekly meetings. Leaders are required to attend their home team meetings as well as meetings of other teams in which they are a member. By using pass downs and action registers, teams develop their own processes for updating absent members.

Regardless of the method, all communication should focus on the business, have a desired outcome or goal in mind, be audited for effectiveness, encourage two-way, face-to-face discussions and provide an environment to encourage participation.

As part of Sierra Army Depot's standard weekly home team meetings, we have elements that include:

- **A standard agenda**
- **ground rules**
- **business scorecard review**
- **pass ups/downs** (The information the primary team deems appropriate or necessary for depot-wide distribution. Pass downs are reviewed in all home team meetings and are critical to the success of the organizational communication process and should be read verbatim for accurate flow of information from top to bottom of the organization.)

- **action register**
 - **around the table**
 - **meeting roles**
 - **recognition, and**
 - **a meeting audit** at the end of
- See PBL on Page 12**

LEAN into my CORNER

I decided to take a slightly different approach to this month's column than usual. Rather than address a single topic, I am going to briefly go over a few points that we hear frequently relating to process improvement.

What is the difference between Lean and Six-Sigma? Both are approaches to process improvement but each has a very different focus. Lean—as most people here already know—is oriented toward making processes more efficient by identifying and removing waste. Even a 6S event, which is mostly about sorting and organizing a work area, is really centered on getting rid of the wasted time and effort that always occurs in a cluttered work area. Six-Sigma is oriented more toward fine tuning a process and reducing variation. Using mostly statistical tools, Six-Sigma attempts to reduce process failures to a very small percentage. So Lean and Six Sigma are related but complementary.

ISO is an important part of Sierra's process improvement program. Most people don't think of ISO in this context but consider: The whole point of our ISO 9001:2008 Quality Management System is to give us a management structure that encourages us to document and standardize our processes. In other words, we should "say what we do and do as we say." It's a different mechanism but the aim is very similar to Lean and Six Sigma. Any process that is performed the same way consistently is inherently more efficient. In any workplace, people tend to do things the way they are used to doing them. This is understandable but it's also deadly to process efficiency. ISO is a way of addressing this problem.

A question that we (Lean staff and QEO in general) hear from time to time is "What do I do if I have an idea for a process improve-



William Deming

ment?" This is an easy one. Just talk to anyone on the Lean Core Team. They can help you develop your idea and develop an appropriate approach. It may be appropriate for a standard Rapid Improvement Event (RIE) or it may make a good green belt or black belt project. Also, the members of the Lean staff are very good at recognizing possible savings or cost avoidances. Give them a call.

"My processes are just fine, thank you. I don't need Lean." This unfortunately, is a pretty common sentiment. I don't think it's too strong to say that it's also always wrong. The most efficient processes in the best-run operations in the world have room for improvement. In private industry, the difference between success and failure often depends on improving a process by a few fractions of a percent. Of course, we are a government organization and are not subject to the same constraints as private enterprises. This does not excuse us from the obligation to manage our funds as efficiently as possible. Every process can be improved.

We had a very successful year in FY 2010 and the current fiscal year promises to be even better in many ways. However, we need to resist the temptation to rest on our laurels. Also, we must continue to improve everything we do, not because someone else tells us to do it but because it's the right thing to do.



Feb. 21

President's
Day

SIAD receives AM

Sierra Army Depot Winter Safety Campaign

All Eyes on Ice

Our goal is to reduce the number of Slips, Trips, and Falls this winter.

ZERO IS OUR TARGET

Campaign Dates: 16 November 2009 - 28 February 2010

- * Each employee within a division with no slips, trips or falls throughout the campaign will receive a valuable prize presented by the Commander
- * There will be a winter safety slogan contest. Employees slogans will be featured on the weekly topic poster. Those employees with slogans chosen will receive a safety incentive for participation.
- * A weekly safety topic poster will be sent out to the divisions to be discussed at their safety meetings each week for a total of 15 weeks through the program.



Questions Contact X4404

SIAD launched an “All Eyes on Ice” safety campaign last winter in an effort to reduce slips, trips, and falls. During this campaign, the SIAD safety office published and disseminated weekly safety bulletins, held weekly winter safety slogan contests, and implemented a winter Spikee program that standardized the use of “STABlicers” depot wide. Photo above is a sample of one of the posters created by depot employees. The flyer below was distributed to all depot employees about STABlicers.

