



THE

CHALLENGE

Sierra Army Depot, Herlong, Calif.

May 2011

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A time to remember our fallen



Memorial Day - May 30, 2011

New Enterprise e-mail will create efficiencies

By Erin O. Stattel
Army News Service

ARLINGTON, Va. (Army News Service, May 4, 2011)-- With the Army partnering alongside the Defense Information Systems Agency, Microsoft Exchange users on Department of Defense networks can expect big changes in their e-mail heading their way soon, if they haven't taken root already.

By the end of the year all Army e-mail addresses, in addition to the e-mail addresses of DoD personnel assigned to Army-hosted combatant commands, will migrate to the new Enterprise Email system enabling military e-mail access all over, and allowing users to keep their accounts even after transferring to different

agencies within the department.

"Right now the global address list is small for individual users and for the Army there is no visibility on other services' addresses. Upon migration to Enterprise, 3.9 million addresses will appear in the GAC immediately," said Mike Krieger, Army deputy chief information officer for the G-6. "This will also allow us to share calendars with outside entities and this migration will allow us to have unlimited storage."

Compared to the projected cost savings, any headaches associated with the migration are negotiable, officials said May 3.

Krieger, who was joined by Air Force Maj. Gen. Ronnie Hawkins, vice director of the Defense Information Systems Agency during

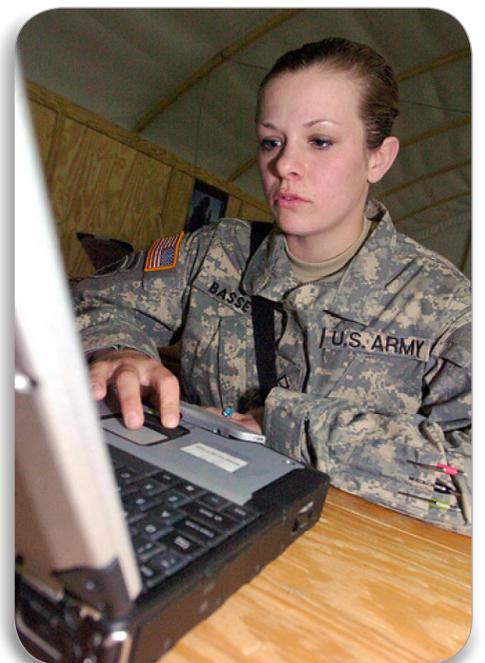
the roundtable, indicated that the migration will help the department realize a considerable cost savings long-term.

"The bill to the Army will go down every year," Krieger said of the \$52 million spent on the project this year. "We brought this in on budget and we are delivering it on budget."

Officials believe the effort will produce efficiencies beginning in fiscal year 2012 and generate annual savings exceeding \$100 million in years to come.

Krieger and Hawkins estimated the cost per user per year to be \$52 on the high end and lower as more users with less security needs enter the system.

One of the biggest benefits to
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A Soldier at her workstation will now be able to share calendars with users outside of the Exchange email program after migrating to the Army's latest venture with the Defense Information Systems Agency, Enterprise Email. *Photo Credit: Army G-6/CIO*

Commander's View

This past month, I had a great visit with the Responsible Retrograde Task Force (R2TF, an AMC led organization) in Camp Arifjan, Kuwait. The R2TF's senior leadership is very appreciative of SIAD's time and efforts in support of the 1st Theater Support Command (1st TSC), the 230th Sustainment Brigade, and the 553d Combat Sustainment Support Battalion (CSSB, the operational owners of both the W2N and W7A Retrograde Yards).

Since the start of this venture, the R2TF/SIAD charter was three-fold: 1) improve the velocity/movement of containers out of the W2N Retrograde Yard, 2) increase the number of containers shipped to SIAD, and 3) reduce the amount of serviceable materiel sent to the DLA-DS Yard (formerly known as DRMO). Having been on the ground for just a little over two months, the 553d CSSB continues to aggressively improve and refine their warehousing processes/procedures. A few of the 553d CSSB's recent successes/initiatives include:

--Continue to reduce the container backlog (as of April 28, 2011, backlog consisted of 869 containers, back in August 2010 backlog



Lt. Col. Joseph G. Dalessio

stood at over 1,250 containers).

--Established a SIAD processing lane (where non-NSN items are positioned for processing and shipment. Non-NSN items are characterized as unidentifiable materiel, with no associated paperwork).

--For NSN items, the 553d CSSB has instructed W7A (the Theater Serviceable Items Warehouse) to "redirect" serviceable materiel back to W2N for processing and shipment (items being "redirected" are categorized as either incomplete (i.e., asset

is a component to an end item or Set, Kit, or Outfit), unidentifiable, or no longer a theater demand. Approximately 90 percent of this materiel is shipped to SIAD!

--For NSN items, TACOM has positioned reps (i.e., the TACOM Asset Recovery Team) in the DLA-DS Sorting Yard (formerly known as DRMO) and given them clear instruction on what items to pull and process for movement to SIAD (the team also supports the other depots and arsenals under the TACOM LCMC umbrella). Incorporating this step/measure to the retrograde process is both a readiness driver (for both Soldiers and equipment) and a cost savings/cost avoidance benefit to our Army.

