



THE

CHALLENGE

Sierra Army Depot, Herlong, Calif.

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AMC Commanding General observes operations that provide “value back” to the Army

By Lori K. McDonald
Public Affairs Officer



Photo by Lloyd Gubler

William Junk, center, describes to Gen. Ann E. Dunwoody, AMC CG, the process that is used when Non-Standard Equipment is received at Sierra, scanned and brought to record using the Property Book Unit Supply Enhanced (PBUSE) system.

Sierra Army Depot once again had the opportunity to highlight their capabilities to the Army's first female four-star general on Feb. 7, 2011.

Gen. Ann E. Dunwoody, Commanding General of the US Army Materiel Command, was greeted by Lt. Col. Joseph G. Dalessio, SIAD Commander, Mr. Donald Olson, SIAD Deputy to the Commander, and Ms. Marion Whicker, TACOM-LCMC ILSC, when her plane touched down at Sierra's Amedee Army Airfield. With no time to waste, Dalessio and team began a fast pace tour to provide Dunwoody with an update on SIAD's mission accomplishments since her last visit two years ago.

The focus of her visit was the Redistribution and Retrograde Operation. Mr. John Dingman, R&R director, began the tour by briefing Dunwoody on the receipt, process-

ing, production and redistribution of material back into the Army's supply system. Dingman explained the vast improvements the Depot has made to our internal processes since we started receiving excess material from Qatar in 2004. Dingman went on to say the Depot now has fully developed their procedures to unpack containers, identify and classify the material, bring all items to an accountable record, perform inventory management functions, maintain visibility for the owner, and ultimately ship to an end user. Dunwoody was pleased how the depot was able to provide value back to the Army with this previously declared excess material.

From the receiving area, Dunwoody and group walked through one of the consolidation and distribution programs SIAD is carrying out for the Clothing Management Office

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Depot “shows off” progress in various operations during visit by TACOM LCMC Commanding General

By Lori K. McDonald
Public Affairs Officer

Another star made an appearance at Sierra Army Depot the first week of February, and walked away with a more in-depth knowledge of the operations being conducted.

What star? Well no movie star, but to Sierra Army Depot, this two-star general was received with the same amount of enthusiasm. Maj. Gen. Kurt Stein, TACOM Life Cycle Management Command, Commanding General, arrived just days after the Depot hosted a visit by Gen. Ann E. Dunwoody, AMC Commanding General.

Mr. Donald Olson, SIAD Deputy to the Commander, escorted Stein throughout his visit. The tour mirrored that of Dunwoody; however,

a few more stops along the way were added. After a quick drive through the Long Term Storage area for combat and mechanized wheeled vehicles, Olson stopped at our Retrograde and Redistribution (R&R) receiving area where Stein received a refresher update on the amount of material being returned from Southwest Asia.

As the group moved throughout R&R Mr. John Dingman, the Director of the R&R mission area highlighted the extensive improvements we have made to our receiving, management, and shipment processes since the mission began over

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Maj. Gen. Kurt Stein, TACOM LCMC CG, and Mr. Donald Olson, SIAD Deputy to the Commander, look at the template covers (instead of individual paint masking measures) that are used during the coating application on the Fuel Tank Self Sealing program.

Commander's View

During the first week of February, SIAD had the privilege of hosting visits by both General Dunwoody (AMC Commanding General) and Major General Stein (TACOM LCMC Commanding General). The focus for each engagement centered on Retrograde and Redistribution (R&R) activities (i.e., AJ1, OCIE and NS-E) and the depot's program/process improvements in managing Army Prepositioned Stocks (APS). Due to the fact that we had MG Stein on the ground for a full work day, the TACOM CG's itinerary also included tours of the LMP Site Command Center, Long Term Storage (End of First Life Cycle Center), Containerization and Assembly, and our Maintenance Directorate (to observe the depot's Fuel Tanker Self Sealing program).

As we toured the R&R areas,



Lt. Col. Joseph G. Dalessio

I wanted special emphasis placed on SIAD's ESAPI, OCIE Reserve component, and NS-E operations.

While walking through the ES-API mission, we highlighted the

depot's improved capacity (in concert with PM soldier, we can scan over 2,000 plates per day), continuous process improvement efforts (last quarter, we closed out a LEAN event that resulted in over \$300K in total cost avoidance), and SIAD's plate repair program initiative (we apply a "patch" to external material failure plates via heat transfer, a cost savings of over \$500 per ESAPI to the Army. More importantly, this is a "readiness driver" as we are able to expeditiously place serviceable plates back into the Army inventory to support increasing Soldier demands).

During the OCIE Reserve component tour, we conducted a demo/walk-through of our process/menu flow (we have a unique operation in that we pack, by individual Soldier, all material/clothing requests) and discussed SIAD's improved practice

of reaching out to our customers (in order to better our operation and support to the troops, we routinely send out surveys and telephonically contact unit supply sergeants to garner feedback and or recommendations). The last leg of the R&R circuit was the NS-E warehouse. The take-away from this segment of the tour included SIAD's charter to receive materiel from theater (Southwest Asia), bring it to record (thus making it visible to potential suitors in systems such as the MENS-E data base), and upon request, ship requested items (in support of government, federal, and state agencies).

We closed out each visit with a drive through of SIAD's APS CL VII Yard. Since our November 2010 AMC IG visit, the depot has made significant improvements to
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*** Sierra Army Depot's new Alcohol and Drug Control Officer is Dr. Vickie Braun. She is responsible for the Substance Abuse and Employee Assistance Programs and can be reached at extension 4115 or 4190. (See page 10 for more information).

The Union's Position - AFGCE Local 1808

EMPLOYEE ASSISTANCE PROGRAM (ALCOHOL AND DRUG ABUSE)

The Employee Assistance Program (EAP) is established to help employees with health problems such as alcohol or drug abuse or with other personal problems that may also result in impaired job performance or misconduct. The EMPLOYER and the UNION agree to work together to promote use of the EAP when needed. An employee who is interested in this program should contact their supervisor or a UNION representative. Employee participation in the program is voluntary. This program is available to

all employees and is conducted in a confidential manner consistent with applicable laws, rules, regulations and the agreement. Information about and employee participating in an EAP may not be disclosed to the employer without the employee's consent; however, the employee's status/attendance in such a program may be provided to the EMPLOYER. The employee's job security and promotional opportunities will not be jeopardized solely by



participating in the Employee Assistance Program's counseling or referral services.

