

The



# Challenge

Sierra Army Depot, Herlong, Calif.

February 2012

Vol. 68 No.2

## 70 YRS. STRONG 1942-2012



FIRE DEPARTMENT  
SIERRA ORDNANCE DEPOT  
HERLONG CALIFORNIA  
1947

SIERRA ARMY DEPOT  
FIRE DEPARTMENT  
1952

# Commander's View

As most of you know, a fellow depot employee passed away. Mr. Al Shoars was a beloved supervisor in R&R. It is never easy to say goodbye to a supervisor, co-worker and friend; it is especially difficult when they are so young and it's unexpected. As I've previously mentioned, please help me control rumors regarding this incident. These rumors do nothing more than tarnish his memory. Please keep Mr. Shoars, his friends and family in your thoughts and prayers; he will be missed.

In previous articles in *The Challenge*, I've talked about Safety. Now that we've had our first snow storm I'd like to re-iterate Winter Safety. Please be aware the roads could be slick; leave earlier to accommodate the slower but safer drive into work. Make sure your gas tank is full, your tires have sufficient tread, your cell phone is charged, and that you have a blanket or extra winter gear with you. As you go about your daily business, please take extra time to assess your situation and the environment to avoid slips, trips and falls. One area that is always overlooked during the winter months is hydration. In spite of the cold weather; dehydration is always a threat as we go about our business, please ensure you have a plan to maintain your hydration during both work and on your own time. Finally, I'd like to mention winter sports. This time of year is exciting for fans of skiing, snowboarding and skating; however, these activities can be extremely dangerous. I hope to see you on the slopes, safely enjoying these activities.

I'd like to take a moment to welcome the



Lt. Col. Christopher E. Dexter

newest member of our senior management team. Mr. Lain Ayers is now our Resource Manager. Most of you know Mr. Ayers, as he's worked on the depot in many capacities for the last thirty years; he began his career on SIAD as a wage grade 4 ammo handler and has held many other positions from motor vehicle operator, industrial, equipment, production and general supply specialist, production controller, chief of logistics, chief of production control and most recently as the deputy mission manager. He is an extremely qualified and very welcomed addition to our leadership team.

Happy Birthday to SIAD! This month marks the 70th anniversary of Sierra Army Depot. SIAD

has been and continues to be a significant contributor to our Country's industrial base. You our employees and those that were here before you are directly responsible for the successes of our great Depot and our continuing outstanding support to the Department of Defense. Some inventions from 1942 include the corn dog, duct tape (originally known as duck tape), Cheerios (originally known as Cheerioats), and instant coffee. Historical events from 1942 include many significant events from WWII, the world's first Nuclear Reactor in Chicago, the start of the Manhattan Project, use of K-Rations in the US Military, as well as coffee rationing in the US. Other interesting facts from 1942 include the cost of common things such as: average cost of a house: \$3,770; average household annual wage: \$1,880; gallon of gas: 15 cents; average cost of rent: \$35 per month; bottle of Coca Cola: 5 cents; and the average price of a new car was \$920. Famous birthdays include Harrison Ford, Michael Crichton, Jerry Garcia, Stephen Hawking, Paul McCartney and Martin Scorsese.

As you've seen in the news, the Nation and Department of Defense is facing extreme financial challenges and will likely face budget cuts in the near future. These budget cuts may impact depots and installations within AMC. However, there are no identified impacts that will directly affect Sierra Army Depot as I write this article. As guidance is received it will be communicated to the workforce as expeditiously as possible. I assure you, the management team is committed

See **COMMANDER** on Page 5

## THE UNION'S POSITION- AFGE LOCAL 1808

Brothers and Sisters your pay and benefits are on the chopping block as Congress considers how to cut the nation's massive deficit, and AFGE needs you to tell lawmakers that enough is enough. As you know some members of the House and Senate government oversight panels have submitted proposals to the Joint Select Committee on Deficit Reduction that would target federal employees and retirees. They want to extend the current two-year pay freeze for another one to three years, eliminate within-grade increases, drastically increase your pension contributions, cut the salary used to determine your monthly retirement payment, eliminate pensions altogether for newly hired employees, slash the federal workforce through hiring freezes and forced retirements, reverse a new policy that allows all employees to credit unused sick leave toward retirement, and other draconian cuts.

AFGE is working hard toward leading a coalition of federal unions and panel to reject any proposals that would further harm the federal workforce.

Lobby your Congressman, Senators, Representatives, and let them know that these aren't the changes we expected:

- Cutting the pensions of VA nurses, border patrol agents, food inspectors, corrections officers, civilian defense employees and other federal workers...