Lastly, SIAD is experiencing a welcomed increase in shipping activity from W7A (as per the direction and guidance of AMC HQs, DA-G4, and NAMI-PSID). During the February/March 2011 timeframe, the total MRO count to SIAD was 1,031 (with a total dollar value of \$1.7 million), for the month of April, the total MRO count was 2,471 (with a total dollar value of \$4.3 million). Our current SIAD LNO (Mr. Billy Rowland) has truly been a combat

multiplier for SIAD, TACOM, and the R2TF. Way to go Mr. Rowland, we couldn't be more proud of you! Before closing out this article, "kudos" to everyone (especially our QEO Office for conducting internal audits to ensure our compliance/success) as SIAD successfully passed both its re-registration audit for ISO 9001:2008 (with only one minor nonconformance finding) and its ISO 14001:2004 Stage II certification audit (a special thanks goes out to our environmental folks for their incredible efforts)! Stay safe and we'll see you on the high ground.

**Pride
in
Excellence!**



BRAC 2005 Recommended Relocation of U.S. Army Materiel Command

Information obtained from STAND-TO!

What is it?

On July 17, 2011, Headquarters, U.S. Army Materiel Command will complete its Base Realignment and Closure Commission (BRAC) directed transfer from Fort Belvoir, Va., to Redstone Arsenal, Ala. This marks the end of AMC's nearly 50-year presence in the National Capital Region.

AMC set the conditions for success years ago, ensuring this move is transparent to its customers and stakeholders. Although HQ AMC is leaving the NCR, the

command will continue to conduct global operations ensuring continuous, uninterrupted support to Army, Joint, Department of Defense, multinational, and interagency partners.

What has the Army done?

AMC is leveraging the relocation to transform the headquarters and adapt a fundamentally different way of doing business. A new operations center and new business processes will optimize the Globally Networked Materiel Enterprise to meet the needs of the nation in a complex and challenging environment. This will also help achieve fiscal efficiencies as we realign resources in the new global reality.

HQ AMC employees will move into a newly-constructed state-of-the-art facility beginning in mid-June 2011 and by August, more than 1,300 positions will be located at Redstone Arsenal, Ala. During this transition, AMC will continue its mission of developing, delivering and sustaining materiel to ensure a dominant joint force for the U.S. and our allies. This will ensure America's warfighters have the decisive edge.

The HQ AMC relocation consolidates the command's footprint and gains efficiencies by creating "logistical centers of gravity" at four locations to include Redstone Arsenal, Ala., Aberdeen Proving Ground,

Md., Rock Island Arsenal, Ill., and Warren, Mich.

Why is it important to the Army?

Throughout this significant and complex BRAC process, AMC has remained focused on taking care of its employees and their families while simultaneously ensuring continuity of operations and seamless war-time and contingency operations support to Soldiers around the globe with no drop in mission throughout the process.

The Challenge

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



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BI/EDW: Are you using it?

By Jill Crinklaw
LMP Training

We are now Go-Live plus six months with Logistic Modernization Program. Are you now thinking “It isn’t so bad? It was just a matter of getting used to it?” Ok, so LMP is the live system, what about Business Intelligence/Enterprise Data Warehouse (BI/EDW), you know, the place where all the fantastic reports are supposed to be?

The Sierra Army Depot EDW team, consisting of Cathy Trainer, Jon Lontoc, and Jill Crinklaw, have been spending a considerable amount of time in the EDW learning the reports; what they contain, how they were created, and what data marts the reports are accessing (where the information is gathered and stored from the live system). After six months we are just scratching the surface of what is available for reporting.

We have been hearing negative comments that EDW isn’t giving you, the user, the reports that you require. The good news is that 95 percent of the time EDW gives you the data that you need in a report format that you can use. The problem is not in the report, but in knowing exactly where to go and what you need

to add from the free characteristics (option list) to get what you require. That is part of what the EDW team has been exploring; the location of the information that you seek.

The BI/EDW is a repository of LMP data. All the data from the live system is filtered and placed in data marts. There are numerous data marts: Budget and Finance, Controlling, Acquisition, HR, IBO, Inventory, Supply Chain Planning, and Sales. When a report is developed, it will draw the information from only one particular data mart and place this information into a report format you will be developing through your choices. When you are thinking of a report that you want to review, your first step is to determine what area (data mart) will feed your report. Once you have this figured out you will know what area in the standard reports to access.

After you have determined which area of the standard reports to choose from, your second step will be to select the “general variables”. By choosing the general variables you will start the process of deciding what specific information you want included in your report. For example, in the “Limit” area you will always enter the four character code for your installation. For



Sierra Army Depot this designator is AAPX. By filling in this field you have taken your first step in instructing the program to only include information relevant to your installation. Keep in mind; the more selective you are with the general variables the less clutter you will have to filter out for the next step.