Employees shall be allowed Administrative Leave during the assessment and referral phase of the EAP. Absences during duty hours for rehabilitation or treatment must be requested and charged to the appropriate leave category in accordance with leave regulations.

Emotional Disorders / Other Personal Problems:

When there is reason to believe that a personal problem / emotional disorder could be the cause of or a contributing factor to an individual's unacceptable performance, the employee may be referred by the Employee Assistance Officer for outside counseling. This program's objective is to rehabilitate, not eliminate, the employee. The objective is to correct the employee's performance.

Procedures for Supervisors:

It shall be the responsibility of all employees in a supervisory position to follow the joint Union-Management alcoholism and drug

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The **Challenge**

Depot Commander/Publisher _____ Lt. Col. Joseph G. Dalessio
Public Affairs Officer/Editor _____ Lori K. McDonald
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New Hires at SIAD

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

Albert Broesamle
John Gage
Wayne Hubanks, III
Nava Noel
William Paul, Jr.
William Plowman
Hilario Reza
Donald Schultz
Laura Terry
Leisa Wesch
Don Williamsen, Jr.



Don't forget to set all of your clocks one hour ahead!
March 13, 2011

Academy commandant to be next SMA

By C. Todd Lopez
Army News Service

WASHINGTON (Army News Service, Feb. 7, 2011) -- Army senior leadership announced today that Command Sgt. Maj. Raymond F. Chandler III will serve as the 14th sergeant major of the Army.

Chandler currently serves as the 19th commandant of the Army Sergeants Major Academy at Fort Bliss, Texas. He enlisted in the Army in 1981 as a 19E armor crewman. He will replace Sgt. Maj. of the Army Kenneth O. Preston as the Army's senior enlisted advisor and spokesman of the enlisted corps.

Chandler will be sworn into the new position March 1 in a ceremony at the Pentagon.

"We have the utmost confidence in Command Sgt. Maj. Chandler and look forward to having him join our leadership team," said Secretary of the Army John McHugh. "He has the right qualities and credentials to assume this vitally important duty that Sgt. Maj. of the Army Preston has skillfully and adeptly performed for the last seven years."

During his nearly 30-year career, Chandler has served in tank crewman positions and has had multiple tours as a troop, squadron and regimental master gunner.

"It's huge shoes that I have to fill, following Sergeant Major of the Army Preston," Chandler said. "But I am humbled and excited about the opportunity. And we'll see what the future holds, and what Soldiers and families tell me we need to look at

-- and I'll work that with Army leadership to try and make those changes that that best support them."

Chandler said he knows some of the challenges he'll help the Army face while serving as SMA are the same the Army is working on now: maintaining the force, reconstituting the force, and building resiliency in the force.

"We have got to maintain the combat-seasoned force that we have been so successful at sustaining over the past nine years," Chandler said. "We have an Army that is unparalleled in its lethality and its willingness and ability to conduct operations around the world. So I think that is the first thing, to maintain the combat-seasoned force."

Chandler also said he knows it's important for Soldiers to have more

dwell time with their families.

"This has been a very difficult and long war the Army has been in, and we have some work to do to help it reconstitute as we build dwell time over the next couple of years," he said.

The new SMA is also impressed with efforts the Army is making at building resiliency into the force -- in particular with the Comprehensive Soldier Fitness program.

"Programs like CSF and the new Master Resilience Training that we are developing for the Army and producing for the Army, along with the Army Family Covenant, is going to help us build a more resilient force for the long term," he said. "We are in a period of persistent conflict and this is not going to go away anytime

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Photo credit U.S. Army

Command Sgt. Maj. Raymond F. Chandler III will serve as the 14th sergeant major of the Army.

COMMANDER (From Page 2)

our program specifically in publishing an interim SIAD APS COSIS plan and establishing both a shelf-life policy for APS equipment and a QA/QC SOP. Seeing that the depot has sufficient storage space, industrial capacity, rail/airfield capability (with easy access to interstate highways and seaports), SIAD has the ability to do even more for the Army and the APS mission (i.e., designating the depot as an APS-1 site over that of an "APS Intermediate Staging Base").

I want to thank everyone for their time and efforts in preparing for each of these visits. Seeing that

I am a sports enthusiast, I can say with absolute certainty that "we hit it out of the ballpark" on each front! Both General Dunwoody and MG Stein left with a better understanding of SIAD's unique mission set and more importantly, an appreciation and admiration for what you do each and everyday in support of the Soldier. Thank you for who you are and what you do. I could not be more proud of this team. Stay safe and take care of yourself and your battle buddy. God Speed!

**PRIDE
IN
EXCELLENCE!**



Longest-serving SMA says goodbye

Jacqueline M. Hames
Army News Service

WASHINGTON (Army News Service, Feb. 7, 2011) – The longest-serving sergeant major of the Army emphasized the importance of maintaining an adaptable force during a farewell interview at the Pentagon.

Sgt. Maj. of the Army Kenneth O. Preston has served as the top enlisted advisor for seven years, from January 2004 until next month. He faced several key challenges when he first arrived, but said he feels the Army has advanced through properly manning, equipping and training the force.

“If you look at the Army at that time, we were in Iraq and Afghanistan at that time, we were tied up with fighting two wars,” Preston explained. “It was pretty significant to have large numbers of Soldiers forward-deployed in both Iraq and Afghanistan. That was the first piece, just the size and the demand on the Army.

“The focus coming in here was manning, training, and equipping and making sure our Soldiers had the best equipment, the best training, and had the right skill sets and had the right number of people in their units and organizations for the mission they were being asked to do,” Preston said.

Preston feels that the Army has achieved those initial goals and gone beyond to greater successes. The Army has grown in size and transformed to a modular force.

“The whole transformation of the Army, in my mind, has been the biggest accomplishment that’s really taken place since 2004,” he said.

The manning of the Army has grown by about 100,000 Soldiers over the course of Preston’s career, and equipping has advanced greatly — the SMA compared the uniforms and equipment from 2004 to today’s and said it’s like looking at pictures of the modern Soldier compared with Soldiers from the Korean War. Training has also been made more relevant by incorporating lessons-learned and providing professional military education geared at supporting an Army at war, he said.