- Huge cuts in the vital programs that Americans rely on to keep our families and communities safe and

secure...

- Continued tax cuts for the very rich, big oil and big banks while freezing the pay of federal workers...

- Undermining retirement security by cutting Social Security, Medicare and Medicaid.

America's workers and retirees didn't create the deficit and they should not be the cure.

It's time to focus on creating good jobs and making the rich and big corporations pay their fair share.

That's the way to drive down the deficit.

That's a square deal. That's the change we expected.

Tell Lawmakers: We have sacrificed enough!

See **UNION** on Page 3



**The Challenge**

Depot Commander/Publisher \_\_\_\_\_  
Public Affairs Officer/Editor \_\_\_\_\_  
Photographer \_\_\_\_\_

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## Did you know.....?

By Shirley Paxton-Young  
LMP Training

At the time of this writing, SIAD is now one year, two months, two weeks and four days past LMP go-live. Wow!!! Can you believe it? My, how time flies when you're having fun. In my post-go-live travels around the Depot I, as a member of the LMP Cadre team, have listen to questions, concerns, gripes, and opinions of Depot folks; some who do their work in the LMP system, some who's depot work is affected by the LMP system, and some who are non-LMP users mainly confused by indifferent reportage. So let me take this opportunity to pass along a few tidbits you may not know about LMP.

For those of you who do your daily work in the LMP system, you will find some of this information quite familiar. And for those who do not work in the system, I hope this will answer some of the questions you have asked me.

"So, whose idea was LMP anyway?"

In my research, I found no one person who has been attributed to the concept of LMP, but what I did find is this..... Federal directives - the Chief Financial Officers Act of 1990 and the Federal Financial Management Improvement Act of 1996 - are laws that were enacted to increase the efficiency and visibility of financial operations across the DOD (Department of Defense). The lack of a single unified supply system made it clear to the Army that it would not be feasible to upgrade the aging and depot independent configurations of the CCSS (Commodity Command Supply System) and SDS (Standard Depot System) to comply with these Federal directives. Therefore, when GAO (Government Accountability Office) reports recommended consolidation of DOD logistics infrastructure to bolster the efficiency of the Army's business operations the concept of LMP was born. Then in December, 1999 a contract was awarded to launch LMP. 1990, 1996, and 1999!!! LMP has been in planning for that long!! I did not know that. Did you?

"What the heck is a T-code, an FSR, or a SIAD-1813 form?"

A T-code is not a cryptogram from Mr. T it is a LMP transaction code. When working in LMP, and after initial login to the system, transactions codes (ex. CAT2, CO11N, LS24) are task/work specific codes a user enters to access the screens necessary to accomplish their work in LMP.

An FSR is a Functional Security Role. This defined role has a specific assigned group of transaction codes that are issued to authorized users to use when doing their work in the LMP system.

And lastly, the SIAD 1813 (located on the P-drive) is the 'LMP User Account Manager



Authorization' form used for requesting LMP access and transaction code authorization. These forms are signed by the Director of the requesting organization and turned into the Transformation Operation Center (formerly the Site Command Center) for processing.

"Okay, so where do we go from here?"

Usually not known is that LMP is only a small portion of a bigger picture. SALE (Single Army Logistics Enterprise) is made up of several programs mostly using the SAP software products that launched LMP and will launch in the future GCSS-A (Global Combat Support System-Army) PLM+ (Product Life Cycle Management plus), and GFEBS (General Fund Enterprise Business System) in which training will start April 2012. Also, coming down the line to enhance LMP's functionality is AIT (Automated Identification Technology), EIB (Expanded Industrial Base), IUID (Item Unique Identifier), SFA (Shop Floor Automation), and EEM (Enterprise Equipment Management). The implementation of these programs are going to provide essential tools to the DOD which will give them the ability to link and analyze data for asset visibility, financial accountability, and property control. In these changing, uncertain economic times, any process that supports the DOD's ability to comply with these Federal directives will be beneficial for all military operations.

"Why must it be so darn complicated?"

In fact, that might be the \$64,000 question. However, I think 'IT' (LMP) might not be as complicated as it is massive. When put into perspective heart surgery is complicated; the Army is massive. The Army has billions in assets and

hundreds if not thousands of regulations to govern those assets. It's a lot to know and learn.

Okay. Are you thinking, "Hey!! You took the 'Who, What, Where' questions out of order. You missed the 'When' question." Actually, I wanted to save it for last.

"And now, Ladies and Gentlemen, for the most frequently asked question still to this day..... "Drum roll please."

When is SDS coming back?