The third step of the process is to determine “what specifically do I want in my report?” There are many additional variables that can be selected. In BI/EDW these additional variables are called “free characteristics”. The free characteristics that can be selected vary with which data mart the report is accessing. In general, you will find a free characteristic that will fulfill your particular needs. Some of the most common free characteristics are: Dates, Cost Centers, WBS elements,

Cost Elements (GLAC Accounts), Stat Objects (SIO’s), Funding Account, etc.

Once you have built your report and are at the point where you want to either print or export it to excel, you will see two buttons in the header portion of the screen. One is to “print” and the other is for “excel”. When you wish to do either of these commands, hold the CTRL key down while simultaneously clicking on the desired option until the process is complete.

The BI/EDW is capable of giving more information than you have ever thought possible. The local EDW team can develop customized reports or arrange for specialized training. The system is capable of saving customized reports which will allow the user to draw the needed information with minimal effort.

A new approach to “Shadow Boxing”

By Ben Lindblom and Dylan Hamilton, Lean Facilitators

A Lean team was recently tasked with the challenge to map the value stream for the Reset BII process, specifically for the 3K Reverse Osmosis Water Purification Unit (ROWPU). Upon completion of the event, the team made the decision to tackle one of our due-outs as soon as possible, consisting of creating “shadow boxes” for the ROWPU BII (Basic Issue Item) components.

The purpose of this event was to abandon the traditional term of “shadow boxing” for a more appropriate version: creation of wooden crates with separators to store the BII components. It was decided utilizing the Rapid Improvement Event (RIE) was the appropriate tool from the Lean Six Sigma tool box to accomplish the team’s goals. It did not take the team much time to begin

planning the event; from the business case all the way through designing the crates for the shadow boxes.

The objective was to poke-yoke or mistake-proof the process. This is a benefit to the employees two-fold: by creating a visual aid for the process (accountability), and to reduce cycle time by minimizing the number of times they handle the BII components. With the old process, the operators would have to handle the material multiple times because they would have to pull indiscriminate parts from the storage crates in order to prep, inventory, inspect etc. Now the parts are visible in their own little slot in the crate. The inventory process is much simpler, as either the parts are in their slot or they are not.

Additionally, the parts are arranged in the same order as their upload sequence and the pack list, greatly simplifying the inventory and quality assurance inspection

functions. Overall the team made significant strides improving the process for processing and storing the BII for the 3K ROWPU system. This improvement can also be used

for other systems, and has already been implemented in the Tactical Water Purification System (TWPS). Great job by the team members from Containerization and Assembly!



Shadow boxes were created within the C&A Directorate to improve a Reset process for BII. Members of the team are pictured in front of a “shadow box”, left to right Traci Billett, Daniel Lindsey, Taylor Hanson, Ben Lindblom (facilitator), Grant Harnist and Dylan Hamilton (facilitator).

Replacing Incandescent Bulbs with CFLs

By Steven Johnson
Energy Awareness Coordinator

Last month we compared the "obsolete" incandescent bulb to a CFL (Compact Fluorescent Light) bulb, and an LED (Light Emitting Diode) bulb. Both resulted in energy savings, but which is the better choice for Sierra Army Depot? In the search for a better light bulb, let's start with the CFL.

CFLs have been around for years, and were the first generation answer to incandescent bulbs. The first CFLs flickered, hummed, and were only available in "cool white". Newer, quality CFLs are quiet, don't flicker, and can provide warm as well as cool white light. Warm white is better for area lighting and cool white is better for task lighting. CFLs are versatile and can be used almost anywhere an incandescent can. A CFL is more expensive than an incandescent, but still cheap enough to result in \$ savings the first year of use.

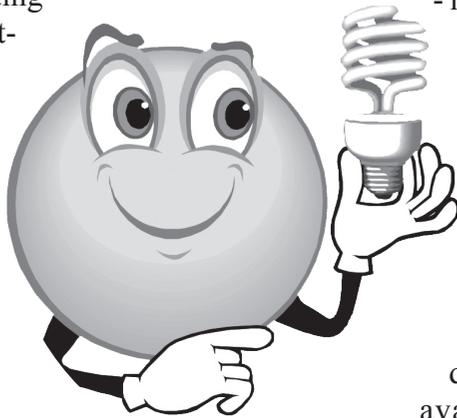
CFLs still have some limitations to be aware of. Their rated life can be shortened by Frequent on/off cycling. CFLs used outdoors should be covered or shaded from the elements, and low temperatures may reduce lumen levels. CFLs aren't always the best spotlights, and may lose brightness quickly in recessed fixtures due

to heat build-up. Dimmable CFLs are not always compatible with the dimming system, and the same thing can happen with CFLs on a timer. Even EnergyStar rated CFLs don't always live up to manufacturer's lifespan claims, with a 2 - 13% early failure rate. CFLs also contain the toxic metal mercury, which can be released if the bulb is broken, and requires they be disposed of as hazardous material when they burn out. Despite the limitations, CFLs are still the best choice to replace the good old incandescent right now, because a CFL costs about \$3, while an equivalent LED costs \$50.

