



# THE

# CHALLENGE

Sierra Army Depot, Herlong, Calif.

July 2011

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## New commander assumes responsibilities of Sierra Army Depot

*Time honored tradition welcomes new leadership*

**By Lori K. McDonald  
Public Affairs Officer**

During a traditional change of command ceremony on July 14 at Sierra Army Depot in Herlong, Calif., Lt. Col. Joseph Dalessio relinquished control and responsibility to Lt. Col. Christopher Dexter.

Maj. Gen. Kurt Stein, TACOM Life Cycle Management Command's commanding general, presided over the ceremony as well as Mr. Donald Olson, SIAD's deputy to the commander participating as the keeper of the colors.

Flowers were presented to both spouses and female members of each family by children from the Child Youth Services.

The official party then proceeded onto the parade field where the passing of the units colors were transferred from the outgoing commander to the incoming commander.

Stein stood at the podium and said, "It's great to be back at good ole Sierra Army Depot." He went on to thank the great workforce at SIAD for what they do for the Soldier day in and day out.

He then turned his focus to Dalessio and his time as commander of the Depot. A few words that Stein used to describe Dalessio were "Model officer and leader; Looks, acts like a seasoned 0-6; A future general officer".

Stein said "Under Joe's leadership, Lean Six Sigma and Value Engineering programs continued to reap tremendous savings, and set the example for other to emulate." Stein went on to comment about a variety of accomplishments that occurred under Dalessio's command.

At the end, Stein wished Dalessio and his family all the best in the next assignment and said that he definitely made a significant difference at Sierra Army Depot.

Stein concluded, "Army always gets it right. Although they take away a great leader from an orga-

nization, the Army always replaces that officer with another outstanding command with the right skill sets of leadership ability to take the organization to the next level." He continued, "This is absolutely the case as we bid farewell to Joe Dalessio and welcome Chris Dexter and his Army Strong family.

As Dalessio walked up to the podium, he was greeted with loud cheers and applause. He began, "It is hard to believe I took command of this unmatched and multi-faceted organization just two years ago."

He said how after reading GAO reports, OPM circulars, union agreements and other lengthy documents, he was a little skeptical whether he would be up for the job.

But with the help of the 1,200 team members of SIAD, Dalessio was able to get through all the acronyms that were very foreign to him.

Dalessio said to the workforce, "What I find most inspiring is your unwavering support and commitment to our Army and our number one customer – the Soldier." He further stated, "Due to your tireless efforts in fiscal year 2010, SIAD set all time Depot highs for Revenue - \$225 million; Direct Labor Hours – 1.39 million; moreover, SIAD was awarded Exception Organization Safety Award by AMC for Battalion Level organization – yet, another Depot first."

As Dexter stepped up to the podium as the 38th commander of Sierra Army Depot, he began by thanking everyone for attending. To the veterans he said, "I am grateful that you are here today. The term hero is thrown around so easily today at sports figures, celebrities and others; however, you are the true heroes of our nation." The audience joined in as Dexter applauded them. Dexter concluded by telling not only the Depot workforce, but the surrounding communities he looks forward to

**See DEXTER on Page 4**



**Above, left to right Lt. Col. Dexter, Maj. Gen. Stein, and Lt. col. Dalessio stand at attention during the retirement of the colors. Below Mr. Donald Olson, right, and Lt. Col. Dexter wait until the reading of the assumption of command orders are completed to begin the traditional passing of the unit colors from the outgoing commander to the incoming commander.**



# LTC Dalessio's Farewell BBQ



## THE UNION'S POSITION- AFGCE LOCAL 1808

### BULLYING IN THE WORK PLACE

Bullying behavior can adversely affect the health and safety of workers and should not be tolerated in any form. Apart from the physical and psychological effects on individuals and their family Bullying is a form of harassment. Bullying behavior is based on the misuse of power in human relationships. From an occupational health and safety perspective, workplace bullying is defined as:

To health and safety repeated, unreasonable behavior directed towards a person or group of persons at a workplace, which creates a risk "Unreasonable behaviorism be-

havior that is offensive, humiliating, intimidating, degrading or threatening. It includes, but is not limited to:

- Verbal abuse
- Initiation pranks
- Excluding or isolating employees
- Giving a person the majority of an unpleasant or meaningless task
- Humiliation through sarcasm, or belittling someone's opinions
- Constant criticism or insults
- Spreading misinformation or malicious rumors
- Setting impossible deadlines
- Deliberately changing work rosters to inconvenience certain employees
- Deliberately withholding infor-

mation or resources, that is vital for effective work performance

- Manipulating the impression of others to split the work group into taking sides



- Displaying written or pictorial material which may degrade or offend certain employees.

"Repeated behavior" refers to

the nature of the behavior, not the specific form of the behavior therefore; repeated unreasonable behavior may be a pattern of diverse incidents, often escalating over time, egg. Verbal abuse on one occasion, personal property intentionally damaged on another occasion, and unfair treatment on another occasion

"Occupational violence" is defined as any incident where a person is physically attacked or threatened in the workplace. If bullying involves assault or threat of assault, criminal laws may apply and it may therefore become a police matter.

What is not bullying?

Performance feedback it is im-

See UNION on Page 6

**The Challenge**

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# Why do we need Process Flowcharts?

By Richard Ward  
LMP Cadre

So you have a Transfer Order in your hand, “What do I do next” you ask? Or as a new Employee you might say “This is my first day, I’m not sure how to process this”. Or the best of them all, “Well that’s the way I was told to do it” and “We’ve done it this way for years”. Well worry no more; we have process flowcharts to help you with your day-to-day workload.

Flowcharts are nothing new; flowcharts originally were hand-drawn, making changes difficult and messy. The first structured method for documenting a process flow was the "flow process chart", introduced by Frank Gilbreth in 1921, “Process Charts—First Steps in Finding the One Best Way”.

Creating a flowchart is the first step toward managing a process. As humans, we are primarily a visual species; a picture of a process conveys information more efficiently than writing or speaking about it.

A flowchart is a clear graphic representation of a process from beginning to end. At the beginning of your process improvement efforts, an "as-is" flowchart helps your team and others involved in the process to understand how it currently works. The team may find it helpful to compare the "as-is flowchart" with a diagram of the way the process is supposed to work. Later, the team will develop a flowchart of the modified process again, to record

how it actually functions. At some point, your team may want to create an ideal flowchart to show how you would ultimately like the process to be performed.

The benefits of using flowcharts are that they:

- Promote process understanding by explaining the steps pictorially. People may have differing ideas about how a process works. A flowchart can help you gain agreement about the sequence of steps. Flowcharts promote understanding in a way that written procedures cannot do. One good flowchart can replace pages of words.
- Provide a tool for training employees. Because of the way they visually lay out the sequence of steps in a process, flowcharts can be very helpful in training employees to perform the process according to standardized procedures.
- Identify problem areas and opportunities for process improvement. Once you break down the process steps and diagram them, problem areas become more visible. It is easy to spot opportunities for simplifying and refining your process by analyzing decision points, redundant steps, and rework loops.
- Depict customer-supplier relationship, helping the process workers understand who their customers are, and how they may sometimes act as suppliers, and sometimes as customers in relation to other people.

Flowcharts help remind us what the next step is when we have a ques-



tion or are not sure, they ensure the handling of our work is processed correctly every time, for example a Transfer Order for a Production Pick. Of course there will be variables or “outside the norm” cases; these can be addressed with an internal Standard Operating Procedure or (SOP) when these happen. Flowcharts also help new Employees learn the process faster; reducing the learning curve so they are able to join the team and lend a hand.

Flowcharts are standardized; I know they look like a lot of box’s and odd shapes with arrows pointing in different directions, but then again, that’s exactly what they are.

So let’s go over a few of the common shapes we see on a flowchart.

