

The Challenge

The title 'The Challenge' is rendered in large, metallic, 3D block letters. The letter 'C' is significantly larger than the others. To the left of the 'C' is a bald eagle with wings spread. Below the eagle are two military crests: the Sierra Army Depot crest and the Army crest with the motto 'UNITED TO EXCELLENCE'. The background features a stylized American flag with stars and stripes.

Sierra Army Depot, Herlong, Calif.

September 2011

Vol. 67 No.9



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Commander's View

To the employees of Sierra Army Depot, you continue to impress me with your professionalism, knowledge, dedication to duty and patriotism! For all those reasons, I thank you for what you do. It is truly an exciting time to be a part of Sierra Army Depot. To me; it appears that customers are lining up to bring new business to Sierra, and I believe that is due, in no small part to the incredible workforce that SIAD has to offer.

As I write this, the month of September has come and is almost gone. This was our first attempt at closing out a Fiscal Year (FY) in LMP, and that is no small task. There were many lessons learned that will ensure even greater success in future fiscal years. The month of September also included high visibility visits from Department of the Army, G4 (NSE, NAMI, body armor and CIF), TACOM LCMC (for our Command Inspection), the Army's Program Manager for LMP, and the MRAP planning Charrette (future business opportunity). Each of these visits were extremely suc-



Lt. Col. Christopher E. Dexter

cessful; again a testament to our leaders and workforce.

The Army G4 sent a note to the Chief of Staff of the Army which stated, "SIAD continues to perform each of their assigned missions to the highest standards, providing a significant value-added capability in supporting and sustaining the Army." Your hard work is noticed at the highest levels.

During the CIP, TACOM inspected 50 areas; 45 areas were rated as either outstanding (37) or satisfactory (8) or 90% while a total of 5 areas were rated as either needs improvement (4) or unsatisfactory (1) or 10%. We will continue to meet or exceed all requirements and in the near future we will pay particular attention to the very few areas where we have room for improvement.

The future of Sierra continues to include fuel and water systems, long-term-storage, and retrograde/redistribution work. However, the future also looks to include MRAPs, Add-on-Armor (AOA) kits, STRYKER survivability kits, and secondary items such as Heavy Equipment Transporter (HET) winches, axles and transfer cases.

As stated in last month's article, we are all safety officers. The month of August saw a significant increase in the number of recordable accidents and I need your help to correct this trend. The two areas with the greatest increase were slips, trips, and falls and contact with objects/equipment. I challenge each of you

to remain focused on safety and eliminate any and all accidents. I believe with everyone's focus we can inculcate Safety in this great organization and absolutely minimize accidents. Any loss of life or long term injuries is unacceptable.

Please keep in mind and in your prayers the victims and the family members of the Carson City shooting and the plane crash at the Reno Air Show.

Never forget why we are here. Our ultimate customers are the Warfighters, the Soldiers on the front line, ready to defend our nation at a moment's notice.

Pride in Excellence!

Army Strong!

LTC Christopher E. Dexter

#38



THE UNION'S POSITION- AFGE LOCAL 1808

THE COLLECTIVE BARGAINING AGREEMENT

ARTICLE XXV HOURS OF WORK

Section 25.2. Changes in Tours of Duty.

When the Employer determines that it is essential to change the number of tours of duty or establish additional tours of duty, or to otherwise move employees from one tour to another within the work center, the selection within the work center of those to be moved from among those occupying identical jobs (job title, classification series and grade) will be based, insofar as possible, on individual preference of the employees. If movement contrary to employee preference is necessary,

then selection within the work center will be made on the seniority principle among incumbents of identical jobs. For this purpose, seniority will be determined by Service Computation Date and will be considered only within the work center and job classification concerned. However, seniority will not be considered until the employee has served at SIAD or a tenant activity for 90 days under a current appointment. Involuntary changes to existing tours of duty or hours at work will be made only after formal consultation/negotiation with the Union.

Section 25.6. Transfers.

a. An employee who desires to transfer from one tour of duty to another may request transfer when there is a vacancy on the desired

tour or may exercise his seniority to displace an employee based upon Service Computation Date. An employee may exercise the seniority right of transfer only once during any 12 month period. If at the beginning of the year the Employer requests each employee to indicate his shift preference, this will not be construed as having exercised the seniority option. However, once the employee requests assignment to a shift and

assignment is granted without the employee having to exercise his seniority option, he must stay on that shift for a minimum of 90 days before he may exercise his seniority option. An exception will be made if the employee finds another employee on his preferred shift who has the same grade and job classification who is agreeable to trading shifts. In the event preferences cannot be accommodated, the employee may then exercise his option; otherwise his option is preserved for later use. Approval of transfers will be based upon the employee's qualifications to perform the requirements of the position in question. The Employer reserves the right to approve or disapprove transfers based upon the

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The Challenge

Depot Commander/Publisher _____
Public Affairs Officer/Editor _____
Photographer _____

Lt. Col. Christopher E. Dexter
Lori K. McDonald
Lloyd Gubler

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10 years - gone but not forgotten

Like most military and civilian agencies around the country, Sierra Army Depot held a 9/11 ceremony on Sept. 8, 2011, in remembrance of the terrorist attacks that occurred ten years ago.

Ms. Lori McDonald, Public Affairs Officer, read the time line of the four flights that hit the World Trade Center North Tower and South Tower, the Pentagon, and a field near Shanksville, Pa.

Lt. Col. Christopher Dexter, SIAD Commander, spoke how Sept. 11, 2001 is a day everyone remembers exactly where they were and what they were doing. He said, "Events from that day in 2001 are forever etched in the memories of not only every American, but citizens around the world". Dexter said we are not only mourning the loss of more than 3,000 men, women, and children that fateful day, but the more than 6,000 service members who have paid the ultimate price; giving their lives for our country.