STABlicers – Currently Supplied



Company Description
Full foot slip protection with heel and forefoot cleats maintains traction throughout your natural stride while walking. Lightweight TPE Elastomer holds STABlicers Lite securely in place. Traction tread outsole and cleats simultaneously contact walking surface, providing superior grip on ice, snow, rock, and pavement. Multidirectional, case-hardened non-replaceable cleats bite into ice and snow.

Pro's of product

- Proven effective over time.
- Easy on and off
- Spikes are directional and cover forward, backwards, and side to side.
- Stretch to accommodate a wide range of sizes.

Con's of product

- Can be broken by stretching to far.
- Do not have spikes on outer edges.

Currently in Stock

SM = 200
MED = 220
LG = 446
XLG = 640

\$18.81 Pair

800 employees + 300 new employees =
1100 x 18.81 = **20,691**

Sierra Army Depot recently was awarded the Army Materiel Command’s 2010 Exceptional Organization Safety Award at the battalion level.

This award is given each fiscal year to the battalion through division and garrison organization with the most effective overall safety program. The organization is selected by its higher levels of command (through Army Headquarters) with the most effective overall safety program. A criterion for eligibility is to develop policies and procedures that foster the competitive and progressive nature which is akin to a “Soldier of the Year” competition.

The Depot pursued a variety of both conventional and innovative initiatives to ensure the success of its Safety Program. Some of SIAD’s most recent Safety Program initiatives include: Pursuit of Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP) Star recognition; ISO 9001-2008 (both Garrison and Mission Directorates received certification in March 2010, a SIAD first); Continuing Safety Education Program; Ergonomic Assessments/Practices; and implementation of Collateral Duty Safety Representatives.

In FY10, SIAD achieved a rating of “GOLD” for both Recordables and Lost Time accidents (when evaluated against Army Materiel Command’s established safety goals/metrics). compared against FY09 figures, SIAD reduced Recordable cases by 26 percent in FY10 and Lost Time cases by 35 percent in FY10.

A weekly commander’s Accident Review Board is held to discuss re-

cent accidents, injuries, near misses, and damage to government property. The immediate supervisor is responsible with describing the facts of the incident, root-cause analysis, results of a Job Hazard Analysis (JHA), and recommendations for corrective action (with a task and purpose of reducing similar accidents in the near future). These weekly sessions are a great forum for the junior and senior leaders to brain storm and share best practices that can benefit the entire workforce.

Safety Stand Downs are conducted annually and serve as a platform to address safety initiatives and concerns across the installation. During the 2010 safety stand-down, the first five hours were dedicated to “collective training” and the last two hours to “site specific training” in the workplace. The SIAD safety office canvassed both the Garrison and Mission Directorates for feedback/input and published an agenda that incorporated relevant and critical topics that included: Voluntary Protection Program (VPP) training (encompassed peer-to-peer safety, close call and near miss reporting, OSHA hierarchy of controls, and VPP information boards), Workplace Violence (and SIAD’s zero tolerance policy), Hydration, Evacuation Drills, Electrical Safety, Bloodborne Pathogen Awareness, Insects and Critters, Material Handling Equipment operations, and Fire Extinguisher Bracket modifications. For the two hour site specific training evolution, leaders and supervisors used this time to review internal standard operating procedures/processes and update employee safety training records.



Photos to the depict a rolling platform researched, and implemented by the Safety Division used by law person conducting truck inspection

PMC Safety Award

Collateral Duty Safety Representatives (CDSRs) have been a combat multiplier at garnering employee involvement and support for safety operations and practices across the depot. Their ability to identify and reduce hazards in the workplace has played a pivotal role in the Depot's OSHA inspection process. Due to untiring efforts by the designated CDSRs, Baseline Hazard Analysis's (which identify depot hazards and risks), Safety SOPs, and JHAs have been published and disseminated depot wide.

Sierra implemented an aggressive Occupational Safety and Health Inspection Program in FY10 which includes the weekly Commander's Safety Walkthrough, Collateral Duty Safety Representative Safety inspections, and annual inspections of the depot's infrastructure and work areas. Through the use of this three pronged approach in identifying hazards in the workplace, SIAD has been extremely successful in lowering recordable injuries, property damage, and other related incidents/accidents.