“We’ve taken an Army that was the best Army in the world and taken it to a whole new level.”

Preston joined the Army just out of high school, hoping for the opportunity to get away from his small hometown in western Maryland. He served as a cavalry scout and tank commander during his 35-year career and as the command sergeant major for the Combined Joint Force Task Force 7 in Baghdad, Iraq, before taking the position as SMA.

He advised his successor, Command Sgt. Maj. Raymond F. Chandler III, to command and learn the Army from an historical perspective. Once in the position of SMA, there is a plethora of information and historical files to help understand the decision-making processes that led the Army to where it is today in terms of manning, equipping and training the force, Preston said.

Understanding the historical information will be essential to keep the Army from making the same mistakes twice, he added.

“Learn where we were in 2004, learn how, and why we evolved to where we are today, because this will really help in understanding not only



Sgt. Maj. of the Army Kenneth O. Preston discusses his career as the top enlisted advisor, emphasizing the importance of properly manning, equipping, and training the Army. Preston is the longest-serving SMA at seven years in the position. (US Army photo by Master Sgt. Jason Shepherd)

where we’ve been and where we are today, but where we want to continue to strive for the future,” Preston said.

Preston also encouraged NCOs to be the subject-matter experts in their field, and advised them to take and use every opportunity to teach. “The most valuable contribution that any senior non-commissioned officer can give back to his or her Soldiers

is to be a teacher,” he said.

“I like to joke around with a lot of the young Soldiers: ‘I don’t know what I’m going to do when I grow up,’” Preston said.

He plans to return home to Maryland, “back to the farm,” to determine what the next chapter in his life will be.

UNION (From Page 2)

problem policy and procedures. An employee with an alcohol or drug problem may request diagnosis or treatment. This will not jeopardize his or her rights or job security. Handling of the diagnosis and treatment of these problems is absolutely confidential.

When supervisors, through daily job contact, observe an employee experiencing difficulties in maintaining job performance, they will discuss the apparent difficulties with the employee. If the employee is unable to correct

his/her job performance difficulties through his/her own efforts, the supervisor or Union representative will refer the employee to the EAP Officer or the Health Clinic. If further confidential assistance and services are required, the following criteria will be observed:

In the event an employee refuses counseling, medical treatment, rehabilitation treatment, etc., after the initial referral, action, if necessary, will proceed under this collective bargaining contract agreement.

“It’s not about I “Gotcha” this time I’m going to make you pay.” Vengeance is another chapter in an

unending game of “Gotcha.”

SIAD does not have an Alcohol and Drug Abuse Subcommittee of the Human Resources Council.

1. Employees are calling the union office asking does Sierra have an Employee Assistance Program.

2. When I call the EAP phone number no one answer.

3. Who do I contact for information or help?

4. Who is the ADCO person? Etc.

I inform them that my understanding is the Depot shall inform employees of the program and its services annually.

A full time Counselor during duty hours will be available to consider an alcohol or drug abuse case. Employees may contact counselors directly or may be referred by their supervisor or union representative.

Union meetings are the first Tuesday of each month, except on Election Day. Meetings will then be held the following Tuesday. If you have any questions/concerns, bring them to the attention of a union representative or contact the Union Office at (530) 827-5375 and leave a message if there is not answer.

LEAN into my CORNER

A couple of times in the past, I have mentioned Henry Ford in this space. This month, I am going to devote my entire column to him. While we tend to think of Lean as a modern innovation (usually associated with Toyota), we really need to go back to the beginning of the 20th Century to see Lean manufacturing techniques put into practice for the first time. I have heard arguments that Ford did not invent mass production or the assembly line. True, but irrelevant. Ford Motor Company was clearly the leader in this area and set in motion a process that saw America become the leader of the industrial world.

Looking back through the lens of history, it's easy for us to think that Ford merely grasped the obvious. But his innovations weren't obvious to his contemporaries. Most of his potential investors told him to stop wasting his time and invest his money in real estate instead of his manufacturing dream. It was not even obvious at the time that the automobile would ever amount to more than a toy for the wealthy.

Most early car manufacturers (including Henry Ford) built their vehicles one at a time, from the ground up. In many cases, parts weren't interchangeable because they were individually machined for each car. Ford's vision wasn't just to improve the manufacturing process, however. He believed he could put a car in front of every house. He set a problem-solving process in motion to achieve that dream.

Many—if not most—of the fundamental precepts of Lean crystallized during this time. For example, one piece flow was the basis of the assembly line. Standardization of parts and processes also got their first major tryout. And Ford continuously reviewed his processes to identify waste and eliminate it



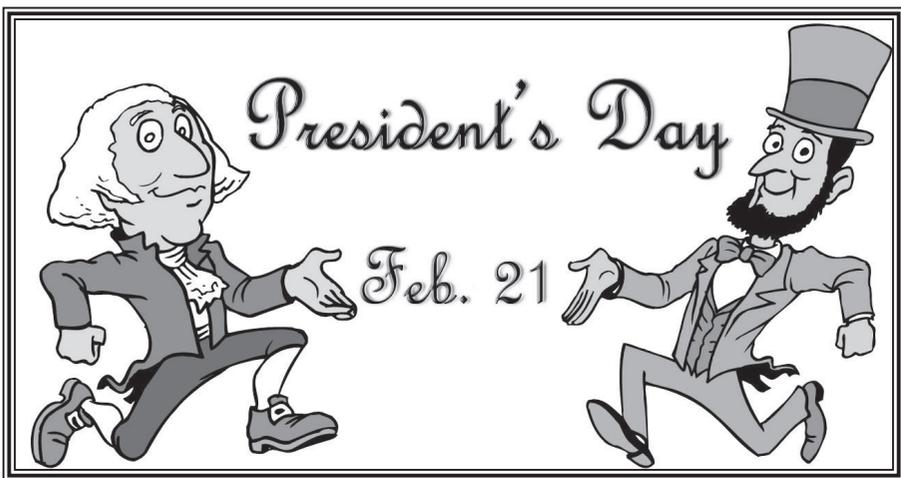
William Deming

wherever he could. Within just a couple of decades, his dream was realized; most Americans were able to afford a car.

I think it's interesting to note that "Lean" wasn't formally recognized as an approach to manufacturing until the 1980s. Clearly, most manufacturers had adopted these practices soon after Ford Motor Company set the example early in the century. They had to in order to survive. Indeed, General Motors soon beat Ford at his own game. By the late 1920s, GM was producing and selling more cars than Ford, at least partly because they paid better attention to their customers' wants and needs (another concept central to Lean).

