



THE

CHALLENGE

Sierra Army Depot, Herlong, Calif.

April 2011

Vol. 67 No. 4

Thoughts on Crossing the Line of Departure *FROM THE OFFICE OF THE CHIEF OF STAFF*

I'm honored to be your 37th Chief of Staff. I want to assure you that I'm well aware of the challenges we face but equally aware of the opportunities we will have in the next four years to do a lot of good both for the Army and for the Nation.

My transition team did a great job helping me "see" our Army, and I want to share two of their observations

1. We are really good. We've accomplished everything that's been asked of us. Our Soldiers and their Families are proud, courageous, and resolute. Our leaders are effective, engaged, and innovative.

2. We are uncertain about the future. The missions in Iraq and Afghanistan appear to be stabilizing. The Nation's economic condition appears to be declining. Senior leaders are questioning our role.

We have been here before, and as I like to tell those who are interested in our Army, "I like the problem we have." We've never been better organized, better trained, or better equipped. Of course, that's at least in part because we've never been better resourced. As our resourcing changes, we'll change -- but we'll be changing from a position of great strength. That's why I like the problem we have.

Over the next few months and in collaboration with our Secretary of the Army, I'll share some thoughts with you about the role of our Army, how we will remain adaptable, how our Active and Reserve Components will contribute to maintaining our position as the Nation's decisive land force, and how we will remain the Nation's preeminent leadership experience.

The "talk on the street" is all about how resource constraints are coming and about how we must act to ensure a "soft landing." You won't hear that from me. I didn't take the job as your 37th Chief of Staff to orchestrate a "soft landing." I took the job as the 37th to team with an incredible group of senior military and civilian leaders to make our Army smarter, better, and more capable -- with the resources we are given -- so that we provide the Nation with the greatest number of options for an uncertain future.

We remain an Army at war. We will provide whatever it takes to achieve our objectives in the current fights. We will keep faith with our Families and with our Wounded.

One other thing you need to know about me. In my 37 years, I've been deployed several times to several different kinds of conflict. In each case, upon notification to deploy I was able to requisition nearly everything my unit needed. What I couldn't requisition was trust, discipline, and fitness. These qualities have to exist in every unit and in every Soldier of our Army all the time. When I come to visit your organization -- whether a tactical formation or part of our institutional Army -- I'll want to know what you're doing to develop a climate of trust, to ensure the discipline of your soldiers, and to increase the fitness of the Force.

I'm proud to serve with you.

Martin E. Dempsey
37th Chief of Staff



General Martin E. Dempsey assumed duty as the Army's 37th Chief of Staff on 11 April 2011. During his previous 36 years of service, General Dempsey has served in a variety of professionally rewarding and developmental positions across the Army in both the generating and operating force. Past assignments have taken him and his family across the country and world both during peace and times of war from the platoon to the Combatant Command level. Following graduation from the United States Military Academy in 1974, General Dempsey received his commission as an Armor Officer. As a company grade officer, GEN Dempsey served with the 2nd Armored Cavalry Regiment in United States Army Europe and with the 10th Cavalry at Fort Carson. Following troop command he earned his Masters of Arts in English from Duke University and was subsequently assigned to the English Department at West Point where he served as an instructor and Assistant Professor.

GEN Dempsey has also earned Masters Degrees from the Command and General Staff College (1987) and National War College (1995). In 1991, GEN Dempsey deployed with the Third Armored Division in support of OPERATION DESERT SHIELD/DESERT STORM. He then served in Human Resources Command as the Armor Branch Chief and from 1996-1998 as the 67th Colonel of the Third Armored Cavalry Regiment. Following command he served on the Joint Staff as an Assistant Deputy Director in J-5 and as Special Assistant to the Chairman of the Joint Chiefs of Staff, the Joint Staff, Washington, D.C.

See DEMPSEY on Page 3

Commander's View

For this month's edition of "The Challenge", I want to take the opportunity to inform the workforce on two programs that are readily available to assist you (and your loved ones) should the need arise: The Employee Assistance Program (EAP) and the Family Advocacy Program (FAP).

EAP is a free, voluntary, and confidential work-site program that assists employees and family members in the prevention and resolution of problems that may affect job performance, whether it be personal, family, or work related issues. SIAD employees and family members are eligible for these services, as well as active duty soldiers, retirees and activated reservists.

The SIAD EAP Coordinator is available for short-term counseling and to help employees improve their well-being by offering a variety of services, including assessment for alcohol or drug abuse, health related problems, marital, emotional, behavioral, and financial or any other problem affecting performance. In certain cases, the EAP makes referrals to other professionals who specialize in specific concerns.

The EAP is also available to discuss with managers and supervisors possible solutions for dealing with employee performance problems and provides supervisory training.

Call Dr. Vicki Braun at 530-827-4115 for an appointment or email her at vicki.braun@us.army.mil.

Family Advocacy Program (FAP) provides confidential consulting to assist employees find solutions concerning relationships, and parenting preschool children through teens. Several trainings



Lt. Col. Joseph G. Dalessio

are available in different formats to help with Anger management, Stress reduction techniques, and understanding the dynamics of Family violence.