Confined to a single word answer, "NEVER". Expanding on that thought, and unfortunately for those who really miss the old system, the software was just too old, too costly to maintain, and not consist throughout the enterprise. The Army had to move its processes into the 21st century. For all the times I have been asked this question, I wish I had a different answer, but I don't. To bring back SDS is just not feasible. Look, change is never easy. It's kind of like a right foot in a left shoe. Painful, irritating, and will keep you off balance until you adjust.

For now, I'm simply hoping this information has expanded your thoughts and maybe tempered (just a little) your opinions. And, the next time someone says to you, "Hey, did you know...???" You can answer, "Why, yes I do.....!!!"



### UNION (from Page 2)

I will be going to Washington, DC on the Feb. 12, 2012, to attend the Annual AFGE 2012 LEGISLATIVE AND GRASSROOTS MOBILIZATION CONFERENCE and to lobby members of Congress, Senators, Representatives, and Council Members on Capitol Hill.

I will be discussing issues and strategies vitally important to the future of AFGE and all federal and D.C. government employees.

It is unfortunates that the politics in this country have so drastically divided the country. It has become the country for some, but no longer for all.

AFGE Local 1808 monthly meetings are held on the first Tuesday of each month at 5:15 p.m., unless 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.



Valentine's Day  
February 14th

## Child Care Food Program

Sierra Army Depot, Child, Youth and School Services, announces the sponsorship of the Child Care Food Program. All children in attendance will be offered the same meals at no separate charge with no physical segregation of, or other discrimination against any child because of race, color, national origin, age, sex, or disability. The Child Care Food Program is available to all eligible participants. To file a complaint

of discrimination, write USDA, Director, Office of Adjudication, 1400 Independence Avenue, S.W., Washington, DC 20250-9410 or call 866-632-9992 (Voice). Individuals who are hearing impaired or have speech disabilities may contact USDA through the Federal Relay Service at 800-877-8339, or 800-845-6136 (Spanish).

For more information contact Renate Jones at 827-4696.



## D.A.R.E. Graduation slowly approaching

The D.A.R.E. (Drug Abuse Resistance Education) graduation for the fifth grade class, from the Sierra Primary School in Herlong, will be held at 10:00 a.m., on Friday, Mar. 9, 2012, at the Skeddadle Inn. All family and friends are invited to attend. Pizza and cake will be served following the graduation ceremony. This graduation is the culmination of 17 weeks of instruction provided by Deputy Chief Robert Brent, from Sierra Army Depot's Law Enforcement

Division, on staying drug and violence free. Each student must make a written promise to stay drug and violence free and some of these essays will be read during the graduation. Lt. Col. Christopher Dexter, visited the class on Friday, January 20th, 2012, where he met the students and their teacher, Mrs. Starcevich. Dexter answered the students questions about what it like being a Army officer and Depot Commander.



Lt. Col. Christopher Dexter visited fifth graders from the Sierra Primary School that are currently enrolled in the D.A.R.E. program. Front row (kneeling): Austin Spoon, Barbara Damon, Tearza Alutz, Tim Patton, Justin Davidson, C. J. Slatter. Middle Row: Savannah Deuel, Paul Cushinberry, Cassandra Newton, Abigail Burbank, Jordyn Petty, Christina Szot. Rear row: Deputy Chief Robert Brent, Brianna Keck, Aaron Barnes, Julian Montano, Billy Dixon, Tim Van Alistine, and Depot Commander Lt. Col. Christopher Dexter.

## STORM and EEAP

### Sustain Train Operate Renew Manage

By Steven Johnson  
Energy Awareness Coordinator

The Army Net Zero Energy, Water, & Waste Initiative set some ambitious goals for Pilot Installations. The first goal is reduction. For Energy & Water it's the amount used, for Waste it's the amount produced. The Energy reduction goal is 65 percent by the year 2020, and is measured as Energy Intensity. Energy Intensity is a ratio of (used) Energy/Area, measured in Million British thermal units per Thousand Square Feet (of buildings), or MMBtu/KSF. Finding the Energy Conservation Measures (ECMs) to achieve a 65 percent reduction will require technical expertise in many different areas and comprehensive data on the depot. That's where the Energy Engineering Analysis Program (EEAP) comes in.

The EEAP is a comprehensive energy audit that will produce; 1) A comprehensive report of the Installations energy and water status, with conservation opportunities identified, 2) An energy assessment, with possible energy conservation measures identified, 3) A capital investment strategy that provides a decision-making framework based on analysis of opportunities and priorities, and 4) Several DD 1391s prepared for submission for ECIP (Energy Conservation Investment Program) funding. The ECIP program is designed to fund large Energy Conservation projects that are beyond garrison funding levels. The EEAP is managed by the Army

Corps of Engineers, Huntsville (CEHNC), with an Energy Service Company (ESCO) contracted

to perform the audit. Sierra Army Depot commissioned an EEAP audit in October and the pre-survey site visit occurred on Dec. 5-8. The recent site visit was to gather data and assess the expertise needed for the in depth survey. The site data requested ranged from A to Z and floor to ceiling, from sub-metering on buildings to where we have generators or air compressors and how old they are. Site data is also how many personnel work in a given facility, what processes they perform, and the hours of operation.