What's the point? To me, there is a lesson here that we would do very well to heed. If we want to be successful, it's not good enough to do our jobs well. We have to continually look for new ways to do our jobs better. The fact that we are a government organization makes this even more important. While we may not have a private-sector bottom line we have to manage against, we have a clear responsibility to better manage the tax dollars that fuel our business.

When was the last time you drove an Auburn, a Franklin, or a Packard? These were car companies that were near the top of the industry in quality. To put it another way, when was the last time you went TDY to Seneca Army Depot, Sacramento Army Depot, or Fort Ord?



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soon -- so we have got to build a more resilient force that can see us through the challenging times."

Chandler also said he's fortunate to have participated in developing at the Sergeants Major Academy some of the concepts driving noncommissioned officer development today -- including the advancement of structured self development.

"One of the things I've been fortunate to partake in while here at the Sergeants Major Academy is to really understand SMA Preston's vision for the NCO Corps," Chandler said. "Structured Self Development ... (was) built here at the Sergeants Major Academy, and I have been intimately familiar with that process and where we are trying to go. From my perspective, I will continue to sustain and move forward those initiatives that have started with SMA Preston."

While Chandler said he's familiar with some of what he'll be working on as the next sergeant major of the Army, he also said that he is not bringing his own agenda to the job -- and that he serves at the discretion of the chief of staff.

"I have no priorities at this point, except to provide predictability for Soldiers and their families," Chandler said. "I do not come into this position with some set agenda or group of things that I personally want to fix or look into. I serve at the whim of the CSA and he is going to tell me what he wants me to focus on, and from there I move forward."

Chandler will likely serve the bulk of his time as sergeant major of the Army alongside Gen. Martin E. Dempsey, currently the commander of the Army's Training and Doctrine Command. Dempsey was nominated to be the next chief of staff of the Army.

Chandler and Dempsey share a working relationship today -- Chandler's position as commandant of the

USASMA falls under Dempsey's TRADOC. The two have also worked together as part of the Third Armored Cavalry Regiment. There, Dempsey was Chandler's regimental commander, while Chandler served as a first sergeant in the regiment.

Chandler was chosen as the next sergeant major of the Army by Chief of Staff of the Army Gen. George W. Casey Jr. That selection is something Chandler said he never considered during his career.

"I never thought in my wildest dreams I would ever even be in a position to be considered for the SMA," Chandler said. "So, I never dreamed about being SMA, or thought about it. For me, I was a squadron command sergeant major in combat. And that is what I aspired to do. Since that time I have had a series of other assignments that have challenged me and helped me to grow as an NCO and as a person."

When serving as sergeant major of the Army, Chandler will spend time on Capitol Hill, discussing Army needs and concerns before both the Senate and the House. He will also likely meet with the President of the United States, and will spend much time traveling alone and with the chief of staff of the Army to visit Soldiers and their families throughout the Army.

Chandler said the new role for him will not distract him from what he is at his core.

"I am a Soldier -- and I happen to be a sergeant major," Chandler said. "But that doesn't change the fact that I came from the same rank and the same position that those young privates and sergeants and first sergeants are in today. And that's the tie that binds us together -- those shared experiences. There is a responsibility to represent the Army at various events and engagements. But at the end of the day, my place is with the Soldiers and their families in the Army and that's where I intend to be."



DUNWOODY (From Page 1)



Gen. Ann E. Dunwoody, AMC CG, asks questions regarding the receipt process of material that is being returned to CONUS as part of the draw down in Iraq.

(CMO). In an ongoing effort to bring value from previously declared unserviceable material, Sierra has recently begun repairing Enhanced Small Arms Protective Insert (ES-API) “armor” plates that exhibited some form of External Material Failure (EMF). These external failures make the armor plate unusable by soldiers in the field, and would have previously been destroyed by the Army. Sierra currently has over 500,000 ESAPI and ESBI plates on hand – with more than half of them “unserviceable” due to EMF.

Instead of destroying each of these plates (and buying a replacement at a cost of about \$550 each), Sierra worked with the manufacturer to implement a repair program. Olson informed Dunwoody that the CMO asked Sierra to establish a repair capability to “patch” these plates and return them to inventory as serviceable assets (at a cost of approximately \$125.00 each). Olson said “Sierra currently repairs an average of 300 plates per day – and is expanding our capacity (to 600 per day) by adding additional work stations and a second shift.

Potential cost avoidance to the Army could reach \$150M just by fixing these plates – instead of buying new ones”. Dunwoody stated she was extremely impressed with the ESAPI operation, especially when SIAD highlighted their 2,000 plates a day X-ray capacity and their ESAPI repair initiative.

The third stop along the way was another program being conducted at Sierra for the CMO –Organizational Clothing & Individual Equipment (OCIE) management for Army Reserve Soldiers. Dingman began by telling Dunwoody the depot averages approximately 41,600 material release orders per week for the OCIE program with cost avoidance to the Army with support of retrograde materials and “excess” OCIE of approximately \$23 million. Dunwoody learned the material for the Reserve OCIE mission is received directly from DLA, “excess” OCIE from Clothing and Issue Facilities (CIF’s), as well as returned items from Southwest Asia (SWA), and posts/camps/stations. Dingman said these items are processed the same way as any other material throughout his organization. Again, once these items are brought to record, then the Depot subsequently ships serviceable reset “kits” to CIF’s worldwide based on CMO direction.

Dalessio’s next stop for Dunwoody was through one of the newest missions here at Sierra - at the Army’s main Non-Standard Equipment (N-SE) Retrograde and Redistribution Site - where we manage excess “non standard” material that units requested during their deployment in Iraq. Olson began by saying that Sierra established this new mission capability at the direction of the HQ AMC and Army G-4 to receive and process upwards of

20,000 additional containers of material returning from Iraq.

Mr. Riley Junk, N-SE supervisor, explained the flow process of material received and brought to record, in a new Property Book Unit Supply Enhanced (PBUSE) System. The PBUSE is the Army’s web-based, state-of-the-art, Combat Service Support property accountability system. Riley continued saying that once the assets are brought to record, they become visible to potential users and are redistributed to any location in the world to meet demands. Riley walked Dunwoody along the production line explaining how the barcode or Equipment List Identifier (ELID) sticker is scanned with an electronic reader. The file is then uploaded into PBUSE for accountability of assets.