Call Billy May at 530-827-4275 or email him at billy.may2@us.army.mil.

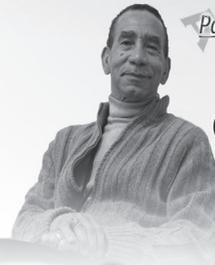
These aforementioned programs are here for you (benefits that you have rightfully earned, so don't be afraid to use them)! Stay safe and we'll see you on the high ground.

**Pride
in
Excellence!**



Family Advocacy Program Manager (FAPM)

- Limited confidentiality..... Help you find solutions
- Anger management workshop..... How not to have violence in the workplace and personal relationships.
- Stress management techniques.... 15 minute stress management class can be conducted at your work building (break room). Resources are provided.
- Awareness education Understanding dynamics of child abuse and domestic violence .
- Parenting resources..... How to effectively manage young children or teens without losing your temper.



CALL Billy J. May @ 530-827-4275
Bldg. 169
Email: billy.may2@us.army.mil

ARMY SUBSTANCE ABUSE PROGRAM (ASAP)

- Employee Assistance Program (EAP).. Helps assess problems and find solutions to personal problems that interfere with job performance
- Referral and follow-up services Refer to health care providers when needed
- Suicide Prevention..... Provides resources for suicide intervention
- Education and Training..... To assist in prevention of substance abuse problems
- Drug testing..... To ensure a safe work environment
- Confidential



CALL Dr. Vicki Braun @ 530-827-4115
Bldg. 150
Email: vicki.braun@us.army.mil

The Union's Position - AFGE Local 1808

Several questions have come to light about what constitutes an official disciplinary action taken against an employee and what are some of the penalties an employee can face from these actions. Below are the some



of the major issues that have occurred in recent months.

DISCIPLINARY ACTIONS:

Brothers and Sisters, disciplinary action is a serious offense you can **See UNION on Page 3**

The Challenge

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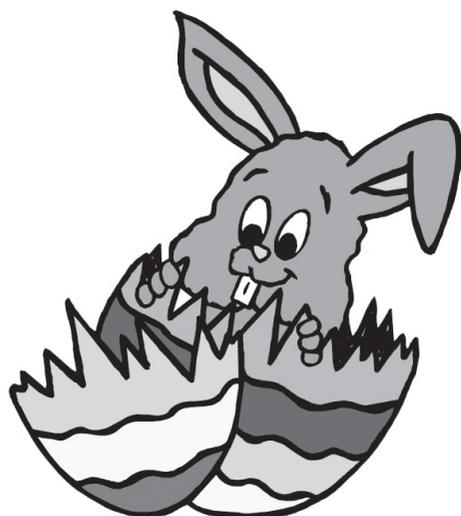
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DEMPSEY (From Page 1)

From September 2001 to June 2003, General Dempsey served in Riyadh, Kingdom of Saudi Arabia in a training and advisory role as the Program Manager, Saudi Arabian National Guard Modernization Program. In June of 2003, General Dempsey took command of the 1st Armored Division in Baghdad, Iraq. After 14 months in Iraq, General Dempsey redeployed the division to Germany and completed his command tour in July of 2005. He then deployed to Iraq again for two years in August of 2005 to train and equip the Iraqi Security Forces as Commanding General of MNSTC-I. From August 2007 through October 2008, GEN Dempsey served as the Deputy Commander and then Acting Commander of U.S. Central Command. Most recently he commanded US Army Training and Doctrine Command.

General Dempsey and his high school sweetheart and wife Deanie have three children: Chris, Megan, and Caitlin. Each has served in the United States Army. Chris remains on active duty. They have three wonderful grandchildren: Kayla and Mackenna by Chris and daughter-in-law Julie, and Luke by Caitlin and son-in-law Shane. Megan and her husband Kory are expecting twins this summer.

General Dempsey's awards and decorations include the Defense Distinguished Service Medal with Oak Leaf Cluster, the Distinguished Service Medal with two Oak Leaf Clusters, the Defense Superior Service Medal, the Legion of Merit with two Oak Leaf Clusters, the Bronze Star with "V" Device, the Combat Action Badge, and the Parachutist Badge.



Close the loop

By William Bahl
LMP Training

In order to get the most of LMP we must learn to keep our eye on the prize. The prize lies in the future, but to earn it we must systematically improve our data. Think of the prize as the ability to release some of our responsibilities to LMP. Imagine being able to run MRP and trust it to determine our supply needs.

When we build BOMs, Routes and material master records we start with the technical manuals and engineering drawings. The illustrated parts breakdown in the technical manuals provides the BOM inputs. The engineering drawings provide salient characteristics, interchangeability and substitutability data, and potential sources of supply. In the absence of actual data we estimate the time standards and depot overhaul factors. This is a good start, but we need to learn to close the loop.