The next goal, after reduction, is Renewable Energy production (on site) to replace the remaining energy we use. An additional benefit of the Net Zero initiative is that the National Renewable Energy Lab (NREL) has been tasked to work in conjunction with the CEHNC team to perform a renewable energy assessment. NREL will look at where and how we can generate Renewable Energy on site, and where and how we can tie it into both the electric grid and the infrastructure of Sierra. NREL requested even more site data, like where we use hot water, how do we heat our buildings, and the status of our land fill. The EEAP team will digest all of this data, and then come back for a more in depth site visit. The final EEAP report will be a key component of our Net Zero Energy Strategy at Sierra Army Depot.



## 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.

**Karen Bruhn**  
**Elliott Cavanaugh**  
**Kenneth Conway**  
**Brandie Daniel**  
**Chun Drake**  
**Gary Frazier**  
**Ronald Hopkins**

**Beau Meier**  
**Jeanette Pierce**  
**Jeremy Price**  
**Kyle Spinelli**  
**Jared Washabaugh**  
**Joseph Weeks**

## Work site walks - Part II

By Dylan Hamilton  
Lean Office

### Show Respect

This is the third and final article of a three part series on worksite walks. I hope these articles have given you insight on what to look for when looking at processes at your worksites. Now here we go. When going to see, lean thinking mandates (yes, mandates) that we show respect to all the people, especially the people who do the value-creating work of the business, the activities that create value for customers. When visiting any worksite, through showing respect for the workers we also show respect for customers and the company, analyzing for evidence of disconnects between stated objectives, perhaps expressed in the organization's "true north" visions statements, versus what we actually observed at the worksite. Always look for signs of disrespect toward (1 Workers especially overburdened workers (2 Customers - poor delivery or poor quality - especially from controllable fluctuation and variation (3 the enterprise itself - found in problems and waste, in all its forms. But, the worker is the first and best place to look. Think of this flow: Respect People -> rely on People -> Develop People -> Challenge People.

We respect people because we believe it's the right thing to do and simply because it makes good business sense.

Think of building your operating system from the value-creating worker out. Observe the worker and steadily take away each and every bit of non-value-creating "work." Continue doing that, engaging the worker in the process, until nothing is left except value-creating work, until all the waste has been eliminated and non-value-creating work isolated and taken away, distributed to support operations.

To achieve that level of leanness, you will find that you will simply

have to engage the hearts and minds of the people doing the work. You will have to rely on them, just as you have to rely on them to come to work and do their job so you can get paid by your customers.

Once we've recognized that we have no choice but to rely on our employees, it is easy to see the next step, which is that we need to develop them. As the lean saying goes, "Before we make product, we make people."

Which leads directly to the most characteristically lean dimension of respect for people: challenge? Respect for people is often mistaken for establishing the enlightened modern democratic workplace in which everyone is treated with great deference, politically correct politeness. Yet, respect demands that we challenge each other to be the best that we can be. The skill of setting challenging expectations is one of the most important skills of lean leadership.

Most of all, respect means doing what we can to make things better for the workers not worse, this leads to the first rule of work site walking: "Do no harm!"

Here are two simple sets of questions for you:

We already asked: "What did you look for the last time you went to the work site?" "What do you look for (generally) when you go to the work site?"

Then ask, "What did you do?"

And the subsequent set of questions:

"What will you look for next time you go to the work site?" "What will you look for (generally) when you go to the work site?" "What will you do?"

In other words, ask what will you do to help?

Confirm what is actually happening, as it is happening. Diagnose and prescribe as close in time and place as possible to the work. We think it's one of the most important principles and practices of lean management.

### COMMANDER (From Page 2)

to ensure that Sierra remains an active and viable member of the industrial base.

In order to remain a valuable member of the industrial base, I challenge each of you to find ways to improve processes in your areas. Please communicate these improvements to the LEAN office so we can capture the cost avoidance and benefits. It is absolutely imperative, that in this time of budget cuts; we eliminate all waste, streamline our processes and provide the highest quality product for our customers. This will make us more appealing to current and future customers and generate increased future business.

February also represents multiple noteworthy events, Black History Month, Valentine's Day (hint, hint Guys....it's the 14th this year) and the Super Bowl. As most of you know my loyalties are purely Patriotic!