Riley boasted since processing the first receipts of N-SE material a year ago, Sierra has received and brought to accountable record over 16,000 non standard items, with an acquisition value of \$87M. After

making these items visible to potential users, SIAD had shipped over 8,200 of these items, with an extended value of more than \$34M to 72 separate locations across the world (including redistribution of more than 100 items to 12 States in support of the National Association of State Agencies for Surplus Property (NASASP) Program). Riley directed Dunwoody’s attention to assets that had been identified by several representatives from the NASASP and explained how each gaining state would pay all transportation costs to receive these items.

Dalessio closed out the visit with a drive-through of the Army Prepositioned Stock (APS) staging area. He also updated Dunwoody on the Depot’s program/process improvements since the November 2010 AMC IG visit.

Upon the conclusion of her trip, Dunwoody commented that SIAD brings value back to the enterprise through the aforementioned programs.



In photo at left, Gen. Ann E. Dunwoody looks over an individual Soldier’s list of OCIE to be issued as Lt. Col. Joseph Dalessio and Mr. Donald Olson stand ready to provide additional information. Photo below, Mr. John Dingman explains the accountability process where every item must have a label that describes the five key elements (NSN, Nomenclature, Quantity, unit issue, and condition code) and if the tag is missing, the receiving crew prints out a new label.



STEIN (From Page 1)

6 years ago. Since then, the Depot has vastly increased the capacity to receive, identify, classify, store and ship material world-wide to meet urgent soldier demands.

The next stop for Stein was at our Enhanced Small Arms Protective Inserts (ESAPI) "armor" plate area. Dingman said all plates are inventoried and visually inspected for obvious defects. Each plate is then individually x-rayed by our Program Executive Office Soldier partners on site, using their Non-Destructive Test Equipment to detect any internal flaws. The NDTE is a portable, deployable, self-contained system that detects physical or structural defects in body armor plates. If there are no flaws (only about 5 percent fail initially), the plates are then packed for storage or re-issue to designated units. In an ongoing effort to wring value from previously declared unserviceable material, Sierra has recently begun repairing ESAPI plates that exhibited some form of External Material Failure (EMF). These external failures make the armor plate unusable by Soldiers in the field, and would have previously been destroyed by the Army.

Stein asked who determines the level of repair on the plates that have flaws. Dingman replied the guidance is received from TARDEC and the Clothing Management Office. Dingman went on to say these two organizations came out to the Depot to train and educate SIAD employees to help us generate good plates for re-issue. Once the repairs are completed, the plates will travel back through the NDTE for retesting.

The R&R portion of tour concluded with the visit to the shipping section and the US Army Reserve Organizational Clothing and Individual Equipment program. Both areas were received with great appreciation by Stein.

Mr. Danny Lindsey, Chief Preservation and Packaging Division for Water Systems, briefed Stein on the updated shadow box process the Depot has been working on with the Tactical Water Purification System (TWPS) BII/ COEI inventory process. The group moved to the 600 Reverse Osmosis Water Purification Unit (ROWPU) area and briefed the commanding general on the preparation and upload of the unit. Lindsey went on to inform Stein that the Depot is currently unpacking and conducting preservation on 125 pumps within the Forward Area Water Point Supply System (FAWPSS). Throughout the day, Stein took time to thank many employees for their work effort to support the Soldier.

Lindsey continued the tour by discussing the Light Weight Water Purification System (LWPS) and explained we were in the process of setting up the same shadow box inventory system for LWPS the same as what he saw earlier. Lindsey said the shadow boxes for the BII/ COEI inventory and the process for uploading and securing of the loaded crates into the TRICON, are designed and built at the Container & Assembly Box shop to accommodate the Soldiers in the field, allowing the BII and the water tanks to be unloaded with no material handling equipment.

Richard Schmidt, Chief COSIS Section (Medical) with the C&A directorate talked about what SIAD is

doing with the medical mission here. Schmidt told Stein the Depot performs Medical Maintenance cycles on the 21 Reserve hospitals yearly, and performs COSIS for the four primary hospitals every six months. Schmidt explained that hospitals are divided into two parts, 164 bed and 84 bed sections. These hospitals have complete Operating Rooms, X-

ray rooms and Pharmacy. There are seven Active Duty hospitals stored at Sierra - only the 164 bed section. Schmidt went on to say that last year, SIAD sent one part of a primary Hospital to Afghanistan.

Mr. David Wilson, Chief Assembly Division (Fuel) gave Stein a short synopsis as to the Depot's mission

See STEIN on Page 8



Maj. Gen. Kurt Stein observes the ESAPI plates that were repaired after they were identified with some form of External Material Failure.



Above, Mr. Bruce Hamilton, left, talks with Maj. Gen. Kurt Stein, TACOM LCMC CG, about the COSIS that is performed on the reserve hospitals that are stored here at SIAD. In the photo at left, a painter applies one coat of polymeric beads to a tank as part of the Fuel Tank Self Sealing program. Each tank receives three separate applications.



Army Civilian Service Website

What is it?

A new recruitment site for the Army now serves as the employment portal for Army positions worldwide. Army Civilian Service baby boomers will be retiring en masse over the next 10 years. To attract the "best and brightest" next generation workforce, a focused enterprise-wide recruitment strategy required the development of a dot com website to promote the Army as an employer of choice. The Army Civilian Service website establishes an Army civilian web presence to increase prospective employees understanding of and motivation to join the Army civilian team.

What has the Army done?

Previously the Army maintained an employment board on the Civilian Personnel On-Line (CPOL) website. The CPOL employment board did not highlight the advantages of civilian employment with the Army. A dot com would provide the added ability to raise awareness, interest and understanding about Army Civilian employment, ultimately recruiting potential candidates. Es-

tablishing a site dedicated to Army Civilian Service would dispel the myth concerning employment with the Army requires a uniform.

What continued efforts does the Army have planned for the future?