First they should have a “Start” and a “Step number” this is normally your first block. The arrow from that is usually green (this indicates the process is flowing normally and all is good). Next we might have a “Triangle” (a decision block) they will be Yellow and have a Yes or No question, two arrows should be coming from this one Green and one Red (Red indicates that the process has an error or something is wrong). This process continues to the next block

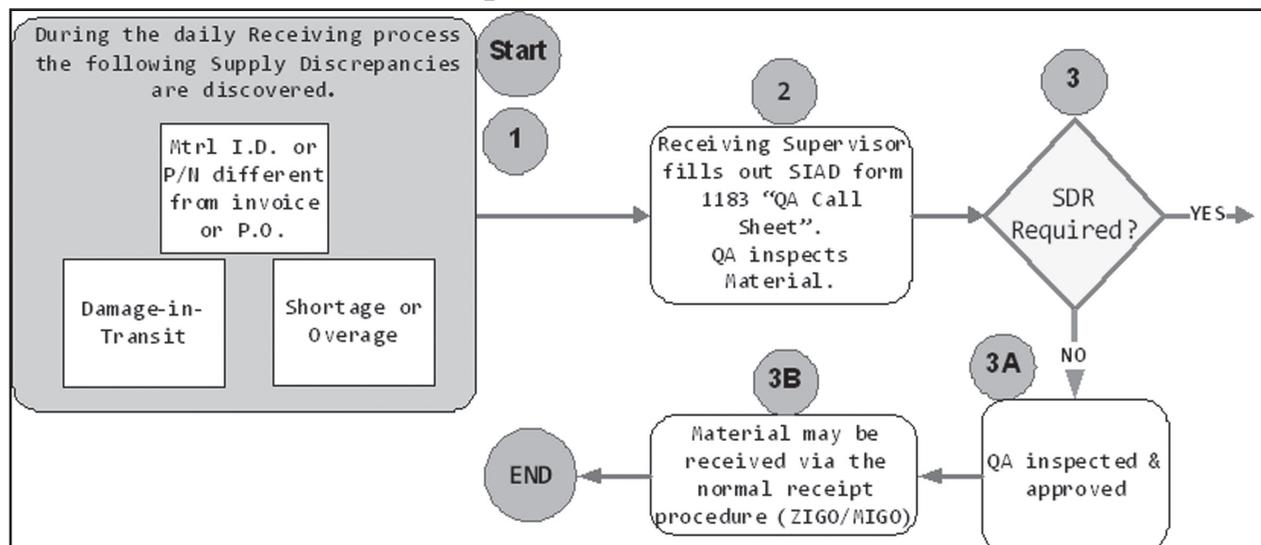
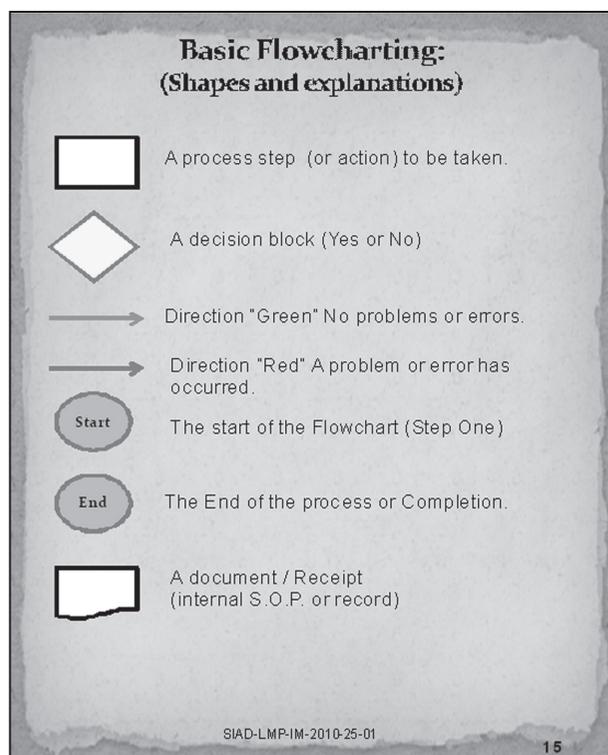
and so on. You will know you have come to a conclusion when you have reached an “End”.