A new software is being implemented that will support the depot's OSHA VPP Star journey. This software will also provide the depot's senior leadership visibility of Safety, Environmental, and Quality issues/concerns; moreover, will identify and capture trends that will assist the depot in streamlining and focusing its resolution efforts.

SIAD utilizes an effective multimedia approach to effectively communicate safety goals and objectives to the workforce. These media and tool outlets include the safety page on the SIAD intranet,

videos, training aids/handouts, slide show presentations, email flyers, and Occupational Safety and Health Walkthroughs. All information/materials used in SIAD's safety communications campaign are readily available to everyone on the depot (from our union partners to contractors). Safety does not stop just with the employees on depot, all commercial truck drivers are provided a "do's/don't" safety information pamphlet immediately upon arrival at SIAD (citing their roles/responsibilities when operating their vehicle on the installation).

Sierra continues to raise the bar for excellence in safety management and execution. The depot thrives on promoting a safety culture that emphasizes leader involvement and accountability for worker safety and health, the continual identification and elimination of hazards, and the active involvement of employees in their own protection. We will continue to aggressively enforce established depot safety standards and policies.

The primary vehicle for achieving an ever-improving safety culture at SIAD is VPP. VPP will enable the depot's safety and health program to transcend a top-down, by-the-book approach to safety, and it will also raise a grassroots safety consciousness by promoting a commitment to safety and health 24- hours a day, seven days-a-week.

Sierra Army Depot has an obligation and commitment to provide a safe and stable work environment for their employees and families, and this is **NON-NEGOTIABLE**.



The Safety Division teamed up with members of the 423rd Transportation Company to arrive at a solution to mitigate potential hazards while performing Preventive Maintenance Checks and Services (PMCS) on the Platform Loading System (PLS). In addition to the modification of an existing ladder that enabled soldiers to safely maintain three points of contact when performing PMCS, the team also developed and mounted a climbing handle near the cooling fan housing. These ergonomic modifications were presented at this year's DoD Ergonomic Conference as a "best practice".



right and left
ing inspection
that was
developed,
ented by the
on that is now
enforcement
e l when
commercial
tions.



Employee retires after 30 years at Occupational Health Clinic



Eula Johnson began her career with the federal service in January 1980, here at Sierra Army Depot. Ironically, her entire career has been at the Health Clinic or as it is called now the Occupational Health Clinic. But what is even more of a coincidence, she is a true native of Herlong, Calif., as at one time a military hospital was located here called, Station Hospital. Eula was born in that hospital. She worked side by side Soldiers when they were stationed at the Depot. After 30 plus years, she is finally calling it quits, but don't worry Eula and her husband plan on staying in the area. Her plans after retirement are to continue working with various community organizations and her church choir. Eula says that she will be seeing you around, probably at Wal-Mart.

Energy Report for FY10

By Steven Johnson
Energy Awareness Coordinator

Let's start 2011 by checking at how Sierra Army Depot is doing when it comes to Federal Energy Management policy. There are lots of federal laws pertaining to energy that as a federal agency, SIAD must follow. It seems they mostly work by the trickledown theory, starting at the highest government levels and working their way down to a depot level. Let's take look at the major laws forming energy management policy, and then see how and what SIAD is doing to meet the requirements.

The Energy Policy Act of 2005 (EPAcT) requires federal procurement of Energy Star products, updates federal green building standards for new construction, initiates water conservation technologies where cost effective, and mandates a variety of research and demonstration activities to stimulate the market. EPAcT provides federal purchase requirements for renewable energy. The EPAcT made 2003 the baseline reporting year for energy, and set energy reduction goals at two percent per year from FY 06 – FY 15 (a ten percent reduction by FY10). The EPAcT mandated that agencies must have advanced metering capability by Oct. 1, 2012. The EPAcT reauthorized Energy Savings Performance Contracts (ESPCs) until Oct. 1, 2016.