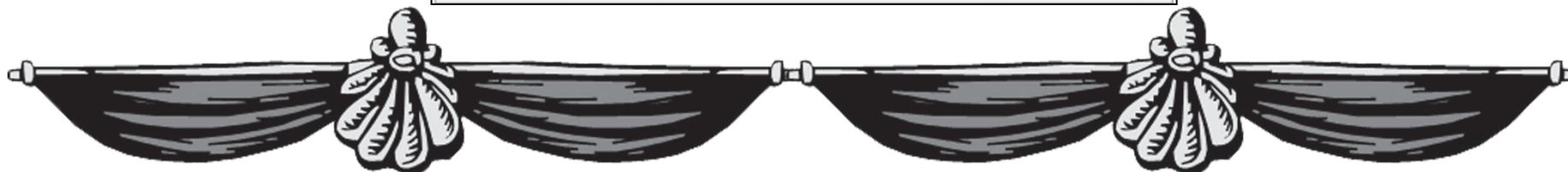
Over the next two years, the Army will transition from one au-

tomated recruitment tool, Resumix, to another, USA Staffing, for advertising vacant positions, accepting applications from job seekers, and evaluating the job seeker's eligibility and qualifications. To facilitate this movement, all Army announcements will now be posted on the

new website. Prospective candidates will no longer have to utilize two separate websites to see all Army announcements. The Army Civilian Service website will eventually become the information center for civilian employment. This site is one of the enterprise-wide Army Civilian Service initiatives to meet the President's Hiring Reform mandate to reduce the hiring time for federal positions.

Why is this important to the Army?

Army civilians are not active duty military, but serve as an integral part of the Army team to support the defense of our nation. Army civilians are members of a global family that encourages excellence, professional development and balance. As an integral part of the Army team, Army civilians help sustain base operations and fill positions on Army Staffs that would otherwise be filled by military personnel. Army civilians are federal civil servants and are committed to selfless service in the performance of their duties in support of our nation.



STEIN (From Page 1)

on the Reset and COSIS effort for the Inland Petroleum Distribution System (IPDS). After that Schmidt ended with a summary of the 800K production for Fuel Systems Supply Point. He explained where IPDS is the pipeline; the FSSP is the Gas Station.

After a lunch with the Depot's senior managers, Olson took Stein to the LMP Site Command Center to receive an update since "Go Live" in October 2010.

The briefing began with an overview of the organization presented by Mr. Lyle Crinklaw, Program Support supervisor for LMP Site Command Center. Mr. Bruce Hamilton, Mission Manager, said that all the installations have identified issues, some site specific, but most are enterprise wide. Hamilton continued to say that SIAD, he believes, is in a better position as we built our maintenance modules from the ground up as the Depot did not have anything in place prior to LMP; where other sites were all using their old modules

to input data into LMP.

Olson said, "We are currently in the 'Do No Harm to Ourselves Mode'. We are implementing this new system. It is running, we are executing, and we are checking everything it tells us to do." He went on to say that SIAD is still not to the point where LMP is being fully utilized to manage our business.

Stein was told that SIAD is still in the learning process, but with each day there are new tools discovered within LMP that are very helpful in the day to day work a-rounds.

The next stop of the tour was the Army's main Non-Standard Equipment (N-SE) Retrograde and Redistribution Site, where SIAD manages excess "non standard" material that units requested during their deployment in Iraq. Olson began by saying that Sierra established this new mission capability at the direction of the HQ AMC and Army G-4. Mr. Chris Powers, N-SE supply management specialist, was introduced and began explaining the flow process of material received and

brought to record using a new Property Book Unit Supply Enhanced (PBUSE) System so there is visibility throughout the Army and can then be redistributed to any location in the world to meet demands. Powers demonstrated how the barcode or Equipment List Identifier (ELID) sticker is scanned with an electronic reader and the file is then uploaded into PBUSE for accountability of assets.

After walking along the production line to view the different types of assets being received, Powers talked about how SIAD had shipped over 8,200 of these items, with an extended value of more than \$34M to 72 separate locations across the world (including redistribution of more than 100 items to 12 States in support of the National Association of State Agencies for Surplus Property (NASASP) Program).

The last stop for the day was at the Paint Shop. Here, Stein heard from Chris Jacobs, Painting supervisor, about the Fuel Tank Self Sealing (FTSS) program. Jacobs started the

tour by discussing the prepping of the tanks and how with assistance from the Weld Shop were able to create template covers for areas that coating cannot be applied. Jacobs briefed Stein that by using these template covers (instead of individual paint masking measures), employees reduced the entire prep time by three hours per tank. Stein was pleased to hear this process improvement was submitted through the Army Suggestion Program. Jacobs then moved on to the area where the application is applied. He explained to Stein that after each coat of sealant, a digital thickness probe is used to ensure the appropriate amount of coating is being applied. Jacobs described to Stein that polymeric beads in the coating will react when fuel comes in contact with them; the beads will expand filling the hole to stop fuel leaks.

The group concluded the tour with a closeout session where Stein thanked Olson and his staff for the work they are doing and looks forward to coming back later this year.

No Depot is an Island...

By William Bahl
LMP Training

“Stovepipe”... Dictionary.com defines a stovepipe as: “A pipe, as of sheet metal, serving as a stove chimney or to connect a stove with a chimney flue.” The first time I heard this term in the Navy was while I was in the Submarine force, it was defined as a column of ocean that the sub could rise to periscope depth safely, transmit & receive messages and conduct noisy evolutions all while ventilating the ship with fresh air.

Unfortunately, in the business world of communications and /or information, this term has a third meaning. This type of stovepipe refers to a condition or culture where information is not shared across the Enterprise. We have encountered issues during our implementation, invented the wheel to fix it and then found out later that other sites had recently gone through the same issue and had the fix all along.

Not sharing lessons learned hurts us all.

Another term I have come across is, “tribal knowledge”. What is this you say? Well have you ever heard

“This is the way we have always done it” or “This is how I was told to do it by.... 4 years ago”. This culture is carried on from one new person to another because of no clear cut internal documented processes, training references, flowcharts or business rules that our workforce can look to for guidance.

So now that we have explored a few weaknesses that have plagued not only the civilian world but the military as well. The question is... How do we resolve this? How can we put the information into the hands of those who need it most and have it there whenever they need it?

The answer to both these issues is the Sierra Training Website on the “I” drive as shown during Expert and End user training. Now that we are past “Go Live” and with the bulk of End User phase I training completed, LMP and our website are transitioning into sustainment for the entire Enterprise; because of this we have adopted a new name for our website... the “Training Sustainment Tool” or TST.