## Pride in Excellence! Army Strong!

LTC Christopher E. Dexter

#38



## Black History Trivia

1. What was the first American Colony to abolish slavery?
2. What was the first black newspaper?
3. The aftermath of the revolt led by this slave in 1831 led to a strengthening of the "Black Codes," which forbade slaves from gathering in groups larger than five, learning to read or write, owning property, or testifying in court.
4. This black Air Force materials researcher invented and patented new lubricants used in high-flying aircraft and NASA space missions.
5. This engineer inventor patented an oiling device, which allowed machines to remain in motion while being lubricated. His device revolutionized the machine industry.
6. In 1976, this West Point grad becomes the first African-American to command the 82nd Airborne Division. He was also the first African American in the U.S. Army to achieve the rank of Four Star General.
7. This Arbutus native is the first African-American Speaker Pro Tem of the Maryland House of Delegates.
8. What African American male developed the theory of the talent tenth?

See TRIVIA on Page 9

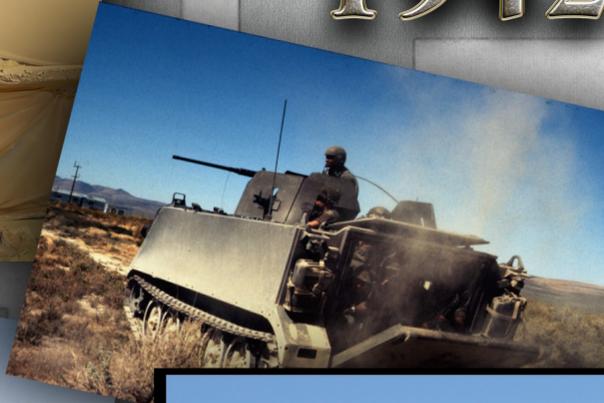
## Shadow or No Shadow?



The saying is if the groundhog sees his shadow, there will be six more weeks of winter weather. If he does not see his shadow, there will be an early spring.

What are you ready for?

# Sierra Army 70th Anniversary 1942



# Army Depot Anniversary -2012



# EEO/Diversity Update

## Black Women in American Culture and History

By Ms. Sherie' Coleman  
EEO Specialist



**Lynette Hall**  
EEO Manager

Black History Month is a remembrance of the events in the history of the African Diaspora. Since 1976, it is celebrated annually in the United States of America and Canada in February and the United Kingdom in the month of October. In the U.S., Black History Month is also referred to as African-American History Month. This month's theme is "Black Women in American Culture and History."

From the American Revolution to the present, African American women have played a myriad of critical roles in the making of our nation. Their labor and leadership, their motherhood and patriotism, and their intellect and artistic expression have all enriched both the African American community and the nation at large. In slavery and freedom, their struggles have been at the heart of the human experience, and their triumphs over racism and sexism are a testimonial to our common human spirit.

In American culture today, many know of the accomplishments of a few prominent figures. From Phillis Wheatley, the unlikely American patriot during the Revolutionary War, to Harriet Tubman, the leader of the Underground Railroad from slavery, to Ida B. Wells, the unyielding opponent of lynching, to Rosa Parks, the mother of the modern Civil Rights Movement, black women have been notable for standing against oppression. From Gwendolyn Brooks to Toni Morrison to Rita Dove, they have distinguished themselves in American letters, and in recent years they have been recognized as actors and recording artists with Academy Awards and Grammys.

The accomplishments of these exceptional women are the expressions of a vibrant culture in which African American women play a singular role. The labors, struggles, organization, and sacrifices of common women have made possible the prominence of heralded individuals. In churches, community groups, literary societies, sororities, and advocacy organizations, African American women have been the core of organized black life, but here their strivings have often escaped the gaze of the public and hence their history is too little known.

Their story is unique in the annals of American history. Black women were held as slaves and middle-class black women labored while their counterparts were housewives. Subjected to a long history of stereotypes about their sexuality, morality, spirituality, and intellect, African American women have never succumbed to victimhood and have pressed forward to uplift themselves, their families, and their community.

To gain an understanding of the history of African American women is to broaden our understanding of a people and the American nation. The Association for the Study of African American Life and History dedicates the 2012 Annual Black History Theme to exploring African American women's roles in and contributions to the making of America.

How many of the African American Women in these photos can you name?