Process flowcharts will be placed on the SIAD “Training Sustainment Tool” (TST) on the “I” drive and the following path: (I:/TWS/Cadre Training Material/Website/Default.html or on the SIAD INTRANET, click on the LMP Icon at the bottom of the page.

“Publishing your flowchart to an intranet or the Internet represents a good first step. All team members, including customers and external suppliers, can then easily access the information. Teams that read and write process models across the Internet can be more productive regardless of location or time issues. Flowcharts that allow users to attach Internet-resident HTML documents to process steps and view them from within the model give the greatest flexibility to virtual teams and external customers. Used in this way, your process flowchart and all the documents attached to it become both planning and communications tools and serve as the knowledge base for any project.” (Ronald M. Cordes, Flowcharting an Essential Tool)

**Chart at left has examples of common flowchart shapes.**

**Below is an example of a SIAD Flowchart.**



# 38th Change



## DEXTER (From Page 1)

working with them.

After completion of the ceremony, Dalessio bid farewell to fellow coworkers and community members, while Dexter and his family travelled over to the Skedaddle Inn for a welcome reception.

The SIAD workforce wish Dalessio and his family the very best as he moves on to his next assignment at Human Resources Command in Ft. Knox, Kent. At the same time the Depot welcomes Dexter and his family to TEAM SIERRA.



# of Command



## UNION (From Page 2)

portant to differentiate between a person's legitimate authority at work, and harassment or bullying. All employers have a legal right to direct and control how work is done, and managers have a responsibility to monitor workflow and give feedback on performance. Feedback or counseling on work performance or behavior differs from bullying in that feedback or counseling is intended to assist staff improve work performance and/or the standard of their behavior. If an employee has performance problems, these should be identified and dealt with in a constructive way that is not humiliating or threatening. Disciplinary/grievance processes outlined in relevant enterprise bargaining agreements, industrial awards or other arrangements should be followed.

### Single incidents

Although a single incident of workplace harassment is not considered to be bullying behavior, it can be distressing for the individual and can still cause injury. Employers should treat single incidents of harassment as warning signs and take preventative action. Depending on the circumstances, a single incident of harassment may be an offence under the Discrimination Act 1991.

Why is workplace bullying a problem?

Bullying should be recognized as a potential hazard in all workplaces, because it can occur in any workplace and under certain conditions most people are capable of bullying.

Bullying can be harmful to organizations as well as individuals, resulting in:

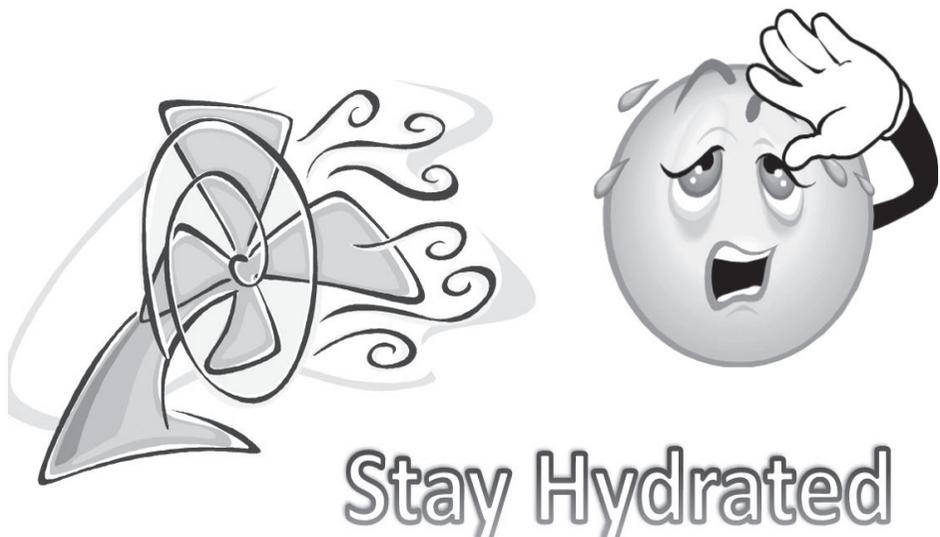
- High levels of absenteeism and staff turnover
- Breakdown of teams and work relationships
- Poor public image in terms of becoming known as a difficult place