Dexter talked about watching the images displayed on television, followed by the gamut of emotions from disbelief, to anxiety, to fear, to rage. He then went on to say how we all watched first responders and other rescue workers rush in to help those in need.

Dexter told the SIAD work force, "Many people and agencies were called to support our country after the events of 9/11 and Sierra Army Depot was one of those called upon". He praised the employees for their dedication and untiring efforts to answer the call with speed, accuracy and professionalism.

After addressing the gathered crowd, he gave the order for Fire Inspector Harry Ehrman and Police Officer Sean Turner to place a wreath at the base of the flagpole. The ceremony concluded with the playing of the National Anthem followed by a moment of silence.



Clockwise, Fire Inspector Harry Ehrman and Police Officer Sean Turner stand next to the wreath before they placed it at the base of the flag pole. Lt. Col. Christopher Dexter (upper right) spoke to the crowd that gather during the morning hours of Sept. 8 to remember and honor the victims of the terrorist attacks ten years ago. Below Lt. Col. Dexter and members from the Depot's Fire Department and Security Force face the flag during the playing of the National Anthem.



Suicide Awareness

September is recognized as the National Suicide Prevention Month. Let's all take a moment to remember those who have taken their life. Let's also remember family and friends who are still coping with that empty feeling of a tragedy lost.

Suicide is the eighth leading cause of death in the United States, accounting for more than 1% of all deaths. Substance abuse is another great instigator of suicide; it may be involved in half of all cases. About 20% of suicides involve people with alcohol problems, and the lifetime rate of suicide among people with alcohol-use problems is at least three or four times the average. Completed suicides are more likely to be those individuals who are over 40 and are depressed or alcoholic.

A suicide attempt is a clear indication that something is gravely wrong in a person's life. No matter the race or age of the person; how rich or poor they are, it is true that most people who die by suicide have a mental or emotional disorder. The most common underlying disorder is depression, 30% to 70% of suicide victims suffer from major depression or bipolar (manic-depressive) disorder.

Take time to learn and understand warning sign. Any one of these signs listed below does not necessarily mean the person is considering suicide, but several of these symptoms may signal a need for help:

- Verbal suicide threats such as, "You'd be better off without me." or "Maybe I won't be around"
- Expressions of hopelessness and helplessness
- Previous suicide attempts
- Daring or risk-taking behavior
- Personality changes
- Depression
- Giving away prized possessions
- Lack of interest in future plans

Please do not ignore the warning signs trust your instincts that the person may be in trouble, talk with the person about your concerns. Communication needs to include LISTENING.

Remember the Army Substance Abuse Program is available for assistance: Dr. Vicki Braun 4115 or you can call 1-800-suicide.



Legally Speaking: "Hatch This..."

Every time I begin seeing political ads on television, I begin experiencing the sensation that I am forgetting something important. Something more than: Did I leave the coffee pot on this morning or did I lock the front door? Something important, then I move on to something else until I see another political advertisement and experience that nagging sensation again. I suffer this condition until I finally remember what I need to be doing as the lawyer for the Depot – and that is remind everybody about what the Hatch Act is, and what kind of impact it can have on your career as a civilian employee.



The Hatch Act is a 1939 law that regulates the political activities of most federal civilian employees. In its latest form, the Hatch Act prohibits Government employees from engaging in political activity while at work, in a government building, or in a government vehicle. Political activity is defined as "an activity directed toward the success or failure of a political party, candidate for partisan political office, or partisan political group." (5 C.F.R. § 734.101)

How does the Hatch Act affect you?

As a federal employee, there are certain political activities that you cannot participate in. Some specific examples include:

- a. You cannot use official authority or influence to interfere with an election;
- b. You cannot solicit or discourage political activity of anyone with business before your agency;
- c. You cannot solicit or receive political contributions;
- d. You cannot be a candidate for public office in partisan elections;

See HATCH on Page 5

LEAN into my CORNER

I'm a bit late with this month's column but I'm going to take advantage of the situation to review the results of the recent Command Inspection that was conducted by the TACOM Inspector General. I won't go into the whole thing, just the part that applies to Lean.

For the most part, the inspection was a very positive experience. Of course, we are proud of our program and in many ways we have broken new ground in both TACOM and AMC. The inspectors recognized this and it was reflected in their oral and written outbriefs. The Lean team got some good ideas from the inspectors as well.

One idea we intend to implement soon is a Project Identification and Selection Workshop (PISW). The Lean Core Team knows what constitutes a good project. However, the managers and supervisors who are directly involved in the industrial areas will inevitably have a much better feel for the improvements that would benefit their specific areas. The workshop helps them to see these opportunities in Lean terms so that we can concentrate our collective efforts in the most efficient way possible. With support from TACOM, we are already planning a workshop for Directors and are trying to work out a time that will allow the greatest number of people to attend. At the same time, the Lean Core Team members will undergo a "train the trainer" session so that they can conduct PISW classes for division chiefs, supervisors, and other leaders. This effort should enable us to combine the strengths of our managers and our Lean staff more effectively.

As an added bonus, the TA-



William Deming

COM team will teach a module on project sponsorship, which will help to bring us more in line with the Army's philosophy on Lean Six Sigma implementation as it relates to ownership of projects. This will improve our project sustainment as well.

The inspection was beneficial in another way. We had a chance to spend time with our counterparts at TACOM and get to know them better. There are several people there that are new and we haven't met them in person. We found a lot of common ground that we were not aware existed. Our relationship with TACOM has improved greatly. We did not have a bad relationship before but I think we will all be working much more closely as a team in the future.

We have a tendency to sometimes be overly self-critical. It's very easy to lose sight of our accomplishments in the day-to-day ups and downs that come with the job. An outside set of eyes can lend a very healthy perspective and help us re-adjust our sights. I gave a couple of examples but we realized several other benefits as well. As a result of the IG inspection and the insights it gave us, I think our program will be stronger and more dynamic in the future.