E-mail your answers to  
**Sherie'L. Coleman** at  
[sherie.l.coleman.civ@mail.mil](mailto:sherie.l.coleman.civ@mail.mil)



## SIAD DRUG TESTING RESULTS - DECEMBER 2011

The chart to the right is the monthly summary of random drug testing conducted at Sierra Army Depot. Each month this chart will be posted in The Challenge with the previous month results at the request of the Depot Commander. All Test Designated Positions (TDP) and Commercial Driver License (CDL) personnel are randomly selected by a Department of Army computerized program. For questions or comments, please contact Dr. Vicki Braun, Alcohol and Drug Control Officer at (530) 827-4115.

GRADE	TEST DESIGNATED POSITION	COMMERCIAL DRIVING LICENSE
GS	4	0
WG	19	0
WL	2	0
WS/YC/YN		0
NAF/CYPA/NSPS		0
TOTAL	25	0
NEGATIVE RESULTS	25	
POSITIVE RESULTS	0	
SUPERVISOR/LEADER Tested from Total	2	

## Schuster retires after 35 years



In recognition of 35 1/2 years of federal service, Lt. Col. Christopher Dexter presented an American Flag previously flown over the Nations Capital to Mr. John "Ben" Schuster during a retirement ceremony. Since graduation from Lassen High School in 1972, Schuster attended five colleges attaining 208 semester units in the Administration of Justice. He then entered the Army where he stayed for the next 3 years as a Military Police. For the next 26 plus years, Schuster moved up the ranks in the Law Enforcement Division. In 2002, he transferred to the Box Fabrication where he remained until his retirement. He and his wife plan to move out of Calif. and enjoy hunting, fishing, boating, camping and traveling. Congratulations Ben!

## LEAN into my CORNER

Process. That single word is really the key to everything we do in the Lean arena. In reality, it's the key to everything we do on this installation. As a depot, we have a huge number of different activities that are aimed at getting something accomplished, such as producing a BII kit for an armored personnel carrier or constructing a set of travel orders. For each of these activities, we follow a series of steps to achieve the desired goal. These steps constitute a process.

This appears to be a fundamental concept but it's one that a lot of people don't seem to be able to get their heads around. Worse, a lot of people don't see why it even matters. Here's why. If we don't pay attention to our processes, they tend to get out of control. We don't work consistently, we commit errors, and we take more time to get our work done than is necessary.

Let's imagine a process that involves shipping a variety of widgets of different sizes and weights. We have a range of boxes to ship these widgets in that vary in size and weight capacity. For every shipment, the worker has to match the widget to the box. If we haven't examined our process in detail, the worker is probably going to decide which box to use through trial and error. After a lot of trials (and some errors) the worker will probably get pretty good at matching item to box, based on experience. But if we examine the process set it up so that we can determine the correct box by conducting a few quick tests, we can ensure that we get it right every time. The savings in time and the increase in quality are not hard to see. This will also make it a lot easier for someone who is not familiar with the operation to step in and get the job done if the experienced worker



**William Deming**  
QEO Director

is sick or there is a surge in orders.

If I can step out of my "Lean" shoes for a moment, this is also really important from an ISO perspective. To most people, I suspect that ISO means occasional audits for reasons that are not always clear with a requirement to answer write-ups from time to time. There is a reason for all this, though. The ISO 9001 program gives us a framework to make sure our processes are well defined and consistently applied. This helps us to avoid the trial-and-error approach, enabling us to work more efficiently while committing fewer errors. It's a way of holding ourselves to a higher standard than "good enough."

My point through all of this is to try to get people to think about how they can do their jobs better and more consistently. It matters that we have clear, defined processes so that we can produce the best commodities or services at the lowest cost. And from a Lean standpoint, without a well-defined process, there is nothing to improve. We have to know where we are starting from before we can figure how to get to our destination.

### ON CYBER PATROL™



When it comes down to it, you — yes, you — are the last line of cyber defense against the endless hordes of cyber criminals, terrorists and foreign agents. Digital technology now touches almost every living person and as time moves on its reach will only continue to grow. With technology reaching us all and being incorporated into more parts of our daily lives, you can no longer rely on someone else to protect you. Whether it is defending your data at work, or defending your personal data at home, being an effective cyber defender is a continuous responsibility.

Many people put their personal and work cyber security in the hands of others, or hold the belief

that technology alone will protect them. Some figure that cyber security is not their responsibility as their work duties have nothing to do with computers. Others believe that because of the job they have, or the low profile life they lead that they are not potential targets, and therefore not personally vulnerable. While others incorrectly think that the consequences of being a victim of a cyber attack will only be a minor annoyance. These are the people whose names will be added to the ever growing list of cyber victims. This is not said as a "boogie man" story, but rather it's a simple fact.