When choosing a CFL to replace an incandescent there are some things to remember; Match lumens - not watts, because a 100 Watt Incandescent is only about a 23 Watt CFL. A good rule of thumb for sizing is to divide the incandescent wattage by three and then round down to the closest available CFL wattage. It is important to

know what your application is, too. If you need a dimmable, check the label and make sure it is a dimming bulb that is compatible with the dimming system. Same thing for 3-way or exterior applications, check the label. It is also important to choose high quality bulbs, or the light quality may be poor, and they will burn

See CFLs on Page 7



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.

James Arnold
Joshua Ballard
David Barnes
Jesse Chandler
Case Cordell
Michael Counts
Kendall Dealy
Brian English
Loren Johnson

Gary Lahr
Patrick Mesloh
Nancy Ostmeier
Monica Perry
Scott Rode
Joseph Simmons
Michael Stigen
John To
Christopher Wyandt

Production Dedication

Sierra Army Depot's production for the month of May is dedicated to U.S. Army Specialist Casey Foster, of Herlong, Calif., who is currently deployed in Afghanistan for a second tour.

Foster, a 2007 graduate from Herlong High School, made the decision to join the army to serve his country and to see the world. Although Casey is not seeing the world by himself; his wife, Jensen Nicole, is also in the Army and she too is currently serving a tour in Afghanistan.

He is the son of Traci McGowan and Robert Foster. Casey has two siblings Eric and Amanda and a very dear friend Brenda Troit who is an employee here at Sierra Army Depot.

During his down time, Foster enjoys picking up a pad and pencil to be creative in drawing. He also enjoys skateboarding and football. But his ultimate hobby is fighting for our freedom.

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 Spec.. Foster and your wife 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.



DOD Makes Progress in Civilian Hiring Reform

By Donna Miles
American Forces Press Service

WASHINGTON, May 18, 2011 - Until very recently, applying for a civilian job at the Defense Department was an exercise in endurance and patience. Applicants had to navigate through a byzantine federal hiring process and amass thick application packets, then often waited as long as a year for any word on their applications.

Pasquale "Pat" M. Tamburrino Jr., deputy assistant secretary of defense for civilian personnel policy, said the practice left defense offices short of critical skills for extended periods and discouraged the best candidates from even considering federal service.

"If you are going to be in the marketplace, competing for the best and brightest which is what we want we want to be the employer of choice," he said. "And if you make it hard to apply, you are going to lose in the marketplace."

Committed to attracting the best

job candidates, the Defense Department is making good on President Barack Obama's mandate last year to improve the federal hiring process.

DOD launched its own hiring reform initiative two years ago, and it's revolutionizing the way the department processes about 250,000 hiring actions a year, Tamburrino said.

The typical timeframe for hiring new employees already has been cut from an average of 155 days to 116. "We're pretty happy with that, but we are not stopping there," Tamburrino said. His goal is to reduce that to the administration's goal of about 80 days.

The broad, 10-step DOD hiring reform initiative covers the full spectrum of the hiring process to make it not only faster, but also simpler, less bureaucratic and more transparent, he explained. It makes applying for a DOD job more in line with what the private sector offers, he added, and ensures hiring managers have the tools they need to advertise and fill vacancies.

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SIAD Air Quality Program

By Jerry Bowling
SIAD Air Program Manager

Virtually every process that emits pollution into the atmosphere is regulated somehow under the Clean Air Act and Army Regulations. The Sierra Army Depot (SIAD) Air Program protects public health related to air quality by ensuring the installation operates in compliance with all applicable air quality regulations. The program educates, monitors, provides oversight, and seeks reduction of air pollutants. The items below are the most typical sources for SIAD.

a. Boilers – Any boilers that combust fossil fuels and has a large BTU maximum heat output must be added to the SIAD air permit prior to its installation or construction. Smaller individual boilers require only notification to the Environmental Air Program Manager prior to start-up.

b. Generators - The same rules outlined above for boilers apply to emergency generators including reporting fuel throughput and operational hours. Smaller units (500 hp or less) only require notification

to the Environmental Air Program Manager prior to operation.

c. Painting - Small, maintenance-type painting (brushes, spray cans) is allowed. Large scale and routine painting in a booth, with spray guns, ventilation, filters, etc., fall under our current Air Operating permit issued by the Lassen County Pollution Control Board and must be monitored.

d. Debris Burning - The burning of man-made debris is prohibited on SIAD. The burning of vegetation on site is permitted under certain conditions (land clearing, retention pond weed management, railway vegetation, etc.) with prior approval from the Fire Department and notification of the Air Program Manager.

e. Indoor Air - Indoor air issues are managed by the Industrial Hygiene Office (extension 4805).

f. Earth Disturbing Activities – Creates fugitive dust (called PM-10) and is not exempt from air permitting requirements. Dust from earth movers, scrapers and wind could become a nuisance issue. There may be restrictions on these activities and require consultation with the Air Program Manager.

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PROGRESS (From page 4)

It builds a closer partnership between hiring managers and human resources personnel to expedite the hiring process and make it a better experience for everyone involved, Tamburrino said.

For applicants, gone is the burdensome Standard Form 171, the official federal resume that could run 15 to 20 pages. Also gone is the requirement that job-seekers write essays proving they have the proper knowledge, skills and abilities called KSAs for the job.

