

The C Challenge



Sierra Army Depot, Herlong, Calif.

January 2012

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Martin Luther King Jr

Commander's View

Happy New Year.

Wow, it's hard to believe it's already 2012. I hope the holiday season was very special for you and your families.

Thank you all for a great 2011! 2012 looks to be another awesome and challenging year and I'm excited and looking forward to another great year as part of the SIAD family.

The year 2011 proved to be one historic year with many memorable events occurring. Events of global interest such as the elimination of Osama bin Laden; the Arab Spring; the conclusion of Operation Iraqi Freedom / Operation New Dawn; the horrific earthquake and Tsunami in Japan; and the many tornados tearing through the heartland of America. In January 2012 we can look forward to the 'Work Harder' day on the 12th, and Martin Luther King Jr. Day on the 16th. 2012 also represents the Depot's 70th anniversary.

One of my favorite things about this time of year is football. College bowl games and the NFL Playoffs; as most of you already know the Patriots are well on their way to another Super Bowl title!

During the first quarter of FY12, we've seen an increase in recordable accidents and lost time incidents when compared to the same time period in FY11. The primary injury suffered -- strains -- were caused by over-exertion and inattention. During follow on investigations it was determined that the majority of these injuries were preventable. I need the help of all employees and leaders to reverse this trend and maintain our safety awareness across the depot.



Lt. Col. Christopher E. Dexter

As you all know, we are pursuing the OSHA Voluntary Protection Program (VPP) Star Status. To ensure that we are all on the same sheet of music; I want to share the purpose of our VPP journey. VPP recognizes employers and workers who have implemented effective safety and health management systems, and maintain injury and illness rates below national Bureau of Labor statistics averages. In VPP, SIAD management, SIAD employees and OSHA will work cooperatively and proactively to prevent fatalities, injuries, and illness, through a system focused on: hazard prevention and control; worksite analysis, training, and management commitment; and worker

involvement. We all play an important part in safety and we need each of you to commit to VPP. Through VPP we will be able to support the Warfighters more effectively!

I'm happy to report that we are 96 percent complete with stage one in our journey for VPP Star Status. Stage one focuses on documenting the VPP and safety programs on SIAD. Our stage one audit is scheduled for Jan. 31, and upon completion, we will then shift our focus to stage two. Stage two focuses on the required training of the workforce for VPP.

We all need to be down with VPP (Yeah, you know me!).

The next few months will be extremely busy and challenging. Please maintain your focus on supporting our Warfighters in all their missions.

I wish the best to you and your families for 2012.

Pride in Excellence!

Army Strong!

LTC Christopher E. Dexter

#38



THE UNION'S POSITION- AFGE LOCAL 1808

Concern for Organization vs. Concern for Self

Most people start their jobs with the best of intentions, never thinking they could be fired. After all, that's a fate reserved primarily for incompetents and workers caught with their hand in the company till, right? Wrong. You might not realize just how slippery the slope out the door can be.

To guard your job security, be sure to avoid the common pitfalls

Discipline yourself to review how you are doing and see which goals have been reached and which ones you have not even begun. Mark on your calendar when you will be doing your reviews. For some, every month may be necessary to keep focused, for others every three months may work. But without reviewing where you stand it is too easy to forget you even had a goal you wanted

to achieve.

Even the most beautifully appointed workplace, where management treats workers with respect and consideration will not work properly unless co-workers also play their part. Employers can only do so much to create a better workplace. Workers can be unhappy for many reasons and sometimes the reasons for that unhappiness come from within the team, rather than from the workplace itself. Unhappy workers feel unsure of their abilities and capabilities and thus produce less. During my tour of duty here at Sierra, I've noticed that workers do



not have control over many issues and problems at work but there are things that workers can do to create a better, happier workplace. Co-workers can treat one another with good manners, consideration, tolerance, and respect. Workers do not choose the people with whom they must work and sometimes have to work with people that they might normally find irritating, arrogance, egotism, selfish, malicious, irresponsible, controlling, racisms, incompetent, deception or uncongenial.