to work

- Reduced efficiency, productivity and profitability
- Increased costs associated with counseling, mediation and compensation claims, recruitment and re-training of new staff
- Potential litigation each individual will react differently to bullying behavior and the effects may include:
  - High levels of distress
  - Anxiety, panic attacks and depression
  - Ill health, insomnia
  - Loss of self esteem and confidence, feelings of social isolation
  - Reduced work performance, incapacity to work
  - Deteriorating relationships with family and friends bullying behavior can be difficult to identify, and it may exist even if there are no reported incidents. There are a number of reasons why employees may not have raised concerns. Fear of retribution from the perpetrator.
    - Feeling too intimidated or embarrassed to complain
    - Lack of confidence that anything will change if they report a problem
    - Feeling powerless due to their position in the organization
    - Thinking it may affect their future prospects
    - Accepting workplace bullying as a normal part of the work culture.

It is easier to prevent bullying than it is to intervene after an event or mediate during an established pattern of bullying.

AFGE, Local 1808 monthly meetings are held on the first Tuesday of each month at 5:15 p.m. in Bldg. 58 unless it's an Election Day, the meeting will then be held the following Tuesday. All members are invited to attend and voice their concerns. Union Office phone number is 530-827-5375.



## Officer receives Expert status from Law Enforcement Academy



Officer Aaron Cowan recently completed the Federal Law Enforcement Training Center's Uniform Police Training Program in Glynco, Georgia. Officer Cowan joined a class of forty-one other police officers in training from the Central Intelligence Agency, United States Secret Service Uniform Division and the National Geospatial Intelligence Agency. Throughout twelve weeks of training, Officer Cowan excelled at the practical and academic requirements set forth by FLETC, earning class distinction among his peers. Officer Cowan graduated as an Expert, with a 95% academic score that placed him in the top 5% of his class. Officer Cowan has been an employee of Risk Management, Law Enforcement Division since July 2009. He currently serves as their Training Officer. Congratulations, Officer Cowan!

Sierra Army Depot's  
**EMPLOYEE APPRECIATION DAY 2011**

Please Join Us...

**Picnic Lunch!**

ShowNshine!

Supervisory Pie-In-The-Face!

The Banner Contest!

Frozen Tshirt Contest!

"Sierra Street Fair"

Thursday  
**August 18<sup>th</sup>**  
Sierra Park

## CYS Monthly Update

On June 14, 1775, the United States Army was established to defend our nation. On June 15, 2011, Sierra Army Depot (SIAD), Child Youth and School Services (CYSS) commemorated America's Army with a special book reading and cake celebration. With collaboration from SIAD Military Training Coordinator, John Sell, the children of the Child Development Center (CDC) and School Age Services (SAS) enjoyed an Army Birthday reading by Soldiers of the 865th Combat Support Hospital (CSH) Army Reserve Unit from New York. Sgt. Ginnette Mosowitz, Pfc. Christina Arik, Spc. Crystal DeStefano and Spc. Shane Peacock engaged in some story telling of how our Nation's Army has become what it is today, maintaining a level of excellence that truly is "Army Strong".

In other news, both the CDC and YS programs are going strong with many summer activities being offered. The youth are gearing up for their second round of swimming lessons, so we are hopeful that we'll

have some world class swimmers by the end of the summer. Many of our youth have enjoyed several field trips thus far, and some of the best are yet to come! There is still plenty of room in the Middle School and Teen trips if youth are interested in signing up, and as always, we are always appreciative of parent volunteers. Youth in both centers are enjoying an array of sports this summer, as camps for soccer, golf, and tennis are being offered on various weeks. The weekly bowling also seems to be a big hit with all age groups.

In June, CYSS conducted a two-day Babysitters Course through our partnership with 4-H. During the first six hour class each participant was trained to work with infants and children, with a variety of topics being discussed. The following day the teens were trained and certified in CPR and First Aid. If you are in need of a babysitter, please contact the CYS at 827-4696 for more information on contacting one of our certified babysitters.