Applications have gone electronic, filed through the Office of Personnel Management's governmentwide "USAJobs" portal. And once applicants enter their profile into the system, detailing their education, work history and skills, that information propagates all of their other job applications.

After they press "send," applicants are no longer left wondering if their application has gone into a "black hole," Tamburrino said. "People are getting feedback when they submit their application," he said. "They are getting a response: 'Your application is in the queue. It has been received by the [human resources] office. It is being processed.'"

Any questions that need to be cleared up are addressed early on to ensure they don't slow down the process.

DOD's hiring reform initiative doesn't stop with the application process. Hiring managers are adopting new, streamlined methods to advertise their positions and interview the best-qualified candidates.

The days of "convoluted vacancy announcements that were almost unique to every individual job we advertised" have fallen by the wayside, Tamburrino said. Now, rather than custom-writing every vacancy announcement, hiring managers are encouraged to use standardized templates that cover basic job functions at the designated occupational series and grade level. Minor edits to those templates ensure they properly describe the particular job being filled.

"We think that makes it go a lot faster," Tamburrino said. "We are teaching managers how to do structured interviews and how to write better job opportunity announcements."

Much of that instruction is provided through the new online Hiring Managers Toolkit, which DOD start-

ed rolling out about eight months ago and continues to refine. The toolkit offers guides, tip sheets and checklists to help hiring managers better partner with their human resources servicing centers, Tamburrino said.

The toolkit has become the gold standard among federal agencies, receiving raves from OPM and others wanting to adopt it as well.

"We routinely get feedback on that toolkit, that it is one of the most forward-leaning, innovative tools in the federal government," Tamburrino said. "We are unaware of any other executive agency that has a toolkit with as many tools in it and as many information pieces in it to help hiring managers. ... We think we have a lock on the market."

Another key to DOD's hiring reform initiative are the human resources professionals themselves.

"You are responsible for providing the very best in customer service," Tamburrino tells his HR professionals. "If an organization comes to you seeking advice, you must give clear, plain-language advice on how to address their challenge."

As subject-matter experts who understand the nuances of sometimes daunting federal hiring regulations and know what it takes to attract and recruit good talent, HR professionals are valuable partners in helping hiring managers navigate the hiring process, he said.

As DOD starts realizing the benefit of its hiring reform initiative, Tamburrino said, he's seeing a lot of enthusiasm about its possibilities.

Feedback, garnered through surveys, gives job applicants and hiring managers alike an opportunity to weigh in on the improvements. Tamburrino said it also helps to uncover shortcomings in an effort to further refine the process.

Regardless of how much the process improves, Tamburrino said he never expects to be able to declare "mission accomplished."

"I don't think this is ever going to be over," he said. "This is continuous process improvement, and I don't think we are ever going to be satisfied with where we are." In the meantime, Tamburrino said, he's satisfied with the direction the process is taking DOD's hiring process.

"It's timeliness and quality, balanced," he said. "It's success for the applicant and success for the man-

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Employee's efforts recognized during award ceremony



Lt. Col. Joseph Dalessio presented Lorenzo "Larry" Gallego with a Commander's Award for Civilian Service on behalf of Brig. Gen. Gustave F. Perna, Commanding General, Joint Munitions Command, for outstanding support to the BRAC Office at JMC. Gallego's efforts were instrumental in providing outstanding on-site management in support of the planning and execution of the BRAC closure of the Sierra Army Depot ammunition mission, and the execution of mission transfers to gaining installations.

CYS Monthly Update

April was an exciting month for CYSS as we celebrated the Month of the Military Child (MOMC).

The CDC children and some of their parents enjoyed special afternoon activities, such as a small sport clinic, a parade with the School Age children, and a bubble launch party with lunch. We thank all of

mind parents to keep their children protected from the elements as much as possible. Please remember to hydrate your children and apply sun block appropriately!

The CYS is busy working on summer plans, as there are only a few weeks left of the school year! We have some great themes for this



the parents who came out to spend some time with their children, the bystanders who cheered us on during the parade and Ms. Julie Mason for coming out to support us!

The CYS hosted a special Parent Advisory meeting where several parent and youth volunteers were honored for their hard work and dedication to CYSS efforts and events. CYSS coordinator Renate Jones proudly presented each volunteer with a certificate signed by the Commander and herself. We ended the month's celebrations with a Teen Lock-In, complete with a flashlight Easter Egg Hunt, a life-sized game of Sorry! and a basketball game.

May 6, 2011, was National Provider Appreciation Day. This day is recognized every year on the Friday before Mother's Day to celebrate the efforts, hard work and dedication that child care providers put forth to allow parents to work. We hope that employees were able to take a moment to thank their child care provider for all that they do!

Summer is quickly approaching (finally!), and we would like to re-

year's camp weeks and some new field trips will be offered. If you would like to enroll your child in summer camp, please contact Sherie Gore at 827-4696. We are looking forward to an awesome summer jam packed with fun and excitement! Make sure your child does not miss out!