The Energy Independence and Security Act of 2007 (EISA) builds on the energy portions of EPAcT while also addressing Environmental and Transportation Management. EISA makes 2007 the baseline year for water measurement, setting reduction goals of two percent per year from FY08 – FY15. It also ups the ante for energy reduction to three percent per year (a 15 percent reduction by FY10) and encourages renewable energy generation on agency property for agency use. The Federal Leadership in Environmental, Energy, and Economic Performance Act of 2009 (Executive Order 13514) builds on, and more clearly defines the existing require-

ments of EPAcT and EISA.

So how are we doing here at SIAD? Our supply system routinely procures Energy Star products, and has stopped purchasing certain incandescent light bulbs. We have not yet had any new construction subject to the green building standards. Since utilities are purchased, there is no control over the "renewable" percentages purchased. However, Sierra is working on a couple of different ways to get renewable power generation on depot.



Energy reduction is based on energy intensity, and is 1,000,000 British thermal units per 1,000 Square Feet (or MBtu/KSF). In FY10 SIAD's energy consumption was down by 10.91 percent from the baseline year of FY03. This meets the two percent requirement of EPAcT, but not the increase to three percent of EISA, so we are a little behind. That is really not too bad when you consider the increase in both personnel and mission since FY03. The depot has not installed any advanced meters yet (due by Oct. 1, 2012), but continue working with the Corps of Engineers to get this done.

Sierra has an ESPC contract with the Energy Service Company (ESCO) TRANE, which has completed the construction/installation portion of their Energy Savings Measures. FY10 was the first performance year for Sierra's ESPC contract. Measurement and verification for the first performance year shows the energy savings to be \$578,238. SIAD owns its own wells, so reducing water consumption has not been a top priority. However, there is an ongoing project replacing leaky valves that is 44 percent complete, and have almost completed a new water treatment facility that will benefit both the depot and the local community.

(Ref: (Public law) Energy policy act of 2005, (Public law) Energy Independence and Security Act of 2007), (Public law) Federal Leadership in Environmental, Energy, and Economic Performance Act of 2009).

Christmas presents delivered to VA Hospital in Reno



In recognition to all of the generous donations by Sierra Army Depot employees, we were able to make this donation to the Veteran's Hospital in Reno, Nevada residents. The donations were very much appreciated and taken with open arms. Thanks to all of you who brought joy to a veteran who was not able to spend Christmas at home or whom have no family. This was a great opportunity that we were able to touch so many people during the holiday season.

Logistics Modernization Program Sustainment

By Bill Bahl
LMP Training

Protect our investment. The Army has invested over a billion dollars on deploying the Logistics Modernization Program (LMP) and our Depot has invested millions. This is not unusual for this type of software (i.e. Enterprise Resource Planning). Nevertheless it is a large investment and we owe it to taxpayers and Soldiers to protect this investment. Given the complexity of LMP we can expect it to take years to perfect its use at our Depot and across the entire Enterprise.

Document and standardize processes. The software that runs in the background of LMP is used by many large private businesses. That's because its design is based on best business practices or processes. Every business that deploys this software modifies it to accommodate their type of business and we are no different.

The first step in taking advantage of the best business practices built into this software is to redesign and document our processes. We start with the process through LMP. The software requires us to open a transaction screen and enter certain data. Then it requires us to open the next screen and enter certain data. This screen by screen process becomes our new process flow.

In order to take advantage of the inherent power of LMP we must be

able to follow the LMP processes we must first document them. And we must document the new business rules that are associated with these processes. Documenting the processes and business rules allows us to consistently teach them to current and new employees. And it allows managers the ability to ensure the right thing is done by the right people at the right time. If we standardize these processes and rules we will dramatically improve our services to our customers.

Eliminate Work Arounds. Work arounds are sometimes necessary which require us to deviate from these process steps. In most cases the steps in the work arounds are non-value added (using a LEAN term) and therefore must be eliminated as soon as possible. As these changes are made, we need to update our process flow charts and the corresponding training. Work arounds also have the potential to corrupt our data, but more on that later.

Perfect our Data. We have all heard the phrase, garbage in-garbage out. This is true for all computer programs and even more important for integrated programs like LMP. LMP consists of a series of modules that integrate all of the data we enter. For example, consider the financial consequences of reconciling inventory that is improperly managed and the consequences of running Material Resource Planning (MRP) if the lead times in the Material Master



(MM) are inaccurate.