Continuous process improvement

**By Dylan Hamilton
Lean Facilitator**

Commitment to continuous improvement can be a very difficult task. While our primary focus is on Lean and Six Sigma, we are always striving to keep up with things going on in industry. We take bits and pieces and integrate them into our tool box to utilize on events. While we already know that Lean and Six Sigma will work for any and all types of work that we perform on Depot, it

is the way the tools and techniques are applied that change.

One of the things which can help people understand that while changes are made during an event, it is not until the process is tested that we realize any benefits. Theory of constraints is definitely worth studying. It focuses on looking at the constraints or bottlenecks in the process, and how making changes to the process can change the constraint or bottleneck. If changes are made

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UNION (FROM PAGE 2)

technical skills, involved.

b. The Employer agrees that no officer or shop steward will be transferred from one work shift to another unless mission accomplishment so dictates.

c. An employee may request a transfer of shift or tour of duty for compassionate reasons when extreme personal hardship can be justified. It shall be the objective of the Employer to apply consistent standards throughout the Bargaining Units when evaluating hardship situations.

Section 25.8. Grievances or disputes regarding these provisions shall be processed under the grievance and arbitration procedures of the Collective Bargaining Agreement.

Don't forget the Annual AFGE Union Dinner to be held on Oct. 22, 2011 from 4:30 p.m. to 9:30 p.m. at "THE EDGE" night club located inside the Peppermill Hotel & Casino

in Reno, Nev.

There is a \$30.00 deposit due per person for reservations only and is refundable for members only. For each additional guest the cost is \$30.00 each. You must buy your ticket for Group Code for Room Reservations. Room rates range from \$109.00 in the Peppermill Standard Tower and \$139.00 for the All-Suite Tuscany Tower. Cut-off date for room reservation is Oct. 10, 2011.

Peppermill Hotel reservation telephone number is (800) 648-6992. For more information please call Roxane at extension 5148 or Garry at extension 5375!

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 telephone number (530) 827-5375.

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.

Tony Ardito
John Brandon
Erik Edholm
Robert Fries
Patrick Horan

Paul Johnson
Ryan Spurlock
Shawn Wilson
Joseph Zamora



HATCH (From page 4)

e. You cannot wear partisan political buttons on duty or engage in political activity while on duty, in a government office, while wearing an official uniform or while using a government vehicle.

So – after seeing the list of things you can't do – what can you do? A partial list of permissible activity includes:

- a. You can be a candidate for public office in nonpartisan elections;
- b. You can register and vote as you choose;
- c. You can assist in voter registration drives;
- d. You can express opinions about candidates and issues;
- e. You can attend political fundraising functions;
- f. You can contribute money to political organizations;
- g. You can attend and be active at political rallies and meetings;
- h. You can join and be an active member of a political party or club;
- i. You can sign nominating petitions;
- j. You can campaign for or against referendum questions, constitutional amendments, municipal ordinances;

Keep in mind – when you engage in any of these permissible activities – you must undertake them as a private citizen. You cannot use your official title or job position when engaging in any of these activities.

A lot of people ask what happens if an employee violates the Hatch Act. The mandatory penalties for career employees caught violating the Hatch Act start with a 30 day suspension without pay. Depending on the facts and circumstances

of the case – an employee can face termination for violating the Hatch Act. Even if an employee engages in activity that questionably violates the Act – or is not an actual violation, the Office of Special Counsel can, and often times does, issue the employee a warning letter. (Not exactly something you want in your personnel file...)

Areas to watch out for with the Hatch Act:

Watch out for the internet – and in particular your very own email account at work. Various sources indicate the most common violation involves the sending or forwarding of political e-mails. In 2006, the number of Hatch Act violations increased incrementally with more email usage and the wide dissemination of political videos on web sites like YouTube. That trend has only continued with the introduction of various social media outlets such as Twitter and Facebook. An example: a NASA employee was suspended for 180 days without pay for sending political e-mail messages and using his web log to solicit campaign contributions during work hours.

Legally Speaking: Think before you act if you ever find yourself dealing with partisan politics at work; or if you are about to forward a political message in support of a particular candidate or partisan party from your work station. Just remember, the issue doesn't belong in the workplace during duty hours. If you have a question, you can always contact the Office of Special Counsel's website (<http://www.osc.gov>) and ask for an advisory opinion, or you can contact the SIAD Legal Office for guidance.

Protect your family from fire

Sierra Army Depot Fire Department Encourages Residents to Keep their Homes Safe During Fire Prevention Week, October 9-15, 2011

What's the best way to protect your family from fire? Be ahead of the game, of course. With more than 360,000 home fires reported in the United States in 2009, according to the nonprofit National Fire Protection Association (NFPA), your best defense is a good offense. That's why Sierra Army Depot Fire Department is teaming up with NFPA during the October 9-15, 2011, to let our community know: "It's Fire Prevention Week. Protect your Family from Fire!" This year's campaign focuses on preventing the leading causes of home fires -- cooking, heating and electrical equipment, as well as

candles and smoking materials. Additionally, it urges people to protect their homes and families with life-saving technology and planning.

The Sierra Army Depot Fire Department will be hosting activities like static displays, smoke trailer, live fire extinguisher training, hot dogs and much more on Oct. 12, from 9:00 a.m. through 3:00 p.m. to promote "It's Fire Prevention Week. Protect your Family from Fire!" Through these educational, family-oriented activities, residents can learn more about the power of prevention and available technologies to protect their own families from fire.

Portions of this event are sponsored by Sierra Army Depot Civilian Welfare Fund (CWF).