The CYSS staff have recently participated in several trainings including: Ages and Stages of Social-Emotional Development provided by Pathways in Susanville, Calif.; 1-2-3 Magic, a training on managing difficult behaviors, provided by Depot FAPM, Billy May; and from Jeanne Christenson of 4-H, a teen babysitting class that will soon be offered to our local youth.

If you have any questions about these trainings or would like information that could benefit you and your family concerning these topics, please call the CYS at 827-4696.

Another reminder for individuals on our waitlist: Please do not forget to check in monthly to keep your spot on the waitlist. Individuals who do not check in on a monthly basis will be assumed to longer have interest in child care and will be removed from the list.

If you should have any questions on the waitlist or for the Child Development Center, please do not hesitate to contact us at 827-5313.

LEAN into my CORNER

Over the last several months, we have been receiving more and more requests to review process improvements that work areas have implemented independently. Most of the time, the improvement is complete and the employees just want the Lean team to help them calculate the savings or help them validate the savings they have already computed on their own. This is a very good thing. It's a sign that these areas are really taking a Lean approach to their processes and are making improvements almost automatically. But we need your help to make it work.

When we calculate the amount of savings or cost avoidance associated with an event, we have to have a baseline to work with. Many times, we have already worked an event in that area at some point and we can use information from that earlier event to create a baseline. However, in some cases, there is no prior event or the processes have changed so drastically that we have to establish a new baseline. This requires some up-front work to measure process cycle times and to capture other information.

In some cases, organizations run Lean-type events with little clear knowledge of the tools, techniques, and principles involved. While we admire the initiative these people show, these events often result in little or no real change and the savings or cost avoidance that might have been realized will almost certainly be lost. The requirements that are necessary to run a formal event may sometimes seem inconvenient, but they exist for some very clear reasons. They enable us to learn from our successes (and our failures). They force us to institutionalize pro-



William Deming

cess improvements, which helps to prevent us from going back to the old way of doing things. They allow us to use formal reporting processes that allow Sierra to get credit for our successes in monetary terms, both as a Depot and as individuals.

As most employees are aware, most of us got a very substantial GAP at the end of Fiscal Year 2010. One-fourth of that award was due to the fact that we exceeded our process improvement savings goal for the year. We have already exceeded our goal for FY 2011, even though we set it substantially higher than AMC requires. The point is, by pursuing process improvement initiatives formally, we all benefitted and will continue to do so. There is no guarantee that we will continue to exceed our goals in FY 2012 and beyond so we need to make sure we stay "on the record."

As I have written here several times before, in a truly Lean organization, Lean thinking is automatic. In such an organization, we would not have to run formal events because we would all continuously look for ways to improve our operations. Our ultimate goal is to make Lean thinking the default way of doing business on the Depot. It's a very long road but we are making progress.

AIR (From Page 5)

g. Parts Washers and Solvent Use Management – Keep all parts washer lids closed when not in use. Store all material, including waste material which contains volatile organic compounds in approved containers covered with a tightly fitting lid that is free of cracks, holes, or other defects. Store any wipe rags in closed containers.

h. Green House Gases sometimes abbreviated (GHG) - Are the primary gases in the earth's

atmosphere; water vapor, carbon dioxide, methane, nitrous oxide, and ozone. The Presidential Executive Order 13423 mandates federal agencies improve energy efficiency and reduce air emissions. This can be accomplished by limiting unnecessary driving and reducing energy consumption.

For any related questions, call the SIAD Environmental Air Program Manager, at 827- 5332 or the Environmental Chief, at 827-4622.



E-MAIL (From Page 1)

users will be the availability of their e-mail at any Department of Defense facility, provided they have their CAC card on hand.

“At whatever post you are at, you can just put your CAC in the reader and get your e-mail,” Hawkins said.

A challenge associated with migrating hundreds of thousands of e-mail users to the new service is creating the right patch in order for the migration tool to properly perform the data transfers. According to Krieger, Microsoft has created patches to bring the migration tool up to speed.

“We have made a lot of refinements to the migration tools and Microsoft has been very responsive, so right now the migration tool is working at about 95 percent,” Krieger said. “But the real problem we have is when users do not identify themselves as dual personas.”

Krieger explained that civilians or contractors who may also wear a uniform as a Reservist or Guardsman will be forced to use the correct e-mail address for whichever role they are fulfilling at the moment.

“You must have a unique username throughout DoD and dual-persona people will be required to properly identify themselves within

the system,” Krieger said of the new e-mail system.

How can you prepare for your organization’s migration to Enterprise Email? Start off by cleaning out some of that saved e-mail. Technical experts are advising Exchange users to shrink their mailboxes down to 50 megabytes.

By the end of December 2011, all of the Army will migrate, along with Transportation Command, European Command and Africa Command. Enterprise Email is leveraging Army-owned Microsoft software licenses and the DoD cloud provided by DISA. The migration covers 1.4 million unclassified network users and 200,000 secret network users.

The first major, multi-installation migrations are expected to start in June, including 10,000 users at Army headquarters. As of April 28, more than 14,000 Army users have completed their migration to the DISA-provided e-mail service. This first phase included members at the Army CIO/G-6; NETCOM/9th Sig Command SC(A); 7th Signal Command; the Research, Development and Engineering Command; 93rd Signal Brigade; Fort Riley, Kan.; Fort Monmouth, N.J.; Rock Island, Ill.; and Aberdeen Proving Grounds, Md.