We must ensure Bills of Material (BOMs), Routes and MM data are accurate. These functions are the foundation of our entire business. We need to establish formal procedures to constantly review the accuracy of this data which should include post-project reviews during which we incorporate actual data into these LMP functions. For example, we have estimated lead times and consumption data in the BOMs, Routes and MM. After we complete a project we have actual lead times and consumption data for each of the components used in the project. We must use this data in place of the estimates. With time and increased data, we will get extremely accurate lead times and consumption data in LMP. These data will allow the software to accurately predict project costs and material requirements. Not only will this improve our business processes, but it will improve our customers' ability to predict funding requirements—getting more with the

same level of funds. That translates to better service for our Soldiers.

Consider the case of the Tactical Water Purification System (TWPS). Even though there are only about 100 subcomponents, the procurement lead time is over 200 days. We need to look at each of the components to ensure they all have viable sources of supply (multiple sources of supply when possible), accurate interchangeability and substitutability information, accurate salient characteristics and accurate pricing in the MM. A relatively small amount of effort in this case could yield an enormous savings in cost, time and Depot responsiveness.

Improve Training. As important as it is to consider our immediate needs, it is equally important to consider what must be done to ensure maximum LMP benefit a year or more from now. To this end, the Cadre is in the process of converting the traditional LMP training (we affectionately refer to this as death by

See LMP on Page 12

Employees make donation to Ronald McDonald House

A warm thanks to all Depot employees who have been dropping your can tabs into the container.

Sierra Army Depot was able to collect a whopping 33 pounds of tabs in 2010 and make a donation to the

Ronald McDonald house in Reno, Nevada.

Ronald McDonald House Charities Northern Nevada lift children and their families to a better tomorrow by creating and supporting programs that directly improve health, education and well being of children.

The Reno Ronald McDonald House opened in 1987. The house welcomes families of seriously ill children who live more than 30 miles away from Reno and have a child undergoing treatment at a local hospital or clinic. Children who are hospitalized need the comfort and security of having their parents near them. The house is a home-away from home for families with sick children. Families staying at

the house gives families more time with their sick children to help the healing process.



CYS Month Update

The 2011 National Fine Arts Exhibit is now open for viewing at the Sierra Central Credit Union. This year's participants are all Her-long High students of art teacher Pam Dusenberry. Categories range from oil and acrylic paintings to prints made on the computer. First place winners in each category will move on to the next phase of the competition by competing in region level. Congratulations to Linsay Stevens who won first place in three categories, and who also took first place in the overall exhibit. There are many amazing works displayed, so we encourage you to take some time to stop by and take a look. CYSS would like to thank SIAD's Lynn Goddard for judging this year's competition. Congrats to all the winners and good job to all participants...you are all extremely talented!

CYS Sports and Fitness Director Billy Womble has put together 2 basketball teams for competition in

the Lassen Hoops Basketball League - 3 /4 grade co-ed team, and 7 /8 grade girls team. We are excited to be participating this year and look forward to some winning games! Good luck teams!

The Child Development Center wants to thank all of the parents who have been participating in our events and within the classroom! We would like to remind all of our parents of our Volunteer Incentive Program, which allows for you to receive a discount on your monthly child care bill. If you should have any questions on this program - please feel free to contact us!

We continue to maintain a waitlist in all of our classrooms. Please remember, if you are a parent currently on our waitlist, you are required to check in on a monthly basis. If you should have any questions about your status or would like to be placed on the waitlist please contact us.

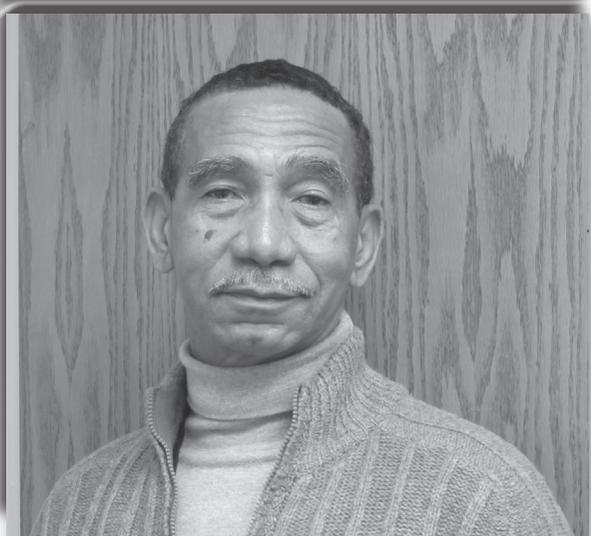
CELEBRATE MARTIN LUTHER KING, JR. DAY
JANUARY 17, 2011
"A DAY OF SERVICE"