However, ensuring that they behave with good manners, consideration, tolerance and good manners towards co-workers raises the standard of behavior in the workplace and

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The Challenge

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helps towards a more pleasant and collegiate atmosphere. One should try not to irritate one's co-workers.

Treating one another properly lessens the likelihood of bad behavior such as bullying, racism, or sexism. However, if it does arise, apart from workplace policies regarding such behavior, there is nothing like peer disapproval of such behavior to ensure that it stops immediately. A gentle reminder when teasing, or jokes start to err into bullying, or unkindness, is enough, usually, to stop it and stop such behavior escalating. All team members should know and act upon company policies recording and reporting any incidences, where necessary.

Gossip sours the atmosphere in many a workplace. Gossip is corrosive and destructive and it destroys reputations and lives, but it also hurts those, who gossip about others, souring their personalities and outlook. It is very easy for colleagues to slip into bad habits, where normal friendly interest overturns into nasty gossip. Co-workers can create a better workplace by not indulging in salacious and sensational gossip themselves and by discouraging others from doing so. Gossip creates a 'them and us' mentality, in other words, two groups the gossips and those they gossip about, whereas the ideal in any workplace is one united team, all contributing so that they can achieve together what no one person can do alone. It often only takes the actions of

one person to halt an insidious.

Every organization should try to improve their employee's engagement because the workforce is definitely disengaged from my experiences. A business purpose and communicating this purpose to the employees, train employees as a team (cross train) can help get employees back on track. I truly believe that employees want meaningful work, a sense of progress, and recognition. Good post. Increase employee engagement with some communication and purpose? Everyone should be doing it. We're really simple creatures with basic needs, and I think often we try to make things more complicated than necessary.

Organization should establish a business plan (not just winging it), create a clear purpose and vision you're working toward, and communicate it regularly and talk about how, as a team, you're achieving the goals. All basic business practices that everyone should be doing. With this, get the upside of improving your business and engaging your employees at the same time. Win - win!

"On behalf of AFGE LOCAL 1808, we wish all a Happy New Year's"

AFGE, Local 1808 monthly meetings are held on the first Tuesday of each month at 5:15 p.m., it's an Election Day; meeting will then be held the following Tuesday. All members are invited to attend and voice their concerns.

Union office telephone number is (530) 827-5375.

Fun at the Blue Collar Ball



Melissa Kaarbo, left, and Amber Jones, stand behind the Santa board during the Blue Collar Ball last month.

Gladiator Challenge WelterWeight Champ



Justin Baseman, center, has always had an interest in wrestling, boxing, and mixed martial arts. His grandfather was a pro heavy weight boxer. Baseman has been training in mixed martial arts (MMA) for seven years as amateur with a record of 3-0 - all by knockouts in the first round. As a pro fighter, his record is 7-2. He also had a part in the movie, *The Cage Fighter*. Baseman was recently crowned the WelterWeight 170 Champion. Baseman is a General Support Helper in the Retrograde and Redistribution Directorate. Justin will be defending his title belt in March. Congratulations and good luck Justin!



Drug Testing - Who gets tested, Why testing is initiated

The Sierra Army Depot (SIAD) Commander is committed to a drug free workplace and wants to ensure that all employees are compliant with the SIAD drug testing policies.

The Drug Free Federal Workplace policy was initiated in 1986, by Executive Order 12564, as a measure to reduce the impact of illegal drug abuse in the civilian workplace. This executive order mandated that sensitive positions be identified and all employees in these test designated positions (TDP) be drug tested, including positions that: carry firearms, operate motor vehicles that transport one or more passengers weekly, require commercial driver license (CDL), carry top security clearance or have access to sensitive information, railroad crew, aviation and air traffic personnel, alcohol and substance abuse program personnel that provide treatment, nuclear and chemical duty, fire fighting and rescue personnel, munitions or explosives handlers, front line law enforcement personnel and medical positions. These positions are subject to random drug testing without suspicion that a particular individual is using illegal drugs.