Asian Pacific American Heritage Month

2011 Presidential Proclamation

This month, our Nation celebrates the contributions and accomplishments of Asian Americans and Pacific Islanders (AAPI). Our AAPI communities have roots that span the globe, but their stories of striving and success are uniquely American. As we celebrate Asian American and Pacific Islander Heritage Month, we recognize the entrepreneurship and fortitude of individuals who have helped build our country and shape the American dream for centuries.

Generations of Asian Americans and Pacific Islanders have helped develop and defend the United States, often in the face of tremendous racial and cultural prejudice. Despite these difficulties, AAPI men and women struggled, sacrificed, and persevered to build a better life for their children and all Americans.

Today Asian Americans and Pacific Islanders have a profound impact on our society as leaders in all facets of American life, thriving as athletes and public servants, entrepreneurs and artists. Whether as small business owners or as proud members of the United States Armed Forces, Asian Americans and Pacific Islanders are helping to write the next chapter of the American story.

Although many Asian Americans and Pacific Islanders have achieved success, far too many still struggle to overcome obstacles of unemployment, poverty, and language barriers or face significant education, economic, and health disparities. To help address the diverse challenges affecting our AAPI communities, I reestablished the White House Initiative on Asian Americans and Pacific Islanders. The Initiative coordinates the efforts of agencies throughout the Federal Government to promote increased access to and participation in Federal programs for Asian Americans and Pacific Islanders who remain , so we can continue to be a Nation where all things are possible for all people. All Americans can



Lynette Hall, EEO Manager

visit [_www.AAPI.gov_](http://www.AAPI.gov) (<http://www.aapi.gov/>) to learn more about the important work of this Initiative.

From our earliest days, intrepid men and women from the Asia Pacific region have forged enduring links between America and other nations as they moved across the Pacific. In today's globalized world, these bonds remain critical, reminding the United States of our rich shared history and integrated future with the dynamic Asia Pacific region. During Asian American and Pacific Islander Heritage Month, let us celebrate the millions of Asian Americans and Pacific Islanders whose talents and contributions strengthen our economy, protect our security, and enliven our country every day.

NOW, THEREFORE, I, BARACK OBAMA, President of the United States of America, by virtue of the authority vested in me by the Constitution and the laws of the United States, do hereby proclaim May 2011 as Asian American and Pacific Islander Heritage Month. I call upon all Americans to visit [_www.AsianPacificHeritage.gov_](http://www.AsianPacificHeritage.gov) (<http://www.asianpacificheritage.gov/>) to learn more about the history of Asian Americans and Pacific Islanders, and to observe this month with appropriate programs and activities.

IN WITNESS WHEREOF, I have hereunto set my hand this twenty-ninth day of April, in the year of our Lord two thousand eleven, and of the Independence of the United States of America the two hundred and thirty-fifth.

BARACK OBAMA

April 7, 2011

CONGRATULATIONS!

SIERRA ARMY DEPOT SCHOOL AGE SERVICES
HAS BEEN ACCREDITED BY THE COUNCIL ON ACCREDITATION

The Council on Accreditation (COA) is delighted to inform you that **Sierra Army Depot School Age Services** has been accredited. COA's commitment to maintaining the highest level of standards and quality improvement is designed to identify providers that have set high performance standards for themselves and have made a commitment to their constituents to deliver the highest quality services. COA is proud to recognize **Sierra Army Depot School Age Services** as one of these outstanding providers.

COA accreditation is an objective and reliable verification that provides confidence and support to an after school program's children and youth, parents, staff and community partners. The COA accreditation process involves a detailed review and analysis of both a program's administrative operations and its service delivery practices. All are "measured" against national standards of best practice. These standards emphasize services that are accessible, appropriate, culturally responsive, evidence based, and outcomes-oriented. In addition, they confirm that the services are provided by a skilled and supported workforce and that all individuals are treated with dignity and respect.

COA congratulates **Sierra Army Depot School Age Services** for their hard work and wonderful achievement and is proud to have it as part of COA's Community of Excellence.

Founded in 1977, COA is an independent not-for-profit international accreditor of the full continuum of community-based behavioral health care and human service organizations. Today, over 1800 organizations—public and private—are either COA accredited or are in the process of seeking accreditation. These organizations serve over 7 million of our most vulnerable individuals each year!

Richard Klarberg
President & Chief Executive Officer

Timothy F. Noelker
Chair, Board of Trustees

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CFLS (From Page 4)

So if CFLs are the best choice, out prematurely. Cheap CFLs are what about LEDs? Well, CFLs are the best choice for Sierra Army Depot right now, but LEDs are the wave of the future. Check the Challenge next month to see why.

CFLs are cheap because they use low-quality parts which fail easily, so yeah... check the label for certifications such as EnergyStar, UL, and FCC.

SIAD graduates first Depot-wide military packaging class

By Robert Picco
Training Officer

After a year in development, Sierra has graduated its first class of 19 students in Basic Military and Commercial Packaging training on April 27.