### 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.

**Gioneli Bibiloni**  
**Joann Brittain**  
**Darrell Brooks, Jr.**  
**Roger Cartwright**  
**Barry Combs**  
**Gary Day**  
**Joshua Eakins**  
**Nathan Howard**  
**Gerald Mack**

**Jason McDougall**  
**Robert Mendoza**  
**Mitchell Murphy**  
**Al-Abaca Oda**  
**Joel Rios-Ornelas**  
**John Skelton**  
**Daniel Smith**  
**Tinisha Viera**  
**Erin Wood**

## Important Benefit Updates

On Tuesday February 1, 2011, the Office of Personnel Management (OPM) issued Benefits Administration Letter (BAL) 11-201 detailing several changes prescribed under Public Laws 110-417 and 110-118. These changes have a significant impact on the following areas: expanded Enrollment Opportunities/Timeframes, DoD Employees and

Civilian Employees Deployed in Support of Contingency Operations, Optional Insurance Elections, Benefit Computations/Adjustments and an Explanation of FEGLI terms.

One of the largest amendments addresses the extended timeframes for initial election of optional insurance. In the past, NEW employees had 31 days to elect optional insur-

## SIAD selected as Pilot Net Zero Energy Installation

By Steven Johnson, Energy Awareness Coordinator

Sierra Army Depot, along with six other locations, has been selected by the Army to be a Pilot Net Zero Energy (NZE) installation. Other installations selected to pilot NZE were Fort Detrick (MD), Fort Hunter Liggett (CA), Kwajalein Atoll (Republic of the Marshall Islands), Parks Reserve Forces Training Area (CA), West Point (NY), and the Oregon Army National Guard (OR). Each selectee is unique somehow.

Currently, one uses diesel exclusively for all of its energy needs. The Oregon Army National Guard is including every installation it owns in the NZE program. So just what is a Net Zero Energy Installation?

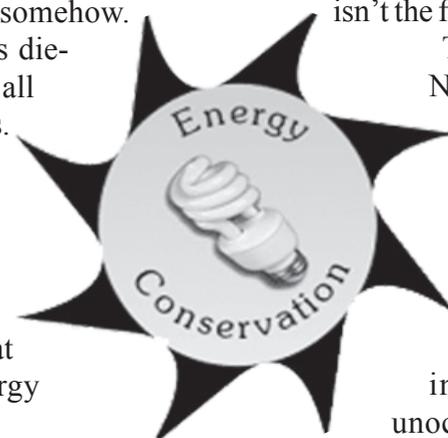
The definition of a NZE installation is; an installation which produces as much energy, on site, as it uses during the course of a year. Right now, "energy used" includes our basic utilities (natural gas, propane, and electricity), but eventually it will also include Gasoline, Diesel, etc. As for "energy produced", the preference is for renewable energy. Why? Ask yourself if the depot could function for long periods of time during supply disruptions affecting the electric grid, natural gas pipeline, and propane deliveries. Right now Sierra does not produce any energy, even though we have the natural resources available to easily produce more renewable energy than the total energy we consume.

The NZE program is not intended to permit over production in one energy source to compensate for another. For instance, only 30% of our energy consumption is electrical. So while producing enough electricity to cover our total energy consumption would meet the basic definition of NZE (production > use), it would not directly replace our natural gas and propane needs. The ultimate goal is to have the ability to function indefinitely, independent of the grid. Energy production is interesting, but isn't the first step toward NZE.

The first step toward NZE is reducing our energy use. Reduction begins with each of us being aware of simple measures we can take to conserve energy, such as turning off the lights in unoccupied areas. Additional energy reduction can

be achieved through Energy Conservation Measures (ECMs) involving capital improvements. The depot is in the second performance year of an Energy Savings Performance Contract (ESPC) that has already resulted in energy savings, And additional ECMs have been identified that may lead to a second ESPC.