Currently SIAD has approximately 172 position descriptions (PD) that are TDP, with multiple people under some of the PDs. The following is a breakdown of those PDs by grade: 67 wage grade (WG), 59 general schedule (GS), 19 leader positions (WL), 16 supervisor (WS, YC, YN), and the remainder in non-appropriated (NAF), child and youth program positions (CYPA) and National Security Personnel System. In fiscal year 2011, 457 TDPs were filled, along with 119 CDL positions. There were a total of 635 random drug test conducted, 113 CDL test conducted and one military drug test conducted. There were a total of 6 drug positives.

It is the intention of the SIAD Commander to keep SIAD employees informed of the progress and results of the drug testing program and therefore a monthly summary of drug testing results will be published in *The Challenge*.

If you have questions or would like to comment on the drug testing program, please contact Dr. Braun, Alcohol and Drug Control Officer, at (530) 827-4115.

10th Annual



CYSS Monthly Update

The past year at CYSS has been quite eventful with many successful events, trips and programs.

As we take a trip down memory lane we remember these highlights: Youth Center was accredited by COA; a high school youth placed in the BGCA art contest at regionals; school-age kids planted a garden during the summer; hosted the Day for Kids Carnival, several sports were offered – soccer, basketball and swimming; gained several new employees...and youth; celebrated Month of the Military Child; hosted Easter and Christmas parties; and most recently offered a Family Trip to see Peter Pan at the Eldorado Showroom.

On Dec. 22, the Pre-School and Kindergarten class held a special Christmas Program for parents and Depot Leadership. We hope all that attended enjoyed themselves! When asked what her favorite memory was of this past year, Coordinator Renate Jones said, "The high participation for the summer Family Trip to Wild Waters." We thank everyone who supported us this past year, and we look forward to creating many more great memories in 2012!

CYSS closed out the 2011 year with a bang! The annual Tree Lighting Ceremony attracted over 300 local Depot and community members – one of our largest events yet! As vats of hot chocolate and plates of sugar cookies were demolished, Santa cheerfully handed out hundreds of gifts. Overall the night was a great success and a festive way to bring in the holiday season!

We would like to extend our thanks to all who made this event

possible, including DPW, the SIAD Fire and Police Departments, parent and youth volunteers, and Pastor Rolin. We also would like to send our sincere thanks to Commander Dexter for gracing us with his presence and for supporting CYSS functions.

The Child Development Center (CDC) continues to work towards their goal of being accredited through the National Association for the Education of Young Children (NAEYC). NAEYC has for more than 80 years, worked to raise the quality of programs for all children from birth through age eight.

A major part of NAEYC's efforts to improve early childhood education is through different systems of accreditation for programs that are committed to meeting national standards of quality. Our Candidacy due date is at the end of January and we should expect our site visit within a few months thereafter. The CDC staff continues to work diligently on their classroom and program portfolios - showcasing exactly why we meet and exceed these national standards.

Few spaces are available for enrollment at the CDC. If you are currently on the waitlist, please do not forget to call and check in on a monthly basis to continue to hold your spot. If you have interest in our program, please feel free to contact us at: CDC 827-5313 or Parent Center 827-4696.

Once again, we thank everyone for their support over this past year; we look forward to an equally successful year in 2012! Happy New Year!



The CYSS staff and Lt. Col. Dexter take time during the Tree Lighting to get their picture with Santa Claus!

STORM facts on Energy Reduction

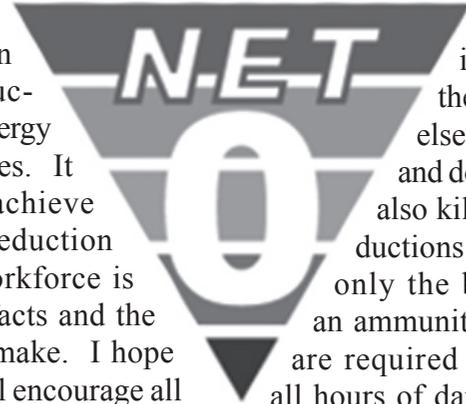
Sustain Train Operate Renew Manage

By Steven Johnson
Energy Awareness Coordinator

Energy reduction is the first step in meeting our Net Zero Energy goals at Sierra. You can achieve energy reduction by investing in energy conservation measures. It is also possible to achieve significant energy reduction at no cost; if the workforce is educated about the facts and the difference they can make. I hope knowing the facts will encourage all of you to participate in energy saving practices.