Every time we complete work on a particular commodity, we need to close the loop by holding thorough post project reviews. During these meetings we need to look at a number of items, such as actual times through shop processes and decide how this information will be used to update the routes. There may be an outlier (an unusually high figure that is unlikely to happen again) which should be ignored. Once the outliers are removed, the remaining data can be used to provide a relatively accurate time standard. The more times we perform these updates (i.e., analyze actual time standards and incorporate them into the routes) we reduce the variation in our numbers. The lower the variation the more accurate our estimates become. The

UNION (From Page 2)

possibly lose your job, based on your behavioral offenses toward other employee/employees. The penalty can be a written reprimand, (1 to 30) days suspension depending on the nature of the offense, up to removal.

INSUBORDINATION:

Refusal to obey orders, defiance of authority.

Fighting/Creating a Disturbance*
Creating a disturbance resulting in an adverse effect on morale, production, or maintenance of proper discipline. Threatening or attempting to inflict bodily harm without bodily contact.



more accurate our estimate, the better LMP will perform without our intervention. The more LMP can work without our intervention, the more time we will have to work on getting more workload or improving our processes.

We should also look at the consumption rates. Once we have processed a significant number of projects, we can use the consumption data in place of our estimates. We close the loop by incorporating these data into the routes. This will result in more accurate cost estimates and the LMP Acquisition function will become more accurate. More accurate Acquisition data means less intervention on our part. That means we get more accurate estimates, more accurate Material Requirements Planning (MRP) runs, and our projects run smoother. Ultimately this means better service for our customers at Headquarters and in the field.

Our Acquisition office spends considerable time developing new sources of supply and interchangeability and substitutability data. Each time this is done, we must learn to close the loop and provide this data to the Material Master Cell to ensure this data is incorporated in the material master records so this

work does not have to be repeated. Each time we close this loop by incorporating our research into the material master records, our LMP processes become more efficient and they require less intervention by us.

When we finish projects, we should look at the non-stocklisted items and determine whether or not they will be consumed in the future. If they are logical consumables, we should close the loop by requesting stocklisting action be taken by the command Item Manager. We should also request all DLA stock numbers be entered into the Weapon System Support Program (WSSP). The items in the WSSP will not be allowed to go obsolete/terminal. Closing this loop will reduce future indirect work which improves our Net Operating Results (NOR) and improves the odds of all of us enjoying an increased Group Achievement Program (GAP) award.

Closing the loop makes our data more accurate, thereby allowing LMP to operate without our intervention. The more LMP operates without our intervention, the more time we can spend improving our processes and services for our customers.

UNAUTHORIZED USE OF ALCOHOL, DRUGS OR SUBSTANCES:

Unauthorized possession or transfer of alcoholic beverages while on government premises or in a duty status.

Unauthorized use of alcoholic beverages while on government premises or in a duty status.

Reporting to work or being on duty while under the influence of alcohol, a drug or a controlled substance to a degree which would interfere with proper performance of duty, would be a menace to safety, or

See UNION on Page 5

A culture of safety

By Preston Siple and
Gregg Masnick

The strong emphasis on safety by our Commander and the developed and established safety culture within the Containerization and Assembly (C&A) Directorate saved my eyesight! How? This culture of conscious and subconscious awareness of the importance of wearing the appropriate PPE carried over to my work at home. I didn't think about wearing my safety glasses when I walked out of the house to cut brush and trim trees. I just put them on without thinking just as I did my hat, jacket, and gloves.

While cutting Plum brush with a pole ax, a large limb sprung back and raked me across my face resulting in bleeding cuts on both sides of my face. But due to the safety glasses none of the scratches were on or near my eyes.

Ranchers and farmers normally don't wear PPE other than a good pair of leather gloves. Even when breaking horses, a Resistol hat is usually the extent of head protection. "We grew up that way, my Daddy did it that way and we are fine. Who cares that Joe S. Rag lost an eye grinding metal? It was his bad luck. We don't have time for that fancy stuff."

The C&A Team has and will continue to expend much effort to be proactive and not reactive. Our goal is a culture of safety. We're not interested in lip service or just looking "pretty" for an inspection. Our emphasis is on honest/critical inspections and articulated results and not on wrongly exaggerated high scores. We cannot prevent accidents or remove hazards we have not identified. Inspections are a great tool for identifying hazard/safety violations. The excellent scores will come in due time, once we have everyone living the culture of safety.

Our journey to changing and reinforcing our core beliefs that influence our safety culture are:

A. To expect total involvement and participation from our staff, at all levels, to include the Director, Deputy, administrative staff, office assistants, and employees. Everyone is required to make on-the-spot corrections, participate in writing and reviewing job hazard analysis (JHA), observing and reporting close calls and stopping production when appropriate. A program

of involvement by empowering all employees, regardless of grade or position, is instrumental in giving all employees the authority to identify potential hazards, problem areas, and provide solutions. Not surprisingly, most of the changes to our policies and procedures are the result of our employee's ideas and feedback. We only take credit for being smart enough to listen.