On the TST you will find current LMP training & references, flowcharts, key performance indicators (KPI), T- code references, business



rules, terminology cross-references and best business practices all at the end user’s finger tips. No longer should the question be...How do we handle this...or what is my next step? With the TST Directors can have all internal policies, procedures, Army regulations (AR) and business rules added to it and have them modified as needed to fit the Depot’s current business solution.

Over the past few months our Website has received high level-attention and praise throughout the Enterprise and has been given approval to be uploaded to the AMC Share Point server. The outlook for this is to be a template for all 26 sites to facilitate eliminating stovepipes and tribal knowledge. A future function of the TST will be a “Blog” (an

online journal where an individual or group presents a record of activities, thoughts or short comments.) Providing a forum allowing end users to share questions and resolutions throughout the Enterprise, “lessons learned.” Becoming an Army of One.

By standardizing training and the location for training material, the end user can easily find what they need no matter what site they work at or visit within the Enterprise. Leaving no Depot an island unto itself.

***“As our case is new, we must think and act anew.”
...Abraham Lincoln***

Incandescent bulbs are becoming obsolete

By Steven Johnson
Energy Awareness Coordinator

Thomas Edison perfected the basic incandescent light bulb in the late 19th century, and by the 20th century it was changing how we lived. Now that we are in the 21st century the good old incandescent bulb is becoming obsolete. Why? In the ongoing quest for energy conservation the incandescent light bulb is a “no-brainer” of a target. Incandescent bulbs produce light by heating a very thin tungsten filament until it is white-hot (or Incandescent), and they are very inefficient. Only 10% of the energy consumed is light energy – the rest (90%) is converted to heat energy. I know they make good heaters, because when I was a boy I used a 100 watt incandescent to keep my rabbits warm in the winter. Federal law is also hastening the end for incandescent bulbs.

The Energy Independence and Security Act of 2007 (EISA) set

minimum standards for light bulbs that manufacturers had to meet. The standards listed maximum allowable watts (per Lumen), set a minimum life-time of 1,000 hours, and required that the efficiency be improved by at least 30 percent. Other than minimum life-time, incandescent bulbs cannot meet the standards. The standards are to be phased in between 2012 and 2014, starting with 100 watt equivalent and ending with 40 watt equivalent bulbs. So as of Jan. 1, 2012, bulbs not meeting the minimum EISA standards cannot be manufactured in the USA, nor imported. You know that the Army always leads the charge, so...

Per a Memorandum signed by the Assistant Secretary of the Army, dated Oct. 27, 2010, we are directed to start now. It states, “Effective immediately, all light bulbs acquired for use in facilities and structures owned, leased or con-
See BULBS on Page 11

INFORMATION
Protecting It Here Makes Them Safer There

Defense Security Service Academy - <http://dssa.dss.mil>

Suspect Insider Threat? Contact Your Facility Security Officer

New Alcohol and Drug Control Officer

Sierra Army Depot is pleased to announce the recent arrival the new Substance Abuse Program Manager and Employee Assistance Program Manager, Dr. Vicki E. Braun from Marine Corps at Iwakun, Japan.

She is responsible for the management of the Army Substance Abuse Program (ASAP), including the Employee Assistance Program (EAP) and the Drug-Free Workplace Program. Among services provided by ASAP are substance abuse prevention, biochemical testing, suicide prevention training, and short-term counseling and referral for alcohol and drug abuse and other personal problems impacting

job performance. These services are available to all employees and you can read more about them (and the Depot's Polices) on the Depot's Intranet web site.

Dr. Braun's education includes a Ph.D. in Organizational Leadership, a Master of Education in Counseling, and a Bachelor of Arts in Psychology. She is a Certified Employee Assistant Professional, National Certified Counselor, Certified Master Addictions Counselor, and a Licensed Professional Counselor.

She is located in backside of the headquarters building and can be reached by call 827-4115/4190 or email vicki.braun@us.army.mil.



CYS Month Update

With the New Year under way and many of our new year's resolutions already forgotten, CYSS has strived to keep our programming as innovative and exciting as ever! All the afternoon SAS youth, and many of the teens are participating in Power Hour.

This program is an afterschool homework activity that awards youth points for completed homework. Points can be spent at the end of the month in the point store, which is full of goodies – pencils, erasers, notebooks, stickers, etc... Emily Bevil received recognition at the end of December for earning over 50 points, and Arelius Bownes took home the January honor with 32 points. Our lab tech has also kept busy by providing instruction to some of the older youth on how to rebuild computers. These educational projects have been very successful this past month and have provided the youth with fun, new experiences.

In celebration of Black History Month, CYSS and Julie Mason teamed up to provide all of the local schools with a very special presentation. Ms. Mason did a monologue portraying the life of Mahalia Jackson, a well known and popular gospel singer in the 1950's and '60's.

The presentation began with a few anecdotes from Jackson's life as a child and Mason worked her way up to tell the audience of Jackson's life as a world famous adult. The

dramatic presentation ended with Mason dressing in a choir robe and singing along to the music of some of Mahalia's most popular songs. The youth were particularly interested in this part of the show, as they were able to get up, dance around, and clap their hands along to the music. A session of questions and answers followed the monologue and Ms. Mason stayed in character to answer various questions concerning the life of Mahalia Jackson. Some youth were confused by Mason's acting skills, which are quiet good, as one youth asked, "If you died in 1972 from a heart attack, then how are you still alive today?"

February also promises to be a very busy month for CYSS sports! The bowling league is finally under way, and with almost 20 participants, the bowling alley is sure to be busy every Monday night!

The basketball season is still going strong. Both teams are hard at work practicing several times a week. Despite some minor set-backs with injuries on the girls' team, they have managed to keep their spirits up and have won their 1st game. The girls also dominated the Annual Loyaltan Basketball Tournament by taking 3rd place in their division during pre-season play. Way to go team!

Stay tuned for upcoming dates for new sports sign-ups...soccer will be here before you know it!

ACS Family Advocacy Program

Anger Management

This is an educational approach to understanding the patterns of your anger and learning how to express it in unaggressive ways.



- Understanding anger, what triggers anger, and creating an anger log.
- Defusing anger by managing stress, handling anger effectively and improving problem-solving techniques.