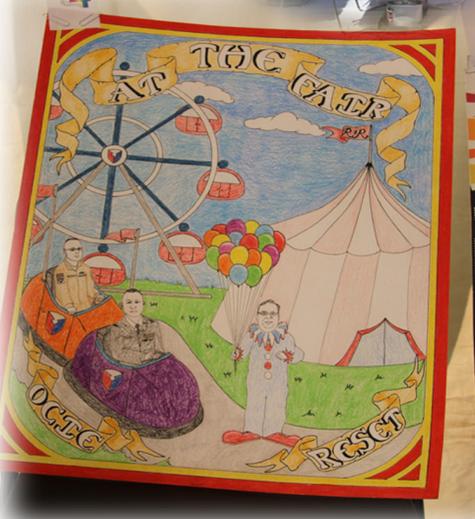


Employee Appreciation Day

The 2011 EAD Planning Committee
Would like to say...

ROADS AND GROUNDS Division of DPW!!!

- | | |
|---------------------|-----------------|
| MWR | RECYCLE |
| DOIM | COMMAND GROUP |
| BOX & CRATE | SIAD FIRE DEPT |
| PAINT SHOP | PASS & ID |
| REPRODUCTION | LAW ENFORCEMENT |
| APRIL SIEBEN | JON FRANCE |
| BARBARA CARIA | JOSH ABBOTT |
| BOB SANDERS | KATHIE TAVALERO |
| CARRIE YANCEY | KEN HOLMES |
| CHERISE SIMMS | KENNY BERRY |
| CHRIS LONG | LLOYD GUBLER |
| CHRISTINA MCCOY | MARIA DAVIS |
| CINDI SINCLAIR | MARY STRIEGEL |
| DANIEL MORGAN | MIKE WINTERS |
| DONICA MCHENRY | MISTY RICE |
| JACKIE WESTON-CHASE | SANDRA KERN |
| JASON HENDERSON | SANDRA RAY |
| JIM MARCOTTE | TERRY WHITE |
| JOHN CULLEN | WALT ZINKO |
| | WILL IRWIN |



Clearing the desert

By Jason Tong

In late May, 2011 I deployed to Kuwait to replace Mr. Bill Rowland as the liaison for Sierra Army Depot on the Responsible Reset Task Force (R2TF) staff. My primary duty was to provide technical advice on materiel disposition.

The retrograde sort yard, known as W2N, is a "catch all" for material being excessed from surrounding Supply Support Activities (SSAs) as Operation New Dawn (OND) draw's down. At first glance it mirrors the old ways of AJ1 (Sierra Army Depot's Retrograde & Redistribution organization) when containers full of random materiel were brought to receiving to be downloaded. The process to identify the material that flows to Sierra has been redefined and/or reiterated many times as various entities have their own perspective on what "right" looks like. This has required me to educate/reeducate individuals as they have rotated through the yard.

Since I have been here, I have been involved in many discussions on the way forward. The new initiative of clearing the desert was the final call. It is not a new process or even a new idea, it is merely taking what was written in the beginning inception, tweaking the verbiage and enforcing it. Materiel is downloaded at each of the sort lanes, all of the apparent trash and hazards are removed. The obvious A-B condition code material with identifiable NSN's are removed and directed to

W7A (excess SSA) and stocked for future theater requirements.

The Life Cycle Management Commands such as CECOM, AMCOM, and TACOM then assist in identifying their materiel and routing it through the process according to disposition instructions. The remaining material that is identified as serviceable, without a visible stock number is pulled, cleaned, and packed in accordance with customs requirements, sealed and delivered to the Central Receiving and Shipping Point for onward movement to SIAD.

I act as a "traffic cop" in the process as this material is being sorted and segregated for Sierra. There is a vast amount of material that passes through that does not have a valid home at Sierra and again it is my job to catch and prevent as much of that materiel being shipped to SIAD. While SIAD is seeing more and more containers of material, I feel this process will continue to be refined as requirements, processes in the yard, in customs and in the shipping arena mature. I am anxious to see how this develops and improves over the life of the requirement.

My time here ends in November and I look forward to coming home. I will be replaced by Mr. James Arnold. I hope to spend enough time with James to get him well acquainted with the process and people he will be working very closely with for his tour here in Kuwait.

Seeing Your Hard Work Pay Off

By Richard Grentzer
TACOM Warren



One of the joys of my new job with TACOM Warren, (other than I'm deployed again) is that I travel about Afghanistan a lot. Even though I'm based at a specific site in Afghanistan, I spend much of my time at various locations teaching about new equipment.

In August, the TACOM New Equipment Training (NET) Team was conducting training with the Individual Gunshot Detection (IGD) in and about the Jalalabad area. After enjoying lunch with Mr. Bruce Hamilton, JPO-MRAP Site Manager (Sierra Army Depot's Mission Manager), I was returning to my barracks, when I heard a very familiar sound, the pounding hum of a 3000 GPH ROWPU hp pump.

There sticking over the top of a curtained fence I could see the roof top and HP pump cage canvas cover. On the leading edge of the ROWPU house, were those markings identifying the "make, serial number, and that these ROWPUs were reset at Sierra in April 2010. "HEY, THESE ARE MY ROWPUs, I ORDERED THE PARTS FOR THOSE UNITS".

Finding the gate to the compound I met the section's NCOIC Sgt. Dartagnan Baldwin, who was thrilled and honored to provide a tour for Hamilton and myself the following day of his beautiful ROWPUs and his water operation.

The Water Section can process up to 50,000 gallons a day, storing the purified water in ten

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In photo at right, excess material from surrounding Supply Support Activities in Kuwait is identified, separated and tagged before being placed in tri-walls and shipped to Sierra Army Depot for disposition. Below the tri-walls are then lined up to be loaded into containers for shipment to SIAD.



The above ROWPU was Reset at Sierra Army Depot.

Employees were asked..... Why do you donate blood each quarter?



Lynn Goddard
Financial Mgmt Specialist

"I donate blood because it's the right thing to do, I could possibly be helping to save someone's life, and having the benefit of donating without taking leave makes it one of the most convenient and easy ways to perform a community service."