Mr. Ken Hayes, Packaging Specialist with the Industrial Base of Operations, Production Engineering Division and Mr. Tim Gray, Packaging Specialist with the Retrograde and Redistribution Directorate (R&R) teamed up to present 40 hours of military and commercial packaging training. Covering a general overview of requirements, materials and processes, the students were given a Student Guide Book, two hand reference booklets of military specifications and examples of barrier materials used in packaging at the Depot. The course also involved a "hands on" practical exercise to give the students a chance to practice what they've learned.

"In early 2010, Mrs. Susan Getty asked me to prepare a training course involving all things Preservation, Packaging, Packing and Marking (PPP&M) for Packers, Material Handlers and their leadership within Containerization and Assembly Directorate," Hayes stated. "With limited time away from mission requirements, I wanted to give students

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

a general overview of what military packaging entailed but have them graduate with a thorough understanding of what they were doing. The real take-a-way was pivotal on answering the question why they had to perform certain processes in order to meet expectations. Over three months, C&A was able to offer two classes internally training over 20 of their coworkers. It was so successful, Mrs. Getty wanted to open the training to all work centers within the depot," Hayes went on to say.

Gray expressed, "The difference in military and commercial packaging standards is significant. R&R

primarily packs to commercial standards and knowing the differences impacts cost and customer satisfaction." As a veteran Hazardous Materials expert, Gray explained, "I also wanted to impress on the students the importance of knowing that shipping Hazardous Materials is very serious business. When we ship Hazardous Materials, the packaging game changes. Just explaining the basics emphasized what must be done and the consequences we face if we're not precise in how we do it."

Sierra is planning on three to four future Basic Military and Commercial Packaging classes scheduled

over the next year. Future classes will be announced, but the next course is tentatively scheduled for August. An announcement will be made at least 30 days before hand with a class size of 24 students.

Hayes finished with, "Our Warfighters expect the best and I want to insure we don't let them down. This training is an excellent beginning. I am also developing a three day workshop that focuses on "hands on" training for vehicle processing for shipment or storage. In the end, as an old WWII poster slogan states, 'Pack It Right To Reach The Fight.'"



Pictured above are employees who were instrumental in the success of the first military packaging class. Front row from left to right Tony Vitale, Brandy Lee, Eva Shoemaker, DeAnnis Bailey, Joni Pitt, Helen Brown, Grant Harnist, Jamie Calvert, Robert Nolan, Medford Cady and Instructor Ken Hayes. Back row Instructor Tim Gray, Charles Hetrick, Steven Norvell, Jacob Green, Jim Newton, Kevin Duvall, Keilan Jones, Don Whitney, John Boshard and Wayne Rushton.



PROGRESS

(From page 5)

ager, balanced."

These initiatives have eliminated barriers to attracting the broadest, most talented workforce for the department's work in caring for military members and their families, conducting research, running depots and shipyards, and even developing the next-generation weapons systems, Tamburrino said.

"Where else are you going to do that?" he asked. "We think we are a great place to work, and we give people at every level of experience a

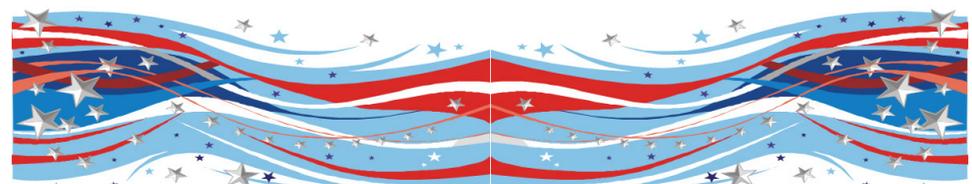
great opportunity to do really unique stuff. So we want people to gravitate to us, and we want an ability to really pick out the crown jewels that exist out there in the workforce and say, 'Come work with us.'"

Ultimately, Tamburrino said, he'd like to see the hiring reform initiative expand its focus to "employment reform." He describes that as an effort to improve the way the Defense Department manages the careers of the civilian employees it recruits.

"To me, it is a whole lifecycle event," he said. "Getting you in is just one step."



May 30, 2011



Memorial Day

As we stand here looking
At the flags upon these graves
Know these flags represent
A few of the true American brave

They fought for their Country
As man has through all of time
Except that these soldiers lying here
Fought for your country and mine

As we all are gathered here
To pay them our respect
Let's pass this word to others
It's what they would expect

I'm sure that they would do it
If it were me or you
To show we did not die in vein
But for the red, white and blue.

Let's pass on to our children
And to those who never knew
What these soldiers died for
It's the least we can do

Let's not forget their families
Great pain they had to bear
Losing a son, father or husband
They need to know we still care

No matter which war was fought
On the day that they died
I stand here looking at these flags
Filled with American pride.

So as the bugler plays out Taps
With its sweet and eerie sound
Pray for these soldiers lying here
In this sacred, hallowed ground.

Take home with you a sense of pride
You were here Memorial Day.
Celebrating the way Americans
should
On this solemnest of days.
-- Michelle R. Keim