See CYBER on Page 12

## TRIVIA (From Page 5)

9. When was the importation of slaves outlawed in the U.S.?
10. Who was the first black astronaut to walk in space?
11. How big was the price on Harriet Tubman's head?
12. Who was the first African American Supreme court justice?
13. For what did Ralph Bunche win the Noble Peace Prize?
14. Where did Dr. Martin Luther King, Jr., get his doctorate?
15. When and where did Martin Luther King, Jr. make his "I Have a Dream" speech?
16. How did the 24th Amendment advance the cause of civil rights?

See TRIVIA on Page 12



"Investing in the Future"  
lcoe.org

## Lassen County Office of Education

472-013 Johnstonville Road North • Susanville, California 96130-8752  
530.257.2196 Fax 530.257.2518

Richard R. DuVarney, Superintendent

December 15, 2011

Mr. Bruce Gebbeken  
Sierra Army Depot  
74 C Street Building 150  
Herlong, CA 96113

Dear Bruce:

We are writing to express our sincere gratitude to the Sierra Army Depot for its donation of computers and electronic equipment to Lassen County schools. In this age of technology, computers are important tools in the classroom and as vital to today's students as pencils and paper.

As funding continues to decline, school districts are finding it more and more difficult to provide for even the most basic needs. We certainly appreciate the Depot's willingness to recognize that the donation of computers to Lassen County schools would benefit students countywide. This cooperation between agencies is crucial in rural communities such as ours.

Again, thank you for your contributions to Lassen County school districts and students. Your generosity is greatly appreciated.

Sincerely,

Larry Robins, Superintendent  
Big Valley Jt. Unified School Dist.

Richard R. DuVarney  
County Superintendent of Schools

Terri Abel, Superintendent  
Shaffer Elementary School District

Bryan Young, Superintendent  
Fort Sage Unified School District

Dr. Todd Cutler, Superintendent  
Lassen Union High School District

Jason Waddell, Superintendent  
Susanville School District

Zach Thurman, Superintendent  
Janesville Union School District

Robert K. Pace, Superintendent  
Ravendale-Termo Elem. School Dist.

Adele Emershaw, Superintendent  
Westwood Unified School District

Dr. Todd Cutler, Superintendent  
Johnstonville Elem. School District

/sar  
SierraArmyDepot.tu

Cindy Nellums, Superintendent  
Richmond Elementary School District

## Army Suggestion Program

### Sierra Army Depot and You

You do the work and you know your job. You probably have ideas on how to make your job safer, easier, more productive or more efficient. If you do, you might consider submitting your ideas to the Army Suggestion Program.

It is a win-win situation for everybody. For the suggester, he or she can receive recognition and a monetary award. For the Depot, it can help to produce goods and services at a lower cost, meet production schedules, satisfy the Army customer, and promote more business.

In FY11 we had 31 suggestions submitted, 10 of them have been validated, adopted and implemented with savings of over \$900,000.00. Employees involved received payouts for their submissions. In addition, several personnel who submitted suggestions that were deemed to only have intangible or safety benefits still received a monetary award for their ideas. Per AR 672-20, awards can be paid out up to \$9,999.00 with SIAD approval.

Your ideas are needed, no matter how big or small. If you have a way to make any operation more efficient, safer or easier to do, we want to hear from you. You can submit it online via the SIAD intranet. Just click on the ASP icon at the bottom of the page or go to the Army Suggestion Program at :

<https://armysuggestions.army.mil>.

If you or your group need training or assistance of any kind, contact the Army Suggestion Office, John Cullen at extension 5194.

## My experience with the Lean Rotation Program

By Grant Harnist

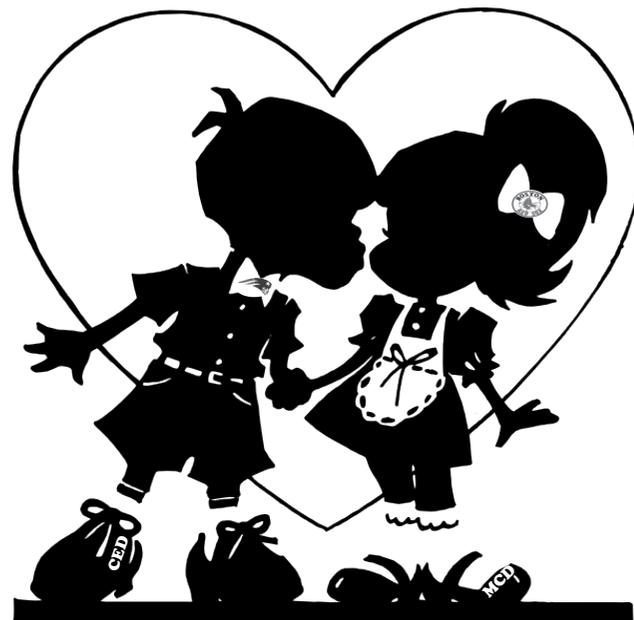
I would like to start off by introducing myself. My name is Grant Harnist and I am a Woodworker (Blocker & Bracer) from the C&A Directorate. I would like to thank my Director for allowing me to go on the Lean Rotation for the last 6 months. Also, I would like to thank the Lean Division for this experience in helping me understand the importance of Lean thinking and process improvement. I look forward to working with them on future process improvement events in C&A.