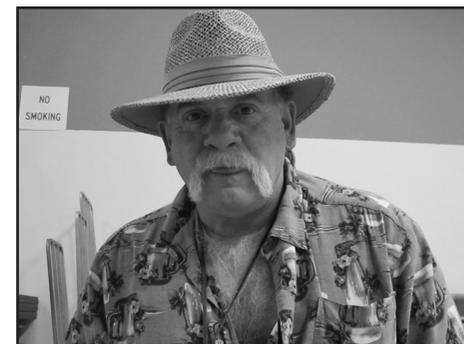
Michael O'Suna
Quality Assurance Specialist

"I believe I am helping someone in need and that justifies donating as much as possible."



Susan Sariti
Quality Assurance Specialist

"I donate because emergencies can happen to anyone at anytime. Keeping the blood supply current and FULL is very important to cover those times. It could be the difference between life or death for those people needing that blood."



Anthony Vitale
Material Examiner & Identifier

"I'm bound by a different covenant than most. Vitale means life, Anthony means priceless and that is exactly what it is. All life is priceless and my little contribution by donating blood can help another then that makes me happy."

Five employees receive length of service awards, 135 years of combined service



Length of service awards were presented by Lt. Col. Christopher Dexter during a monthly awards ceremony. From left to right John Schuster (35 years), Lawrence Friend (20 years), Kitty Halstead (25 years), David Huatala (25 years), and David Mosher (30 years).

Yield Sign at intersection of County Roads A25 and A26

As we all know, A26 merges with A25 and a Yield sign like below is posted on A26. On several occasions in the last month, employees have come in on A25 (from Susanville at 0600 hrs) and have been forced to take evasive action crossing over the double yellow line into oncoming traffic to avoid a collision from the merging traffic from A26 (from Doyle & Reno areas).

Winter will be upon us soon and everyone knows how icy this inter-

section can get. Motorist tend to speed up so they can make it up the hill, hence, not yielding to oncoming traffic.

The following is from the California Vehicle Code:

Yield Signs: Intersections

21803. (a) The driver of any vehicle approaching any intersection which is controlled by a yield right-of-way sign shall, upon arriving at the sign, yield the right-of-way to

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Lean success stories throughout the Depot

By Ben Lindblom
Lean Facilitator

The following is a recap the second and third quarters of Fiscal Year 2011 from a process improvement standpoint. These are the Lean events we have closed out in the January-June time frame, picking up where I left off in the last Lean Success Stories.

- In January 2011 we concluded a Value Stream Analysis for the Motor Pool. During this event we identified several areas for improvement. Some improvements were made right away which streamlined the field repair process and data input issues. A good job by the Motor Pool VSA team! Also in January we closed out an event which reduced the amount of movement assets in the MVLTS area. This reduction of movement netted a cost avoidance of \$52,900 carried out over three years. Great job, MVLTS team! Another event which closed in January consisted of improving the banding process by utilizing Poly Banding equipment in multiple warehouses in the R&R area. Along with making the process much safer and ergonomic, the improvement was able to help us avoid expenditures totaling over \$177,000 in the next three years. Excellent process improvement, R&R! The last event we closed in January consisted of a process improvement which was mentioned in the last Lean Success Stories article (LTS Fuel Extraction Process), which enabled our Direc-

tor, Mr. William Deming, to get his Black Belt certification. Great work by Mr. Deming with assistance by Mr. John McKeand to achieve the certification!

- In February we closed two process improvement events starting with the CLOC Elimination JDI, whereas the team was able to remove a step from the R&R Receiving Process. The improvements from this event netted the Depot a cost avoidance of \$21,000 for three years. Excellent thinking outside the box, R&R Receiving! The second process improvement event to conclude in February was for the R&R Multipack Shipping Process. By pre-sorting and packaging material going to the same address, the Shipping team was able to reduce both cycle time and shipping costs. This simple concept was responsible for a three-year cost avoidance of over \$2,163,000! Outstanding achievement by the R&R Shipping crew!

- In March we also closed out two events. The first one was the 3K ROWPU Fire Extinguishers improvement. During this event Sierra was able to establish a contract for refurbishment of fire extinguishers for the ROWPU systems, rather than sending them through the hazardous waste stream and ordering new ones. Excellent work was done by the Mechanical Repair Division for this event. Also in March we concluded a 3-P event in Containerization and Assembly for creating a layout for

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Last enlisted Army draftee says farewell

By Cherish Washington
AMC Public Affairs

REDSTONE ARSENAL, Ala. --August 26, 2011-- The mood was bitter sweet at the U.S. Army Materiel Command during a change of responsibility ceremony and farewell to a relic in Army history.

Jeffrey J. Mellinger, AMC's outgoing command sergeant major, turned over responsibility to Command Sergeant Major Ronald T. Riling, incoming command sergeant major.

Mellinger's final assignment as AMC's command sergeant major is culminated his nearly 40 year career, which began in 1972 during the Vietnam War. He is the last continuously serving draftee on active duty.

Although he will officially retire in October, today he says farewell for the last time as AMC's command sergeant major.

"I've seen our Army go from lacking standards and discipline to being the most highly competent and disciplined force able to deliver food and blankets and take three steps and be able to deliver overwhelming and accurate fire power the next. We are a more technically and tactically competent workforce now than ever before," Mellinger said. "We surely have the greatest Army ever fielded. Our men and women in uniform are better trained, better armed, and better protected than ever before, and

Army Materiel Command has had a great hand in that change."

Passion is just one of the words General Ann E. Dunwoody, AMC Commanding General, used to describe Mellinger from his four year assignment to AMC.

"His passion for our Soldier's welfare comes through in every action and every word. He believes in the value of every individual and that every individual in our diverse Army has something to contribute," Dunwoody said.

"He's been my trusted advisor and sounding board in a time of war, and I'm proud to call him my comrade, and together we have fought the hard fight to support our men and women on the battlefield," Dunwoody said. "Sergeant Major you represent everything a noncommissioned officer should ever aspire to be, and it's been an honor for me to share this final chapter of your service."