It is a fact that the Army spends over a billion dollars a year on utilities, so a 10-percent decrease in consumption would lower costs by more than \$100 million dollars a year. It is a fact that turning thermostats to reset points when a building is unoccupied is a sure way to reduce energy. Over an eight hour period, energy savings can be approximated at 1 percent per degree of set-back (lower set point) for heating, and 2 percent per degree of re-set (higher set point) of cooling. So in the winter, if a buildings temperature is set 15 degrees lower when unoccupied, for every eight hour period there should be about a 15% reduction in energy use. You can double this for summer cooling, as it is 2 percent per degree of re-set temperature. Another fact; although personal heating and cooling devices are sometimes necessary and authorized, they are not part of the building system. This means that

when they are left on when no one is there they continue using power. Usually electricity, a more expensive energy commodity than natural gas, which can defeat any savings gained from the use of set-backs elsewhere. Windows and doors left open will also kill your energy reductions. It is a fact that only the bunker lights at an ammunition supply point are required to be on during all hours of darkness. All other security lighting is at the discretion of the commander of the facility. Pilferage and vandalism has actually decreased at military facilities where the lights have been turned out, because the bad guys have to bring their own light and are more easily spotted by security forces. Here is a strange fact; although frequent on/off switching of florescent lights does decrease their life, it does not result in the usage life of the bulb being shortened. This is because the overall time between bulb replacements is increased by one second for every second that the light is off. A turned off light uses 0 power, so turning them off when they are not needed will always save money. It is a fact that up to 38% of the electricity we consume is for lighting, so imagine the energy we could save if everyone on the depot made it a habit to turn off the lights every time they were the last ones out of the restroom, or office, or break room. I would make a difference, and that's a fact.



 ~ Stand Tall ~
~ Stand Proud ~
~ Be A Hero ~

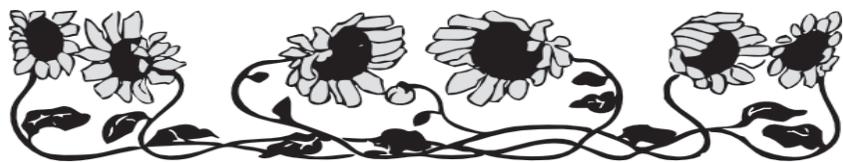

Your blood can save LIVES
it could even be someone you know!
Herlong Community Blood Drive

Thursday, 9 February 2012, @ the Depot Gym, 1000 to 1530
Call Dawn Huckins, x4358 or Charlene Norvell, x5215,
or log on at www.bloodhero.com to make an appointment
WALK-INS ARE LIMITED
Please bring your ID United Blood Services

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.

Tammy Arey	Kelley Killgore-Goni
Joseph Arminas	Kecia Knight
Trevor Baston	James Kooyman
Paul Blacka	Olen Lee
Wendy Bridges	Dustin Libke
Douglas Cain	Georgina Lopez
Robert Chappuis	James McCullough
Richard Cobbs	Christine Mikl-Herrera
Cierra Elaban	David Mitchell
David Evans	Michael Olinger
Jacob Fernandez-Tacbaya	Thomas Osterday
Vincent Franklin	Shawn Price
Thomas French	Thomas Rice
Jacquelyn Gainer	Shawn Sneed
Jacqueline Greenaway	Matthew Taylor
Bryan Henslee	Stanley Tilley
Damien Judd	Keith Urmson
Michael Kelly	



Ho! Ho! Ho! A Merry time was had by all



Last month, employees started off the holiday season when the Civilian Welfare Fund sponsored the annual Blue Collar Ball. Employees enjoyed the night by dancing, playing pool, shooting darts and just kicking back having a good time with friends and families. Pictured above are Jessica Azzano, left, Terry Kessler, Cameron Lian and Brittany Chambers. Nice stocking hat Terry!