B. Management by walking around, interacting with employees and identifying hazards has proven to be extremely effective. The senior managers and staff are continuously walking our production facilities in the course of doing our jobs.

However, *are we seeing what we are looking at?* Example: A Division Chief is walking across his production facility to solve a situation. Between his desk and that situation he walks by two forklifts in operation, a vinyl operation, a drill press in operation, and one employee texting on his cell phone directly in line of a forklift backing out of a container. If the Chief is not seeing what he is looking at (situational awareness), he has the potential to bypass close calls or safety violations. This establishes a new standard as most employees will assume, "The boss saw me without safety glasses and didn't say anything. That makes it OK." This, of course, leads to a missed opportunity to correct a situation that could result in an accident.

In the course of making that walk and seeing what he is looking at (situational awareness) the Chief is able to have eyes on all of his operations checking safety procedures, process flows, and adherence to the PPE rules. It's been proven employees do well only on the things the boss checks or places emphasis on while other things are deemed a lesser priority and often overlooked. Walking by violations and not making corrections inadvertently causes negative behavior. Conversely, Chiefs, work leaders, and employees tend to be extremely focused in their job and are so familiar in their work settings that they frequently overlook simple hazards. Management personnel and others not working in that area can objectively identify potential hazards that the employees sometimes don't or can't identify.

C. Start-up safety topics: The Division Chiefs include a safety topic every morning during their start-up meeting. This topic is se-

Production Dedication

Sierra Army Depot's production for the month of April is dedicated to U.S. Army Specialist Heather Diane Kuhlman, of Westwood, Calif., who is currently deployed in Afghanistan.

Kuhlman is a 2008 graduate of Lassen High School in Susanville, Calif. In April 2009, Kuhlman joined to the military in order to take advantage of the opportunity to get a college education. Although that was her initial thought process, she is now considering making the military a career.

She is the only child of Charlene Kirby and Timothy Kuhlman.

As much as Kuhlman takes great pride in serving her country, she also feels it is important to enjoy the activities of her personal hobbies such as horseback riding, swimming and playing volleyball in order to stay focused in her duties.

Sierra Army Depot continues to acknowledge local service members each month who are in a deployed status by dedicating the monthly Depot production to them. This is just one way team Sierra can show their appreciation and express their gratitude to the men and women who generously have volunteered to step forward to defend our country. We thank you Spc. Kuhlman for your selfless service to our nation.

If you have a loved one or know of someone that is currently deployed or soon to be deployed, and would like to have him or her recognized, contact the Public Affairs Office at (530) 827-4343.



lected by an employee based upon trends, close calls, or their preference and approved by the Chief. The employee then presents the safety topic the following morning. The entire process normally takes two to three minutes and is open for discussion. The topic is then recorded on the OJT form. This topic is in addition to the required safety briefings based specifically upon known or potential hazards during that day's production.

D. We use weekly safety skits as an entertaining way of presenting safety topics. Most of us are visual learners. Visual learners process new information best when it is visually illustrated and demonstrated. Adding a humorous slant ensures better retention of the material presented. Each Division is responsible for a 5-10 minute safety skit on a rotating basis. The employees select their subject and develop a skit involving all employees within that Division. The skit must be relevant, stimulating, and thought provoking. We have found the skits stimulate interest, participation, and involvement

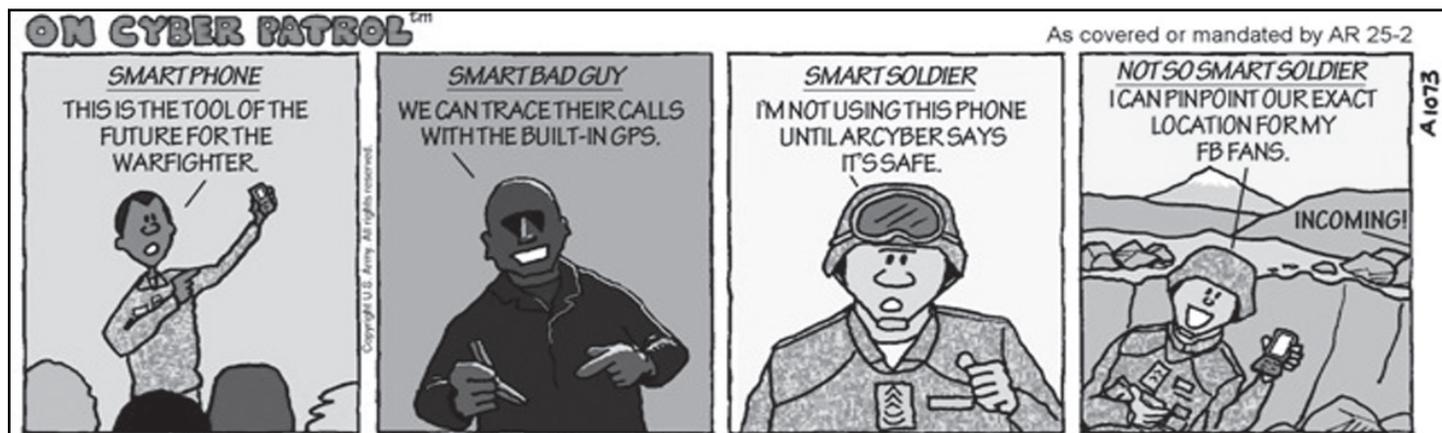
by all employees. Even the Director and her staff are on the schedule and present their skit to the Directorate.