Despite Mellinger's laundry list of assignments, recognition and accolades, humility is the emotion he wore while addressing the AMC family.

"You might have picked up that my service is not about me nor should it be. It's all about the Soldiers, Marines, airmen, sailors, civilians and family members that I've been so privileged to serve so long, and care for, or lead," Mellinger said.

From the list of people he thanked, it was clear that Mellinger's journey was not made alone.

The packed auditorium was also an indication of the noncommissioned officers, officers, general officers and civilians he impacted during his nearly four decade career.

"It's with great sadness that I leave this team, for you are truly a team with the warfighters ever present in your minds, deeds, and words. Will Rogers said we can't all be heroes because somebody has to sit on the curb and clap as they go by, now it's my time to go sit on the curb and clap," Mellinger said.

With Mellinger's exit, comes a new command sergeant major, Riling.

"As we all know transition in a time of war can be tough, but that's why we are so fortunate to have Command Sergeant Major Riling in the senior ranks today," Dunwoody said. "He knows what it is like to lead a global command at war. He has the judgment, the wisdom the senior leaders rely on, and he has the experience that Soldiers respect."

"He comes to us after serving as

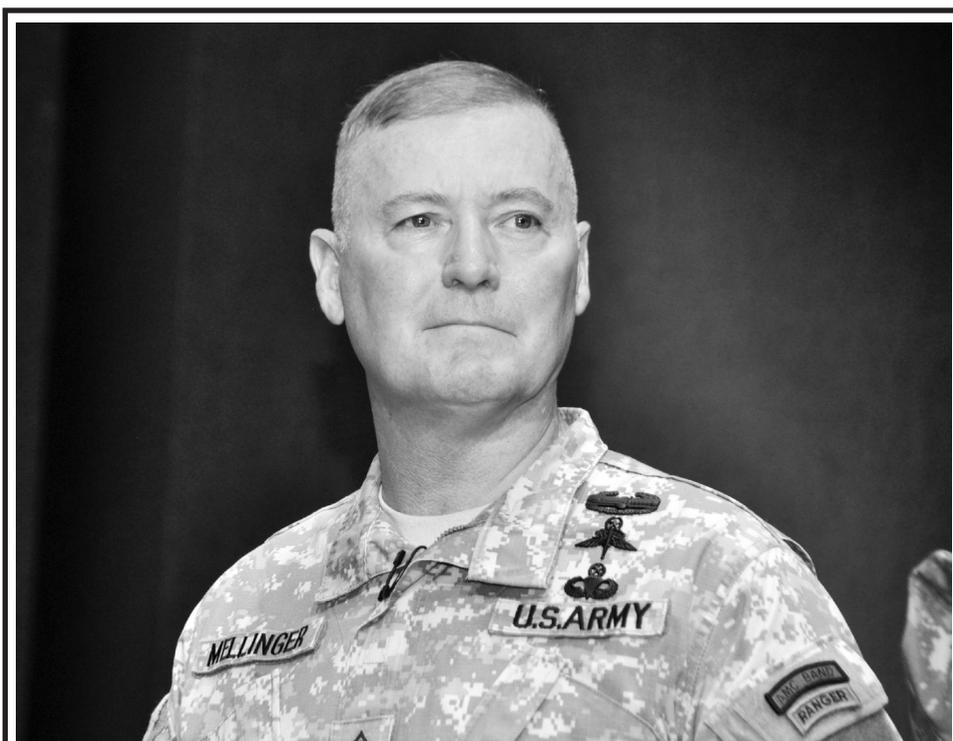
the Command Sergeant Major for Forces Command, the largest command in the Army, where he was responsible for 700,000 Soldiers," she said.

Mellinger also attested to the fact that Riling was more than capable to be responsible for AMC's more than 70,000 military and civilians working around the world.

"I can tell you Ron Riling is more than qualified to be the 14th Army Materiel Command Sergeant Major. He is a decorated combat veteran, has experience in combat from division to Forces Command, and has the heart and energy to continue to improve our AMC fighting position," Mellinger said.

Riling closed the ceremony with a tribute to Mellinger.

"To Command Sergeant Major Mellinger and Kim, Linda and I personally want to thank you for your service, your personal sacrifice, and your dedication to the Army. We also want to thank you for your mentorship and most of all your friendship," said Riling. "You will always be part of the AMC team," Riling said.



"It's with great sadness that I leave this team, for you are truly a team with the warfighters ever present in your minds, deeds, and words. Will Rogers said we can't all be heroes because somebody has to sit on the curb and clap as they go by, now it's my time to go sit on the curb and clap," Command Sergeant Major Jeffrey J. Mellinger said, during his farewell to the AMC family at the Bob Jones Auditorium, August 26. U.S. Army Photo by Cherish Washington, AMC Public Affairs.



Gen. Ann E. Dunwoody, U.S. Army Materiel Command's commanding general, places a medal around on Command Sergeant Major Jeffrey J. Mellinger during a change of responsibility and farewell ceremony to the last continuously serving enlisted draftee on active duty. U.S. Army Photo by Cherish Washington, AMC Public Affairs.



CYS Monthly Update

School is now underway and CYSS is gearing up for an exciting year! We have already had our first event, the Annual Day for Kids celebration, which occurred on Sept. 15. A small scale carnival complete with games, prizes, food, clowns, bounce houses, and FUN was enjoyed by all. Our homework program Power Hour is expected to be back in full swing as well; and, as always, we have some great daily programming for the upcoming months. Be sure to stop by and see what's going on with the local youth.