Work site walks - Part II

By Dylan Hamilton
Lean Office

Ask Why

This is part II of a three part series on walking the worksite. Part one of the series was "Go See". So having gone to see, now standing at the worksite, how do we go about understanding or analyzing the technical or process side of understanding the worksite-as-system? First, a thought-question for you:

What did you look for last time you went to the worksite? What do you look for whenever you go to the worksite?

Here are four ways people view work through very different "lean lenses":

1. Solution view

Look for opportunities to use lean tools. You must be careful here. Use of a tool for the tool's sake is one of the most common reasons for failure of lean initiatives large or small and once the pattern has been set is most difficult to overcome. Remember that lean thinking is about never jumping to conclusions or solutions, so the solution view isn't really a lean view at all. But, it is a very common amongst well-intentioned and even highly experienced practitioners.

2. Waste view

Look for waste (the eight types) especially overproduction, and other

types.

3. Problem view

Start with the worksite objectives. Confirm: "What are you trying to achieve?" Ask: "Why can't you?" Focus on system, quality, delivery, cost, and morale. Problems: the presenting symptom or problem in performance. Causes: points of cause in the work.

4. Small improvement view - seeks patterns, forms, tools, routines, apply at the system level. Value-stream mapping plus material and information flow for system design. Apply at the system level. Standardized work and daily improvements.

Both the small improvement view and problem view are solidly founded on PDCA (plan, do, check, and act). The problem view is flexible and requires no specific lean knowledge. But, it can take a long time to see results, and the path may be very uncertain. It is enabled by a robust problem-solving process that can take many specific forms.

Like the problem view, the small improvement view embodies PDCA, but it also looks to establish specific (whether new or well-understood) patterns of behaviors. These patterns lead to learning, continuous improvement, and innovation of new patterns. The concept is to "enter through form" - to master the behavior

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Army-Navy rivalry does not end well for Depot Commander



Lt. Col. Christopher Dexter was positive the Army flag was going to be carried by a few former Navy employees after the famous Army-Navy football game. Unfortunately, that was not the scene around Depot. Dexter was seen running with the Navy flag after Army lost to Navy, 27-21, for the tenth consecutive year. John Cullen, right, provided the flag for the commander to run with.

EEO/Diversity Update

Martin Luther King, Jr.
Day of Service
January 16, 2012

By Susan Flesvig
Federal Women's Program

Dr. Martin Luther King, Jr. devoted his life to equality, social justice, economic advancement and opportunity for all. He challenged us to build a more perfect union and taught us that everyone has a role to play in making America what it ought to be. With his leadership, our nation made great strides against racial discrimination and toward increased civil rights.

More than 40 years after his death, Dr. King's example can continue to guide us in addressing our nation's most critical issues today. Each of us can contribute to strengthening our own communities by serving in Dr. King's honor on the King Holiday and throughout the year. And, by making service part of our daily lives, we can help realize Dr. King's dream. Together we can work to create opportunities for Americans to strengthen economic opportunity, ensure that more young people graduate from high school; that Americans of all ages have healthier futures; and support our military families and veterans.

Serve on King Day and throughout the year – Make it a Day On, Not a Day Off.

On Jan. 11, 2012, Sierra Army Depot EEO Office, Special Emphasis Program will host a Coffee

Life's most persistent and urgent question is: What are you doing for other?"

Dr. Martin Luther King, Jr.

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ior patterns to make them habitual in order to learn the thinking.

To observe with a eye for small improvement, it is useful to start your worksite walk as close as possible to the customer and work your way back, considering "what would flow look like?" throughout. Think system as well as individual process.