One of the nice things about the Lean Rotation Program is that you get to meet many people in different directorates and see how much we do as a Depot in supporting the war fighter. I also had the opportunity to go to Washington, DC and attend a facilitator workshop which was a great one week class. I learned the importance of group dynamics, strategic management of decision making, and

effective listening.

During my time as a rotator I was able to be involved in many events. I was involved in a few 3-P events (Production Preparation Process) in the C&A directorate. When a new project comes to the depot the organizations that will be directly involved with the project get together and plan for the coming mission. Each aspect of the upcoming mission will be examined in detail for the purpose of putting everything in place such as personnel required, equipment, location and the most efficient flow. The idea is to try and save money before the money is even spent. By being involved these events I learned a lot about preparation and how it will help in future missions.

I would like to close by stating how thankful I am for the opportunity I had to be in the Lean Rotation Program and would recommend it to anyone on the depot interested in process improvement.



Don't forget your  
Sweetheart on  
Valentine's Day

## Albert Arthur Shoars



24 June 1972 ~ 12 January 2012

*Our deepest thank you to everyone who loved our Albert and who share in our loss. Our family was blessed to see so many of you take part in his memorial service and reception. We were also deeply grateful to the many unable to join us but who still sent their prayers, blessings and shared their stories.*

*Al joined Team Sierra in 2001 as a General Support Helper and he quickly rose through the ranks to become one of Sierra's most successful and loved supervisors, overseeing the entire night shift operations.*

*Those that knew Al could always count on him outside of work - Whether it be helping with a resume or not rushing home because he stops to help an employee who ran out of gas leaving the depot.*

*Albert was taken from all of us far too soon, but he will remain in our hearts and a part of our souls now and forever!*

*~The Rausch family*

## Sustainment

By Jeremiah Brooner  
Lean Office

As a Lean Facilitator one of the things that we do is monitor the sustainment of events and processes. Many of the areas have Production Information and Training areas, PIT boards. One of the tools in the PIT board is a 6S chart. The 6S chart is a way to ensure that the area is kept clean, and describes what is expected of the employees in that area. These are supposed to be updated weekly, monthly and quarterly. We walk through the areas and check both the 6S and Production boards; we have noticed a downward trend in the sustainment of the 6S and production information in just about every area.

These are tools for the folks in the respective areas to see how they are performing. When this information is not maintained accurately it is difficult not only for employees in the area to gauge their performance, but visitors as well. There is an area that shows 90% on the 6S chart which is basically saying the area is clean and orderly. This area has had two accidents in the past few months due to poor housekeeping as noted by the employees. Clearly there is something missing, we don't expect to see areas always reporting 90 to 100%. When areas maintain this flat lined trend it

is a red flag that we all need to take a closer look. Safety is everyone's job, basic cleaning can help prevent accidents from occurring.

Is it fair that you always clean up after yourself when others decide that it is not important? The answer is NO. CDSR's and Leadership are reflected in the use of these tools, while not all accidents can be prevented they can be mitigated. These tools can be helpful when used properly to identify safety trends and workload impacts on that area. If you monitor what happens to cleanliness when the production demands ramp up, Leadership can then make a more informed decision to ensure that regardless of the requirements safety stays the top priority. Our future depends on our ability to sustain and still be innovative in our processes. So in the interest of our future and the Depots, we need to put forth more effort in the sustainment of our processes and the buildings that they impact. By correctly utilizing the tools we have been given we can keep safety paramount, sustainment is crucial to our continued success. If you need assistance with your 6S or Production control board please contact the Lean Office at any of the following extensions: 4737( Jeremiah Brooner); 4867 (Dylan Hamilton); 4684 (Ben Lindblom); or 5208 (Michael Mohr).

### Four employees recognized - 105 combined years of federal service



**During an employee recognition ceremony, Lt. Col. Christopher Dexter presented length of service awards totaling 105 years of dedicated service to four individuals. Pictured above left to right are David Peterson (25 years), Julie Mason(30 years), Dexter, Harry Ehrman, III (25 years), and William White (25 years). Congratulations to each one of you on the monumental accomplishment.**