Youth Sports and Fitness is anticipating an exciting month for September. We will be having a youth bowling league ages 6-18. Sign-ups will start on Sept. 12. Also returning this year is the NFL Punt, Pass and Kick on Sept. 29 at 5:00

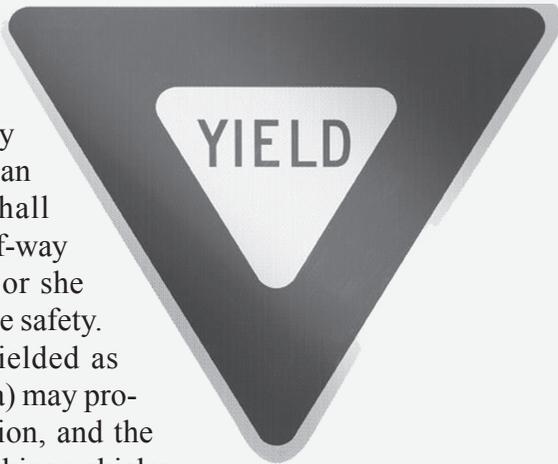
p.m. This is a competition where youth compete in punting, passing, and kicking skills. The winner moves on to a sectional competition which in turn could lead to a chance to compete at the Oakland Raiders Stadium during half time. Also, the CYSS is hosting Nickelodeon's Day of Play on Sept. 22, where kids are encouraged to come out and play pick-up sports and various relay games. This event provides children with fun outdoor activities that promote a healthy lifestyle. For questions or more info call 530-827-4696.

Reminder for wait list parents: please do not forget to check in on a monthly basis to renew your interest in a childcare spot. If you are interested in full day childcare, please contact the CDC at 827-5313 or Parent Central at 827-4696.

YIELD (From Page 8)

any vehicles which have entered the intersection, or which are approaching on the intersecting highway close enough to constitute an immediate hazard, and shall continue to yield the right-of-way to those vehicles until he or she can proceed with reasonable safety.

(b) A driver having yielded as prescribed in subdivision (a) may proceed to enter the intersection, and the drivers of all other approaching vehicles shall yield the right-of-way to the vehicle entering or crossing the intersection.



LEAN (From Page 8)

a new project to package BII components for the End of First Life Cycle program. The team made vast improvements from the normal flow for kitting projects. The new layout incorporates a "horseshoe" configuration which emphasizes safety and ergonomics while handling material with a wide variety of sizes, shapes and weights. Kudos to the Special Projects team with their innovative thinking!



- In April 2011 we concluded one process improvement event

in Containerization and Assembly Directorate, which had two-fold benefits to address environmental concerns. The solution was to re-utilize the polyethylene foam material which was packed in with the FAWPSS tank crates, which adheres to the ISO Standards for minimizing the potential harm to the depot and community, in the aspect that the material is not going to the landfill. The second part of the solution was to transition to A-A-1898 barrier material when not re-utilizing the polyethylene foam material, which is also environmentally friendly as compared to the foam material. The process was implemented, and even though there are no tangible financial benefits, the positive impact on the environment means success to our reset programs.

- In May we also closed a single process improvement event, with primary focus on reutilization

October is energy awareness month

By Steven Johnson
Energy Awareness Coordinator

October is almost here, and October is Energy Awareness Month. The Energy Awareness theme for 2011 is "Turn Words into Action; Turn Action into Results", and we can apply it directly to Sierra Army Depot. Our mission at Sierra Army Depot is to "Provide world-wide expeditionary logistics support for the defenders of our Nation". We are good at our mission, saving the Army millions of dollars every year. I believe we could do it for even less, and save the Army even more money.

At Sierra Army Depot we have a budgeted amount of money with which to accomplish our mission. Accomplishing our mission within budget keeps us in business, and not meeting budget could well mean we are out of business. Much of the energy we use is in direct support of the mission and is absolutely necessary, so paying for that energy is money-will-spent. I love seeing our operations 'turning and burning' smoothly, because I know we are accomplishing the mission. We

still waste a lot of energy on nothing, though. Leaving outside lights on during the day is a waste, because it means we are 'burning' energy to produce nothing. Leaving doors and windows open while heating or cooling systems are working is a waste because again, we are burning energy to produce nothing.

Wise energy attitudes and behaviors result in actions that ensure results. Energy costs money so saving energy saves money. Now each of us can act to help assure a secure energy future for Sierra Army Depot. There are two energy saving actions we can all take this next year. These actions are both easy and available to everyone. The first one is to remember to switch off unnecessary lights when you leave a room (or building). The second is to remember to close outside doors completely when entering or exiting a building. These two actions will result in energy savings, which will result in cost savings. This will ensure that more money goes towards accomplishing the mission instead of towards producing nothing. So let's turn words into action, and action into results.

**A close call reported today,
is the accident that does not
happen tomorrow!**

of filters for the ROWPU water purification systems. By diverting serviceable filters earmarked for DLA Disposition Services to Water Programs, the R&R Reutilization Distribution Site team members were able to avoid costs to the Depot in excess of \$418,000. This not only saved funding, but also benefitted Depot Programs by enhancing our operational readiness to complete reset projects on time. Great job, RDS team!

- In June we closed out a total of three events. The first was a Value Stream Analysis for Reset BII (Basic Issue Items), specifically for Containerization and Assembly Water Projects. We mapped the process and found several areas to reduce waste, along with scheduling future process improvement events. The second process improvement event we concluded involved installing label printers in the R&R Receiving area.

The label printers were strategically placed to reduce the amount of time that employees spend walking to and from a single label printer.

Thanks to the R&R Receiving team, the Depot was able to avoid costs totaling over \$71,000 during the next three years. Also in June we concluded a Rapid Improvement Event in the R&R Reutilization Distribution Site for creating a layout to streamline the small packaging process. The new layout created a one-piece flow, resulting in cycle time reductions which netted a cost avoidance of \$73,000 over three years. Excellent thinking outside the box, RDS Team!

The savings and/or cost avoidance from these events will dictate how large the Lean portion of our GAP award will be this year. You will find more success stories in future issues of The Challenge.