Systems are designed to be structured for improvement and learning. They help us see clearly and under-

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



Lynette Hall
EEO Manager

Social at a place to be determined; however, the hours will be between 0900 – 1030 to honor Dr. King. A static display will be available for viewing and free literature will be available.

Our Depot theme this year is "Boost Literacy". In conjunction with the social, we are sponsoring a book drive in support of one elementary school in the surrounding area.

The best way to boost literacy? Give kids books. You'll accelerate learning, boost their self-esteem, and help them succeed.

We are asking those of you who will be joining the social, to donate a new book for the Boost Literacy Book Drive. If you do not wish to participate in the social and would like to drop off a book, you are welcome to take them to the EEO Office for donation to the school.

For additional information regarding this event, please contact Susan Flesvig, Federal Women's Program Manager (FWPM) at 827- 4431 or Sherie Coleman, EEO Specialist at 827- 4414.

stand and also help us teach and mentor. That is, they are just the things (solutions and means of deriving solutions) that we teach, the vehicles through which we can ask questions to teach and mentor.

Ask questions at the worksite, although it is the second element of "go see, ask why, show respect," "why?" is not actually the first question we want to ask at the worksite. First ask what, then why, then what if ... and, finally, why not.

Plate Process Value Stream Analysis

By Michael Mohr and Jeremiah Brooner - Lean Office



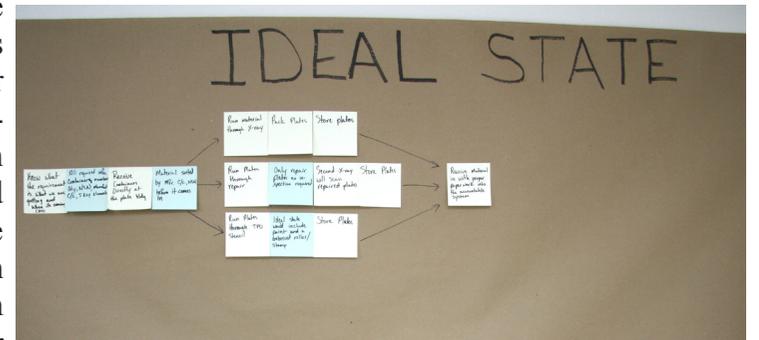
In November, LEAN facilitators and team members from R&R, held a Value Stream Analysis (VSA) on ESAPI/ESIBI plate process from receipt of the plate on depot to the plate being shipped off the depot. The core team included members from each of the five areas in the plate process. The team agreed that they should

break up into five different teams to map out their individual processes. Each team consisted of three to five people from each area. The team broke down their process step by step and brought forward the issues for each of the areas. The core team then came back and completed the ideal state and future state with events to address the issues and get the program to the future state.

Some of the major issues the team came across during the event were; available for issue quantities are based on Condition code "K" plates, this included plates that were already identified as not passable. The NDTE team are the only people authorized to change condition codes on plates, however if the plates are not the priority of the customer, they will not be x-rayed and the condition code will not change. The condition code of plates on record does not match what is marked on the tri-wall.

There are not enough key employees with CIF access on the shop floors. We still have mixed manufacture tri-walls in storage, due to previous guidance from the customer that we are currently sorting. The constant priority changes impact production. Production continues to increase to unrealistic levels, which leads to no sustainment of processes to meet the increasing customer demand. Communication of production requirements and changes are not always clear. Most importantly we don't know the number of passable/repairable plates we currently have in storage.

Performing this VSA enabled the team to see the entire process for the first time. By visualizing the process the team identified the value and non value added steps and mapped out a



more efficient future state. The future state will put the ESAPI/ESIBI plate process on track to reduce the amount of time it takes Sierra to receive, process, repair, scan and issue plates for our customer. This event was helpful in identifying the breaks in the process and having the core team members all in the same place to discuss their issues, the team was able to show the areas that need improvement and came up with 2 Rapid Improvement Events, 3 3Ps, 1 Root Cause Analysis, and 3 Just Do It events to be completed within the next 6 to 12 months. We will keep you informed with future challenge articles on these events and the status of this program.