Sierra Army Depot's selection as a Pilot Net Zero Energy Installation is both an honor and a challenge. At Sierra we have some unique assets and some unusual obstacles, which will make the journey interesting. The target date for Sierra to achieve Net Zero Energy is 2020, and we accept the challenge. Eleven years isn't that long, so let's get to work.



ance; that time frame has now been extended to 60 days from date of hire. This 60 calendar day timeframe also applies to changes due to Qualifying Life Events (QLE), or when the Office of Federal Employees' Group Life Insurance (OFEGLI) approves an application after the employee provides satisfactory medical evidence. This information is also available at [www.abc.army.mil](http://www.abc.army.mil)

The amended regulations allows civilian employees deployed in support of a contingency operation

as defined by section 101(a)(13) of title 10, or a Department of Defense employee designated as "emergency essential" under section 1580 of title 10, 60 days to elect additional life insurance. The employee must make the election within 60 days after the date of notification of deployment, or within 60 days of being designated as an emergency essential employee.

For additional information contact the Civilian Personnel Advisory Center at (530) 827-5269.

## Sexual Harassment/ Assault Response and Prevention (Sharp) Program

### From STAND TO

#### What is it?

The SHARP Program is a comprehensive integration and transformation of the Army's Sexual Assault Prevention and Response (SAPR) Program and Prevention of Sexual Harassment (POSH) efforts. The SHARP Program reinforces the Army's commitment to eliminate incidents of sexual harassment and sexual assault through awareness and prevention, training, victim advocacy, reporting, and accountability.

#### What has the Army done?

- On February 6, 2004, the Acting Secretary of the Army established a task force to review Army policies on reporting and addressing allegations of sexual assault. The task force findings led to the development of the Sexual Assault Prevention and Response (SAPR) program which included a new victim advocacy component and a coordinated sexual assault response effort.

- With sexual harassment being determined as a potential precursor to sexual assault, the Secretary of the Army directed the Army SAPR office to restructure and integrate POSH, forming the Army's SHARP Program Office.

- In September 2008, the Army launched Phase I of a sexual assault prevention strategy at the first annual SHARP Summit. Phase I, "Committed Army Leadership", was the first of four integrated phases. Phase II, "Army-wide Conviction" began during third Summit held in April 2010.

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

- The 4th Annual "I. A.M. Strong" Sexual Harassment/Assault Prevention Summit (March 28 -April 1) will launch Phase III of the "I. A.M. Strong" campaign, "Achieving Cultural Change". The summit brings together Soldiers, leaders and subject matter experts to educate, train and communicate new ways of addressing prevention of sexual harassment and sexual assault.

- In April, the Army will observe Sexual Assault Awareness Month. Soldiers, civilians, and family mem-

## AMC begins new era at Redstone

By Cherish Washington

REDSTONE ARSENAL, Ala. (Army News Service, June 16, 2011) -- The culmination of years of hard work was marked June 15, 2011, with the cut of a ribbon at the U.S. Army Materiel Command's touchdown ceremony here.

AMC was among those affected by the 2005 Base Closure and Realignment Commission, or BRAC. The changes of BRAC resulted in the relocation of approximately 11,000 of AMC's more than 70,000 employees to various locations across the United States.

"Back in 2005 with the BRAC announcement, AMC faced one of the largest and most complex challenges in our history," said Gen. Ann E. Dunwoody, commander, AMC. "We had to accomplish this move seamlessly while supporting two wars, while supporting contingency operations, disaster response, and operations around the globe."

AMC has more than 70,000 personnel providing support in all 50 states and 155 countries globally and recently strapped on its boots in support of relief efforts in Japan, Haiti and Chile.

"The incredible folks at AMC took this challenge with the professionalism and the energy of a winning team," Dunwoody said. "They did so without missing a beat and without any reduction in support to our warfighters on the battlefield."