EEO Manager hits 25-year service mark



Ms. Lynette Hall, EEO Manager, was presented her 25-year length of service award from Lt. Col. Christopher Dexter, SIAD Commander, during the Primary Home Team meeting. Ms. Hall a life-long resident of Herlong, began her federal career with the Forest Service before coming "home" to Sierra Army Depot where both her parent Acie and Retha Hall (both deceased)retired from. She is very active in the surrounding community.

PROCESS (From Page 4)

and we do not stick by the improved process the improvements can be lost due to the impact deviations to the process can have on constraints. If a process is setup to address a constraint the process must be managed, when personnel numbers fluctuate the process can degrade. While we strive to streamline and standardize processes we cannot allow ourselves to overlook the cause and effect relationships that occur during the event.

For example let's look at a "processing line". We have two employees (station 1) that need to feed the line with material for the rest of the process to work. After the line is fed with material one employee (station 2) needs to sort material, three employees (station 3) package the material. Two employees (station 4) load the material on trucks for shipment. After looking at the process we see that station 2 (sorting) is now the constraint and clearly takes longer than other stations. So to address that constraint we say there needs to be two employees sorting, after three weeks we realize there is a new constraint station 3 (packaging) can no longer keep up. The team decides that there needs to be a staging area for the material

before it gets to station 3. While it may function the process is no longer efficient so we go back to Lean tools and say that the staging needs to go away because it is only moving the problem. After removing the staging area the team decides to add three employees to station 3, and perform half of the functions required. While the production may have increased, does the increase out way the cost? Now we see that station 4 can't keep up with the process and another constraint comes to light.

Now the same example the team decides to have the station 1 sort the material at the same time and balance the workload between all of the employees in the process. Now we have increased production without the additional cost, and now we test it for a few weeks to see if there are any other constraints and how to address them. Two weeks into the test run we go back and see that the personnel increased in station 1 and now the original constraint comes back to the forefront. That is why the process needs to be managed around the constraints, maybe we set up an additional line that is identical, and maybe we install sixty feet of

See PROCESS on Page 12

National Hispanic Heritage Month

Many Backgrounds, Many Stories....One American Spirit

By Sherie' L. Coleman
EEO Specialist

Each year, Americans observe National Hispanic Heritage Month from Sept. 15 to Oct. 15, by celebrating the histories, cultures and contributions of American citizens whose ancestors came from Spain,

the starting point for the celebration because it is the anniversary of independence of five Latin American countries: Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua. They all declared independence in 1821.

Hispanic Heritage Month also celebrates the long and important presence of Hispanic Americans in North America. A map of late 18th century North America shows this presence, from the small outpost of San Francisco founded in the desolate wilderness of Alta, California in 1776, through the Spanish province of Texas with its vaqueros (cowboys), to the fortress of St. Augustine, Florida the first continuous European settlement in North America, founded



Mexico, the Caribbean and Central and South America.

The observation started in 1968 as Hispanic Heritage Week under President Lyndon Johnson and was expanded by President Ronald Reagan in 1988 to cover a 30-day period starting on Sept. 15 and ending on Oct. 15. It was enacted into law on Aug. 17, 1988, on the approval of Public Law 100-402.

September 15 was chosen as

in 1565, decades before Jamestown, Virginia.

Here at Sierra Army Depot, we are fortunate to have such a diverse workforce and embrace all cultures and heritages. Please join the EEO office as we celebrate the contributions that Hispanics have had towards our country, our way of life, and our Depot.

(Source of information: www.hispanicheritagemonth.gov).

Employees receive recognition as blood drive coordinators



Lt. Col. Christopher Dexter, SIAD commander, recognized Ms. Charlene Norvell, left and Dawn Huckins with on the spot awards for their exceptional work as coordinators for the quarterly blood drive held on Depot.

WORK

(From Page 7)

5,000 gallon storage tanks kept on site, and distributed out to different units and sections, but used mostly at the dining facility and the medical clinics which require the use of potable bulk water for their daily operations.

Baldwin told us how he likes the 3K ROWPU's over the Tactical Water Purification Systems (TWPS) due to simplistic operation and the fantastic durability.

This is not the first time that I've seen SIAD's signature in theater of operations. I've seen OCIE boxes at the Bagram CIF headed to Sierra. I seen boxes addressed to Bagram Retrograde; Packed & Shipped by:

R&R Shipping OCIE Retrograde, Sierra Army, Depot, Herlong, Calif., waiting to be issued to the troops.

So, the next time you think that you, **SIERRA ARMY DEPOT**, are not making a difference in this war, **THEN THINK AGAIN**. I have seen the fruits of your labor in operation, and the troops love you for it.

This article is dedicated to the Water Dogs of Co A 325th Brigade Support Battalion, 25th Infantry Division, Afghanistan.

(Editor's Note: Prior to transferring to TACOM Warren, Mr. Grenzter was an employee at Sierra Army Depot).



Pictured above, Mr. Bruce Hamilton, left and Sgt. Dartagnan Baldwin stand next to a Reverse Osmosis Water Purification Unit (ROWPU) that was Reset at Sierra Army Depot. Below, Spec. Kevin Brown from Hollandale,, Miss., along with Baldwin from Norfolk, Va., stand inside the compound where the ROWPUs are that provide potable water to the dining facility and medical clinics.



PROCESS (From Page 11)

rollers. There are many options and they have to be tested, measured and weighed to make the best decision for the mission. By paying attention to the cause and effect relationships we are able to identify the real cause of the problem and not the symptoms. While these examples focused on adding changes to the

process removing steps can have the same negative impacts in any given process. This example is part of the reason why we spend the time and effort to complete an improvement event, and why we are constantly looking for ways to improve our own process.



"CHiP's" star seizes depot director



No Susan Holliday, Risk Management director, did not talk her way out of a ticket; but was able to have some one on one time with the former CHiP's star Erik Estrada. Ms. Holliday met Estrada during the Department of Defense Fire and Emergency Services Training Conference held in Atlanta, Ga.