Thursday, 24 March 2011
Thursday, 14 April 2011
Thursday, 12 May 2011

Classes are from 1400-1600
At Bldg 74, Classroom (B)

Certificates are presented for class completion.



For more information or to sign-up call
DSN 856-4275 or Com: 530-827-4275

Class size is limited to small groups of (7)



There are times when just a little paint, or even new pictures can change the look of a room.

Well that definitely is true if you have visited the command section lately. A new look now adorns the walls of the command section hallway. What used to be a Christmas-type décor for the past commander photos, is now replaced by a walnut stained framed board the picture frames can easily slide into place.

A concept idea was shared with the carpenters within Base Support as to what would possibly work and look very professional. From there, three individuals were able to procure the necessary material and put together a photo board to be used for the past commander photos. As if that was not enough, once it was in place, the individuals were asked to build another one, but on a much smaller scale to be used for the Army's Senior leaders photos on the opposite wall.

A big thanks goes out to Mr. Larry Brown, Mr. Ralph Schroeffer and Mr. Tim Hooper who were responsible for making these boards in a very short turnaround time.

EEO Focus

African American History Month

What is it?

February is African American History Month. Each year the Army commemorates the contributions and sacrifices made by its African American Soldiers and civilians with activities and events at installations throughout the Army. This year's theme is "For Love of Liberty- Celebrating African American Soldiers throughout History." A special PBS documentary also titled "For Love of Liberty" will air in February. This program highlights and celebrates the service of African-American patriots throughout history. African Americans at all levels - uniformed and civilian - have and continue to play key leadership roles in the Army with fierce dedication to duty, honor and country.



Lynette Hall
EEO Manager

What has the Army done?

A special Army.mil Web site, African Americans in the U.S. Army, outlining the contributions of African American Army personnel throughout history has been created. In addition, the Army has been working with producers of the "For Love of Liberty" documentary with a special unveiling of the "For Love of Liberty" display as well as special showings of the documentary at the Pentagon. A African American History Month event featuring the 555th Battalion "Triple Nickels" will occur at the Pentagon on February 11 with

other various events scheduled on Army installations around the entire National Capital Region. Watch for information on when and where these events will occur.

What continued efforts does the Army have planned for the future?

The Army plans to continue to engage the public with various media products including blogs, roundtables and stories on Army.mil. These products will tell the stories of African American Soldiers and Army civilians both past and present. Special programs throughout the year, not just in February, will highlight diversity issues: Among them ethnic, gender and disability issues.

Why is this important to the Army?

U.S. Army designates the month of February to honor the service of African Americans in military and civil service. African American History Month is a time to celebrate the contributions that African Americans have made to the Army. Being a Soldier or Army civilian involves diverse opportunities and experiences not always available elsewhere - options that emotionally, morally, physically, professionally and economically challenge and empower people for life. The Army has created, sustains and protects a climate of equal opportunity for all and celebrates the expanding roles, responsibilities and economic opportunities for its African American members.

BULBS (From Page 9)

trolled by the Army will meet the energy efficiency standards set forth in EISA 2007 to the maximum extent feasible with the goal of complete replacement of inefficient lighting within 5 years of the effective date of this memorandum". That means that here at SIAD we cannot purchase any more bulbs that don't meet the EISA standards.

Which bulbs are they talking about? The policy applies to general service incandescent lamps with a medium (or standard) base that are capable of operating in the 110-130 volt range, and have a lumen range of 310-2600. This pretty much means any 40-100 watt incandescent bulb. Some lamps, such as appliance, infrared, and showcase, are excluded. Three-way incandescent bulbs (75/100/150w) are excluded under EISA, but the Army does not allow them. So, at a minimum, supply will no longer purchase medium base incandescent bulbs in the 40-100 watt range (including three-ways), and as the existing stock is used up, it will be replaced with newer, more efficient light bulbs.

The next question is... What do we replace them with? By law, manufacturers don't actually have to have a better bulb on the market until 2012. Well, advances in the lighting industry have easily outpaced the minimum requirements, with next generation light bulbs far surpassing incandescent bulbs in both efficiency and life-time ratings. There is more than one replacement option available, so next month we'll take a look at what's out there.



Profiles of Bravery

Cathay Williams

First black female to enlist in the Army

On Nov. 15, 1866, Cathay Williams enlisted in the Army using the name William Cathay. She informed her recruiting officer that she was a 22-year-old cook. He described her as 5' 9", with black eyes, black hair and black complexion. An Army surgeon examined Cathay



and determined the recruit was fit for duty, thus sealing her fate in history as the first documented black woman to enlist in the Army even though U.S. Army regulations forbade the enlistment of women. She was

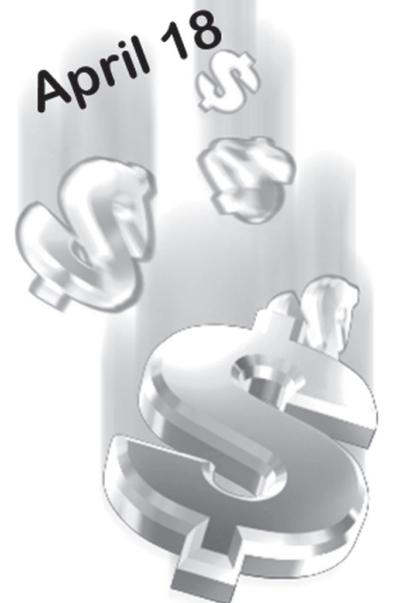
and traveled throughout the West with her unit. During her service, she was hospitalized at least five times, but no one discovered she was a female. After less than two years of service, Cathay was given a disability discharge but little is known of the exact medical reasons.

(Source: www.army.mil/africanamericans)

assigned to the 38th U.S. Infantry

Tax Time

April 18



Largest rail shipment from Sierra loaded with mechanized wheeled vehicles to support Foreign Military Sales case



An operation that began in December 2010, of loading, chaining, and safety wiring more than 240 vehicles onto a 70-car dedicated train, departed SIAD on Jan. 24, 2011 in support of an ongoing

Iraqi Foreign Military Sales (FMS) case at Anniston Army Depot (ANAD). It was the largest single rail shipment ever to leave the boundaries of Sierra Army Depot, stretching more than a mile in length. These vehicles, pulled from an “excess” stock of M113’s (Armored Personnel Carriers) and tanks, were sent to ANAD to support the production lines for the FMS.