New Family Advocacy Program Manager

Billy J. May has recently arrived to Sierra Army Depot from Schweinfurt Germany. As the Family Advocacy Program Manager, many responsibilities include direct services pertaining to child abuse, domestic violence and referral services for victims of abuse.

His experience includes information/referral and limited confidentiality. Prevention efforts for depot employees will include education, and intervention in high risk situations.

Mr. May's education includes a Master of Science in Management, Bachelor of Science in Human Services, and Liberal Arts. He is a certified trainer and member of the National Anger Management Association and is a Master level Suicide



Intervention Trainer utilizing the Applied Suicide Intervention Skills Training (ASIST).

Certificate of trainings includes Civil and Family Mediation and a variety of parenting workshops.

The Family Advocacy Program Manager can be contacted at 4275 or email: billy.may2@us.army.mil.

GYSS New Year's Resolutions...

"I am going to help my mom to wash dishes." Briana

"I will do my best to work harder at everything I do. I will be better at basketball." Jolynn

"I will help my mom clean and wash dishes." Lucky

"To do my best at anything and everything, such as being a good daughter and girlfriend." Jessie

"I will clean my room, do my homework, and help do the dishes. I will try to eat more fruit and be good." Tiffany

"Get over my ex-boyfriend...for good!" Lakota

"I want to help feed animals." Emily

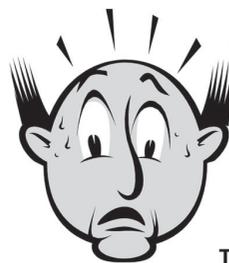
"I will lead a more healthy lifestyle and be a better role model." Billy

"I will get better grades and turn in work on time. I will clean my room and bathroom more." Keana

FEBRUARY EVENTS

Valentine's Day - Feb. 14

President's Day - Feb. 21 (Holiday)



You want ME to train a class?

Do you live in constant fear that you may have to get up in front of a group and present a class?
Fear no more!

The Sierra Training Team is offering the
Instructional Methods Course

This 3-day course will prepare you for that next chance to shine! You'll learn how to prepare class objectives, how to facilitate group instruction, classroom set-up, lesson plans, presentation skills, and lots more!



Contact Dorothy Brown at ext. 5268 to sign up. The first class will start in early February 2011

EEO Focus

Celebrating Martin Luther King, Jr.

Day of Service

This month we celebrate 10 years of National Mentoring Month and the 25th anniversary of Martin Luther King (MLK) Day.

On Jan. 17, mentoring organizations plus other non-profits and faith-based institutions will be hosting events to commemorate Dr. King and his message of service to our country. Every day many of you are answering his call by engaging in selfless acts of service, improving countless lives and communities. In 2009, President Obama asked each citizen to make community service and volunteerism part of our daily lives. Do your part and get involved—this is a job for all of us,



Lynette Hall
EEO Manager

not just on MLK Day but throughout the year.” (See www.serve.gov)

Dr. Martin Luther King Jr. once said, "Life's most persistent and urgent question is: 'What are you doing for others?'"

It's one of the basic laws of nature: Give and you shall receive. It's a biblical notion, a spiritual cornerstone, not a material one. It's about giving without expecting something in return. The idea is that you should give generously because you can. Not doing it grudgingly. The only change required is a change in attitude. Take some time to be generous

to someone in the community, or an organization, and see how it affects your personal and professional life. By sharing and caring for others you will be motivated to do more.

Do you have a plan for helping other people? Sometimes we think about it, but we never follow through with it. I have done this several times myself. And felt terrible. You can offer people the gift of your time, skills and energy. If you don't already have a roadmap to guide you to these objectives, you should develop a giving plan for your life. No cause is more important than helping people.