E. Our current challenge is employees not adhering to our safety rules and their peers allowing unsafe performance without correction. However, when management walks by and the employee almost rips off their nose trying to put on their safety glasses, we know they were conscious of their violation and nonconformance. For example, two days ago, I walked into a production area and immediately an employee did the safety glass speed dance. I asked his peers why they didn't tell the offender to wear his safety glasses and one reply was, "I did." I then asked them what they told the offender and they replied, "The boss is here." The conversation became extremely formal at that point.

F. We have developed a directorate wide standardized set of performance standards for like series and grades. The first standard is: Responsible for observing

See SAFETY on Page 7

A Dangerous Game of Tag



Technology is once again giving us capabilities that on one hand are really cool and on the other hand are very dangerous. Geo-tagging, or having your phone or camera imbed the location of each picture in the digital file, is yet another example of this. With easy to obtain software, many digital photographs provide the exact location via longitude and latitude information at which the photo was taken. This is a widely known threat and protections have been put in place at popular picture posting web sites. Yet, even the protections put in place by popular social media and photography sites don't provide a complete blanket of protection. Twitter and email still don't offer this protection and in some cases the protection can be

circumvented by the poster.

What's the threat? Taking a photograph with any device that has geo-tagging enabled can be the same as calling in fire coordinates to your own position or letting people know that your house is a prime target for break-in. Letting bad guys, from foreign combatants to domestic creeps, know your exact location at any given time is an obvious risk. Yet people, even people who keep up on technology, have been tracked for one simple reason. They forgot to turn the function off on their digital device.

When the On Cyber Patrol Editorial Team prepared to write a piece on Geo-tagging, it became obvious that the subject has already been

thoroughly and extensively covered in the mainstream, internet, and electronic media. Policies, procedures and presentations on the topic have been developed and distributed throughout DoD and Army. There's not much else to say on the subject that hasn't been said before. So we won't beat that dead horse. Instead, we'll take our Information Assurance frustrations out on another dead equine: Personal Responsibility.

It is up to the individual users to turn off the geo-tagging functionality on their digital devices. It only takes a few thumb-strokes. It's less effort than Tweeting about what you had for breakfast. It's up to you or in other words: Tag! You're it.

UNION (From Page 3)

would be prejudicial to the maintenance of discipline.

UNAUTHORIZED USE OR POSSESSION OF A CONTROLLED SUBSTANCE:

Introduction of a controlled substance to a work area or government installation for personal use.

Introduction of a controlled substance to a work area or government installation in amounts sufficient for distribution or distribution of a controlled substance on a government installation.

DISCOURTESY:

Discourtesy, e. g., rude, unmannerly, impolite acts or remarks (non-discriminatory).

Use of abusive or offensive language, gestures, or similar conduct (non-discriminatory).

MISUSE OR ABUSE OF GOVERNMENT PROPERTY:

Using Government property or Federal employees in a duty status for other than official purposes.

Loss of or damage to government property, records or information when an employee is entrusted in safeguarding Government property as an absolute requirement of the job (e.g., cashier, warehouse worker, property book officer).

Willfully using or authorizing the use of a government passenger motor vehicle or aircraft for other than official purposes.

Misuse of Government credentials. Intentionally mutilating or destroying a public record.

CONDUCT UNBECOMING A FEDERAL EMPLOYEE:

Immoral, indecent, or disgraceful conduct.

Solicitation of or accepting anything of monetary value from person who is seeking contracts or other business or financial gain.

The Commander's Policy on Violence in the Workplace, Drug & Alcohol Abuse is ZERO TOLERANCE. Policies are located on the Sierra Intranet.

Union meeting held on the first Tuesday of each month at 5:15 p.m. If the meeting falls on an Election Day, meeting will be held on the following Tuesday. All members are invited to voice their concerns. Union Office phone number is 827-5375.



Spot on

No information is safe when improperly handled.

Defense Security Service
Our Mission: National Security

Security Managers Forum, 2009 Poster Contest
Information Security, 1st Place Winner

CYS Monthly Update

The CYSS staff is pleased to announce that youth in our SAS program have placed in the 2011 Lassen County Science Fair! Second graders Emily Bevill and Arelius Bownes received second place with their project entitled “Bird in a Cage”, a visual perception study involving a few simple drawings and the human eye.



Bevill and Bownes used other SAS youth to compile data for the final project by having them view the bird and cage drawings. The “human subjects” were: Na’Jaiveun Jolly, Briana Russ, Brianna Potts, and Jaylene Tong. The youth worked every day after school in the SAS classroom to finish on time and it looks like their effort paid off! SAS teacher Cherri Fennel says she is “proud of the effort these children put forth.”