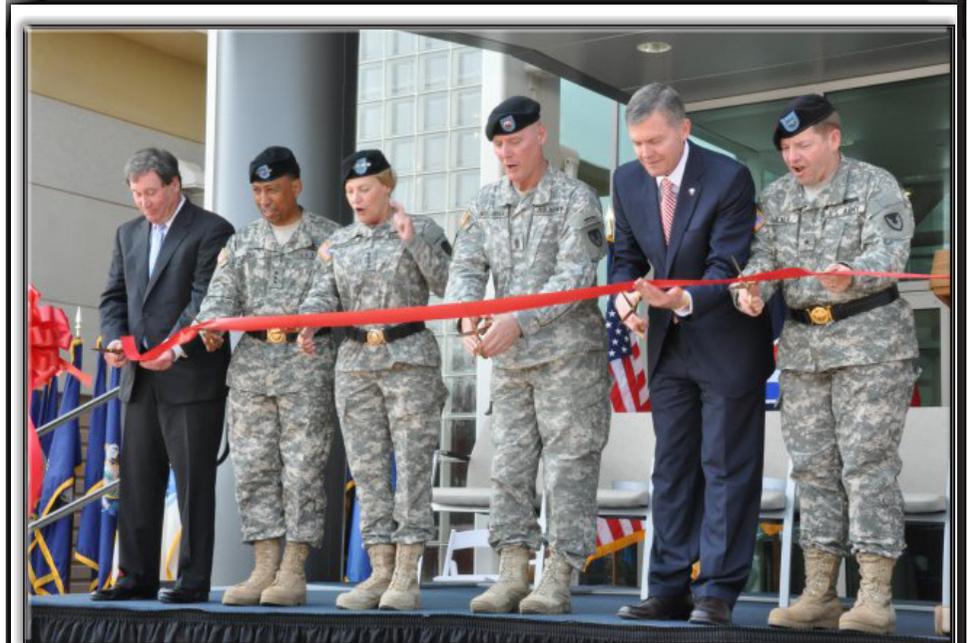
Dunwoody reminded attendees at the ceremony that the nearly 700 mile relocation took a lot of hard work, planning, and commitment from the command and the Army.

"It's hard to believe we began this journey six years ago -- way

back on the first yard line. Today we are about to cross the goal line together. This is both a victory and a historic moment for AMC," Dunwoody said.

"For AMC, BRAC wasn't only about moving people and an organization, BRAC was an opportunity to transform and adapt ourselves," Dunwoody continued. "For the first time in our history, we'll have a shared common operating picture across the command and across the world; giving us the ability to reach out to the commanders in the field and respond to ever changing requirements in the field from our warfighters."

In September 2008, AMC and USASAC broke ground on a 400,000 square foot facility that will house the 1,770 employees that now call Huntsville "home".



Joe Ritch, Tennessee Valley BRAC commission, Lt. Gen. Dennis Via, deputy commanding general of AMC, Gen. Ann E. Dunwoody, commanding general of AMC; Command Sgt. Maj. Jeffrey Mellinger, John Nerger, executive deputy to the commanding general, and Brig. Gen. Christopher Tucker, U.S. Army Security Assistance Command's commanding general cut the ceremonial ribbon. Photo Credit: Cherish Washington

back on the first yard line. Today we are about to cross the goal line together. This is both a victory and a historic moment for AMC," Dunwoody said.

Dunwoody went on to say the move marks a new era for AMC. "An era where AMC will truly become a globally networked materiel enterprise -- better able to support our nation's warfighters and meet the demands of the future," she said.

Dunwoody told the assembled crowd that Redstone and the Tennessee Valley are now the center of gravity for AMC's global command, and that the move would not have been possible without the support and commitment of the Huntsville Madison communities and the entire Tennessee Valley region.

"I have had the good fortune of living in many great communities all over the world, but there is truly something special about this one," she said. "There is a unique spirit here -- a spirit that encourages the people to work together across city limits, across county boundaries, and across state lines."

Achieving cultural change to stop sexual harassment/assault will enhance military readiness, productivity and unit cohesion. The annual summit is an effective venue to reinforce SHARP training and share prevention strategies, messages and ideas.

Why is this important to the Army?

command selected unit SHARP personnel. Additionally, TRADOC and the SHARP Program are collaborating to upgrade and integrate POSH and SAPR training in all Professional Military Education and Civilian Education System courses.

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