Take some time to write out a list of people and people-centered organizations you can help, as well as the ways that you can use your talents to help them. Then ask these people and organizations how they would like you to support and help them. Put your giving plan into immediate action. You will instantly feel better.

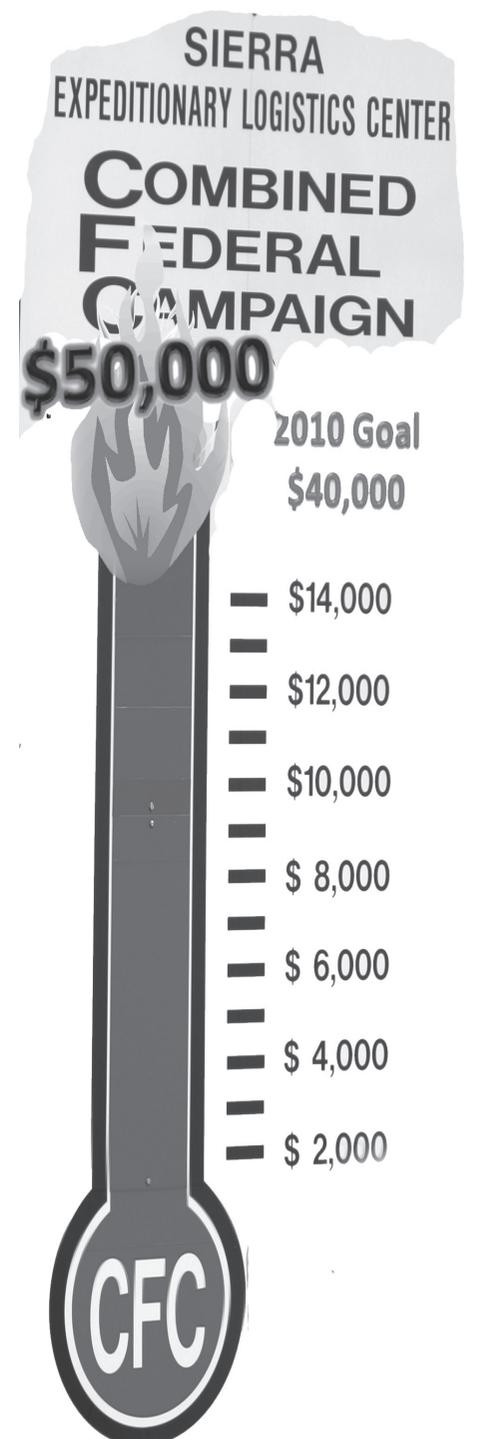
Remember - this is about helping people, not the environment, or finding a medical cure, or animals. There is no question these are very important causes, but no cause is more important than helping people. Once all the people are helped, there will be so many more people ready, willing and able to help address the many other worthy causes that need attention in our world. Because you have shown them that you value them and you support their good cause, they will be motivated to help others as well. It's called "paying it forward".

This is what MLK Day is all about, serving others. One of the Army Values "Selfless Service" says, "Put the welfare of the Nation, the Army, and your subordinates before your own". Take a day and put others before you.

Key individuals help make 2010 Combined Federal Campaign a success



Key individuals for the Combined Federal Campaign were recently recognized for their outstanding support during the 2010 campaign drive. Sierra Army Depot has long upheld an outstanding tradition for opening their hearts and giving to those in their community. With the hard work and dedication of this committee along with contributions from depot employees, Sierra Army Depot managed to raise more than \$59,000 to help local nonprofit agencies. Lt. Col. Joseph Dalessio, depot commander presented certificates to the key individuals for CFC. Pictured above left to right, bottom row, Monica Utter, Janis Morrow, Amber Jones, Heather Boatright, Kira Harris, and April Sieben. Back row (l-r), Dorothy Brown, Kristy Jones, Lt. Col. Dalessio, Sunne Winnege, Tamra Pickard, and Christina Cuevas. Congratulations to everyone in making the 2010 Combined Federal Campaign such a success!



LMP (From Page 9)

Power Point) to role-based training. Our goal is to make the training more specific, so we provide our employees the training they need to do the work they have been assigned. This will save us time and money because we will deliver targeted training to fewer employees over a shorter periods of time; taking these employees away from their work for shorter periods of time. For new employees this means they will be productive in shorter periods of time.