All participants received metals and ribbons for their hard work and participation. Keana Hamilton and Valencina Valerio did an exceptional job of mentoring Bevill and Bownes in the completion of the project and both girls received certificates of appreciation. Jolly and Tong were able to attend a special awards ceremony at the Richmond Elementary School where the Science Fair was held.

In other news, several CDC employees and the CYSS trainer recently attended the Nevada Division of Early Childhood Conference for two days at the Grand Sierra Resort in Reno. The theme this year was “Advocating Play: A Curriculum for Children of All Abilities. There were several workshops to choose from

using current research to provide information and techniques to include all children in activities within the classroom. Workshops discussed developmental milestones of children in relationship to social-emotional, communication, and behavior development.

Workshops included practical strategies that can be used in both

the home and school settings. Our staff brought back lots of material and information on current issues concerning today’s children and youth. Information from this conference will be presented in future trainings for staff that did not attend, and will include topics ranging from identification and intervention strategies for young children who display challenging behaviors to how music can encourage learning.

April was a busy month for the CYSS as we celebrated the Month of the Military Child (MOMC). Children participated in a sports clinic, a parade and a bubble party! The CYSS hosted an all night “Lock-In” where all of the youth stayed the night! We appreciate all the parents and Depot Leadership that were able to come out, play with us, and support CYSS!

Reminder to parents on waitlist: Please be sure to follow up on your childcare spot on a monthly basis. Your position on the waitlist will be lost if we do not hear from you. If you should have any questions on your spot, would like to be added to the waitlist, or have general enrollment questions, please contact us at 827-5313.

LEAN into my CORNER

As I write this, we just closed out the second quarter of Fiscal Year 2011. At this point, we have exceeded the Lean savings goal we set at the beginning of the year by \$3 million. That being the case, we can kick back and coast through the rest of the fiscal year, right? Wrong.

At least a couple of reasons come to mind to keep process improvements firmly in the front of our minds. First, it is tempting to think that once an event is closed, we no longer have to think about it. This could not be further from the truth, especially for events that yielded savings or cost avoidance. In many cases, we claim Lean savings over a period of up to three years. QEO has to review these events periodically to ensure that the new processes resulting from events are still being followed and the savings or cost avoidances are still valid. If an area abandons a new process, any savings associated with that process will have to be “given back.” That being the case, we need to pay close attention to the improvements we have made to ensure we don’t “back-slide.”

Another point is that process improvement is a continual practice. There is no such thing as a perfect process. Anyone who has ever sat through a VSA will have noticed that when the process steps are laid out, the red dots (non-value added steps) always far outnumber the green dots (value-added steps). Even after a new “future state” map is developed, the number of value-added steps is still relatively few. My point is that even after a process has been “Leaned,” there



William Deming

is always a lot of waste remaining. As belts are tightened across the Army, we need to constantly look for ways to do our jobs more efficiently with less waste. The fact that we have already exceeded our goal for the year does not mean we have relieved ourselves of our responsibilities as stewards of taxpayer dollars.

Looking at this from another angle, our total savings for the year in some ways is just a metric. It’s a way of measuring our performance. We have exceeded our annual goal but we can still do better. We also have next year’s goal to think about. Savings associated with an event don’t count toward our goal until all action items are complete and the event is closed. Lean initiatives that are in the planning stages will—in many cases—not close until after October 1. This means that all savings from those events will count toward next year’s goal. I don’t know about anyone else, but I like getting that Lean savings bonus at the end of the year. When you consider that our goal this year was over \$4 million, we are going to have a tall order meeting next year’s goal. This would be a good time to start.

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.

Chad Anderson
Richard Bardot
Derry Converse
Maria Davis
Randy Dean
Sam Feller
Paul Fletcher
Robert Guillet

Michael Hetrick
Coleen Kouhail
Michael Lawrence
Justin Mueller
Chadwick Sponaugle
Mary Striegel
Matthew Sturm
Gregory ZseDenny



SAFETY (From Page 4)

and complying with all safety and health rules, regulations, and accident prevention; stop and then report all unsafe conditions. Have available and wear the appropriate PPE at all times. Consider, "Safety First" before and during your work operations. This standard is non-negotiable. Standard is met with no documented violations during the rating period. All employees are held to this standard.

G. Recently we came to a consensus that we must increase accountability of our employees toward their personal (individual) safety conduct. We knew our leadership by example and the time, effort, and emphasis we placed on safety should be yielding better results. We based this upon the elements of a Behavior-Based Safety Program. We measured everything and not just our accident record. We measured PPE compliance, peer corrections, reporting of close calls. We also observed employee commitment toward accepting and improving our safety culture. This includes the attitudes and motivation displayed when they are involved in all aspects of safety. As with all aspects of human dramas we had the good, the bad, and the ugly. We recognized the good through the wooden nickel program, public recognition, and cash awards.

The bad were improved through verbal and written counseling and subsequently rewarded when they became good. The ugly were counseled (SIAD Form 1142, Record of Employee Counseling) and those who continue to resist the culture were awarded a SIAD 810 (Request for Disciplinary/Adverse Action). Our program rewards each employee based upon their individual demonstrated adherence to the spirit and intent of the standards. Division Chiefs, senior staff, and managers are held to a higher standard. We set the standards and live the example. We are held fully responsible and accountable for the safety of our employees. Our actions, attitude, and conduct are judged accordingly. We hold each other accountable and are blunt and pointed with each other when necessary. Corrective criticism is accepted positively, even when it stings a bit.

H. This article was written using the same philosophy and team approach as our safety program. Without the combined efforts of our leadership and staff, neither the writing of this article nor our safety program would be successful. I would like to thank our entire C&A team for their commitment and dedication.

May is "Holocaust Remembrance Day/Days of Remembrance"

**This Year's Theme:
Justice and Accountability
in the Face of Genocide:
What Have We Learned?**

"That four great nations, flushed with victory and stung with injury stay the hand of vengeance and voluntarily submit their captive enemies to the judgment of the law is one of the most significant tributes that Power has ever paid to Reason."

—Justice Robert Jackson, Chief U.S. Counsel to the International Military Tribunal, Nuremberg, Germany, November 21, 1945

Congress established the Days of Remembrance as the nation's annual commemoration of the Holocaust and created the United States Holocaust Memorial Museum as a permanent living memorial to the victims. This year's Holocaust remembrance week is May 1–8, 2011. The theme designated by the Museum for the 2011 observance is Justice and Accountability in the Face of Genocide: What Have We Learned?

In the immediate aftermath of the massive death and destruction of World War II, revenge might have satisfied the shock and anger of the moment. But many believed that justice under the rule of law rather than vengeance would better serve humanity. In support of this principle, the Museum is marking the 65th anniversary of the verdicts at the first Nuremberg trial, a watershed moment in international justice, and the 50th anniversary of the trial of Adolf Eichmann, one of the most high-profile postwar recountings of the Nazi genocide and a landmark in public awareness of the Holocaust.

The International Military Tribunal at Nuremberg in 1945 held 22 top Nazi leaders accountable for atrocities they commanded and perpetrated. Subsequent proceedings between 1946 and 1949 prosecuted another 183 persons. This total represented only a tiny fraction of those responsible for the Holocaust, but established important precedents. Who was prosecuted was more telling than how many stood trial. No one, regardless of official position, was above the law. The argument that someone had just been following orders was no longer considered



Lynette Hall, EEO Manager

a valid defense. Not only were the shooters at mass executions and the guards at gas chambers tried, but physicians and business leaders, government officials and civil servants also were required to take responsibility for their actions—for as noted historian Raul Hilberg wrote, "The annihilation of Jewry required the implementation of systematic administrative measures in successive steps."

After Nuremberg, a new understanding of international responsibility for human rights emerged, as the world began to fully understand the events we now call the Holocaust, spurring on a process to create a new legal vehicle that criminalized attempts to destroy any entire group of people—the 1948 United Nations Convention on the Prevention and Punishment of the Crime of Genocide.

Fifteen years after the first Nuremberg convictions, a single individual would come to personify these crimes—Adolf Eichmann. A midlevel SS officer central to the planning and implementation of the "Final Solution," Eichmann was captured by Israeli agents while hiding in Argentina in 1960 and brought to Israel for what would become known then as the "trial of the century."

In an event televised around the world, the Eichmann trial refocused attention on the murder of the Jews of Europe. Unlike the Nuremberg trials, which relied heavily on documentary evidence, the Eichmann trial featured eyewitness testimony by Holocaust survivors, speaking out in a way they never had before, enabling the world to put a face not only on the perpetrators, such as Eichmann, but on the millions of victims and survivors.

The Nuremberg and Eichmann trials strove for justice, but what can justice really mean in the face of a crime like genocide? While the trials were an act of public accountability owed to the victims, justice to a great

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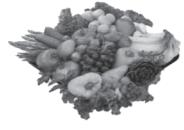
Sierra Army Depot Health and Wellness Fair



All Depot Employees are invited to attend the
Health & Wellness Fair
17 May 2011/1000–1400
SIAD Fitness Center

Learn the benefits of a healthy and active lifestyle
Education, literature and medical screening available

Banner Lassen Hospital
to provide
Blood pressure monitoring
Pulse & Pulse Oxygen checks



Gold's Gym Fitness Trainer
to provide
Demo of Nautilus Equipment
Nutrition Education

Registration: 25–28 April 2011
E-mail @ SIER RECREATION DEPT,
in person Before/After work/Lunch at the SIAD Fitness Center
or Call Ext. 4655/4360.

59 minutes of Administrative Leave granted for participation, workload
permitting, with supervisor approval.

Must sign in at the SIAD Fitness Center upon arrival and be registered
prior to event, to attend. (No Exceptions)

Time Schedule: Garrison 1000–1200, Mission 1200–1400
For more information, POC is the SIAD Fitness Center, Ext. 4655

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extent was aspirational.