As we eliminate work arounds and find more efficient transactions, our training material must be updated. Updates will include maintaining the role-based training slides, syllabuses, flow charts, day-in-the-life of, step-by-step instructions, hand outs, business rules, Key Performance Indicators, transactions, Functional Security Roles, knowledge assessments and backup material. Current employees will need training in these new procedures to ensure they do the right thing at the right time.

Enterprise Collaboration. How has the Internet improved our lives? Can you think of something you can't get from the Internet? Consider the situation when you get an unknown error code on our computers, you google the error code. Google presents blogs where the reasons and solutions for this error are discussed. In virtually every case, you can find the fix for your computer error. The Internet blogs make use of the power inherent in large groups.

In the same vein, Army Materiel Command (AMC) has taken steps to encourage collaboration across the entire enterprise. We will have access to LMP wiki and blogs. The wiki (similar to Wikipedia) will allow functional experts to document element definitions and solutions to the most complex LMP problems. The blogs, can be used in the same way we used Internet blogs to solve personal computer problems. LMP wiki and blogs will allow the 20,000 LMP users to discuss problems and collaborate on solutions. Every user will benefit from this collaboration. The result will be a more efficient Enterprise, better use of our resources and better customer support.

Our LMP journey has just begun. It will take years to tap the power inherent within LMP. It will take constant vigilance to avoid stagnation in our progress toward our ultimate destination: Enterprise-wide collaboration and efficiency.

Public Affairs Office
Sierra Army Depot
74 C Street
Herlong, CA 96113

PBL (From Page 5)

the meeting

Home Team Business Scorecards

Home Team Business Scorecards focus on key areas of Safety, Schedule/Production, Quality, Cost/Revenue, and People. For each identified focus area, teams develop measurable goals to allow for tracking and evaluation of team performance and progress. These goals also provide a means of measuring the team's support of global business objectives (Primary Team Scorecard).

Accountability for Results

Factors that lead to poor accountability are unclear performance expectations, a belief that follow-up and follow-through will not occur, a leadership culture that promotes employee dependency on leaders (or co-workers) to complete tasks or make decisions, a lack of confidence when dealing with per-

formance issues and a culture that tolerates institutionalized behavior. Leaders must drive accountability down by elevating expectations of engagement. If leaders are going to be successful they must believe that if they are doing for people what they are capable of doing for themselves, then they are not driving a culture of accountability. Bringing visibility to accountability is vital in removing ignorance as an excuse. Accountability is key in maximizing individual, group, and organizational growth. Accountability is doing what you say you are going to do, when you say you are going to do it. Responsibility is looking forward to effectively anticipate if you will be able to deliver against your commitments.

Action Register Process

The Action Register Process is a basic accountability tool designed to document what actions the business demands, who will perform those actions, and when those actions are to be delivered. This process insures

follow-up and is the tactical representation of accountability.

Your role

In essence, the PBL process is Sierra Army Depot's guarantee of success. The quality and efficiency we show to the customer (from the inside out), keeps us known as a company to do business with, thereby ensuring future workload. A steady workload means steady work for employees on depot. By committing to the PBL process in your jobs, each employee ensures their own success, as well that of their co-worker, their individual team, the depot, and ultimately, the war fighter.

If you would like to learn more about the PBL Scoreboard tool or the PBL process, feel free to contact one of the PBL Administrators in Resource Management, Jennifer Peters at 4247 or Alison Stokes at 4241.

N-SE (From Page 1)

and police departments, or senior centers to name a few. NASASP was very appreciative the Army is going the extra mile to get equipment into their hands.

Sierra continues to receive, store and re-issue equipment on a daily basis. To date, the Depot has received over 16,200 assets totaling \$88 million from Camp Arifjan, Kuwait. Through disposition orders, SIAD has shipped 7,812 assets to 153 different locations, totaling over \$37 million. Since the first asset induction into the PBUSE database, five quarterly inventories have been completed with 100 percent asset accountability.

This program helps make sure that excess non-standard equipment is accounted for and put to good use.

Top right photo, a cement mixer is loaded onto a commercial carrier destined for the State of Oklahoma. As in the photo to the right, another heavy piece of equipment that was used in Iraq will now make its way to the State of Pennsylvania for distribution to a non-profit organization.