These anniversaries come at a time when some of the last living Nazis are on trial and perpetrators of recent genocides and crimes against humanity are being prosecuted. Precedents set in trials against Holocaust perpetrators have guided a new understanding of justice as a tool for seeking accountability, providing affirmation to victims, warning perpetrators, and reflecting society's highest ideals about truth and justice. These trials are also a harsh reminder that while accountability is necessary in the aftermath of genocide, early intervention is vital to saving lives.

Whether it is prevention, response, or accountability, the Holocaust teaches us that inaction can be deadly; actions, even small ones, can make all the difference for those whose lives are at risk, now and in the future.

(Editor's Note: The source of the above information came from www.ushmm.org).

Department of the Army Former Nonappropriated Fund Employees

If you worked on a Sunday beginning May 26, 2003 and until you stopped being a Nonappropriated fund employee, you may be entitled to additional compensation as a result of a court decision in *Fathauer v. United States*, 566 F.3d 1352 (Fed. Cir. 2009). This additional pay is for uncompensated premium pay for work performed on a Sunday.

This is applicable to Federal Wage System, regular part-time and flex regular-scheduled former Army NAF employees.

To determine your eligibility, contact:

Patricia Leonard
NAF Human Resource Office
Sierra Army Depot CPAC
Herlong, California 96113
530-827-4252

Claims for compensation must be submitted to the above address no later than May 26, 2015.

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

Medal of Honor recipient speaks at CES graduation

By Melissa Bower
Fort Leavenworth Lamp

Fort Leavenworth, Kan. — With a combined 577 years of leadership already under their belts, 22 students graduated the Civilian Education System Intermediate Course with a better understanding of management skills.

Students from government positions around the military graduated from the three-week course on March 18.

Ariana Trinidad, a budget analyst from Sierra Nevada Army Depot, said she learned more about her own strengths.

"I didn't know things about how I perceive information, and now I can use that to inspire others, to motivate changes in my staff," she said.

David Sewell, an information technology specialist from Korea, said the CES staff at Fort Leavenworth were great mentors.

"They're all these outstanding individuals to emulate yourself by," he said. "When you have all these positives going for you in the class, it can only get better."

Charles Hagemeister, local Medal of Honor recipient and a retired lieutenant colonel working for the Battle Command Training Program, told CES graduates that sometimes leadership can come as a surprise.

Hagemeister, who was initially drafted into the Army, was a specialist fourth class on March 20, 1967. When his platoon leader was mortally wounded, Hagemeister had to take charge of his team. A few of the men had been in Vietnam for about a week when he asked them to guard their fellow wounded warriors on the

battlefield.

"Four of those men all received Silver Stars for their actions, less than a week into Vietnam," he said. "That's leadership."

Hagemeister said while leadership can be tough to define, integrity — one of the aspects of leadership — is simple.

"Integrity is doing the right thing when nobody is watching," he said.

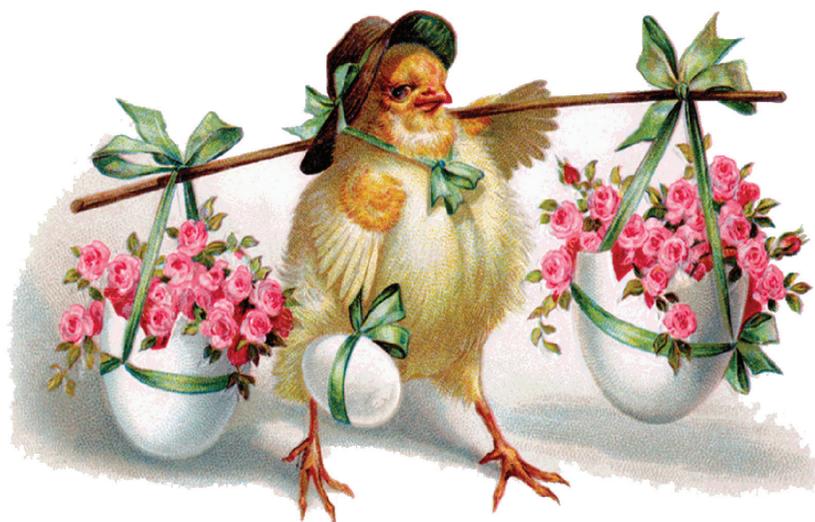
Hagemeister went on to receive the Medal of Honor for his actions that day. He served 24 years in the Army and now works in the Battle

Command Training Program.

CES is part of the Army Management Staff College based out of Fort Belvoir, Va. Two CES courses are taught at Fort Leavenworth — the Basic Course and the Intermediate Course. The end state of the course is to develop an Army Civilian Corps that is skilled in leadership, developing efficient organizations, managing human and financial resources, implementing change and demonstrating strong leadership values.



Charles Hagemeister, local Medal of Honor recipient, presents Ariana Trinidad, SIAD budget analysts, with a certificate of completion upon graduating from the Civilian Education Systems Intermediate Course in Fort Leavenworth, Kan.



Happy
Easter