



The Challenge



Sierra Army Depot, Herlong, Calif.

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TACOM LCMC Commanding General tours SIAD for the first time

By Lori K. McDonald
Public Affairs Officer

The smoke around Sierra Army Depot cleared just in time to welcome Maj. Gen. Michael J. Terry, Commanding General, US Army TACOM Life Cycle Management Command on Aug. 27, 2012.

This is Terry's first visit to SIAD since assuming command of TACOM LCMC in June.

Lt. Col. Christopher Dexter, depot commander, began the day by introducing Terry to his senior leaders and tenant activities.

Terry then recognized 11 depot employees who were key figures in battling the two fires in the local community. He applauded their dedication to duty, willingness to endure hot and smoky conditions, and unique heavy machinery skills that helped prevent one fire from destroying government property located at Sierra Army Depot and another fire that threatened an entire small community.

Discussions began by Terry asking key leaders if they knew why Sierra exists today. At the end of the command briefing given by Dexter and Mr. Donald Olson, deputy to the commander, Terry

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Mr. Donald Sweet explains the process to Maj. Gen. Terry about checking for cracks/chips in the ceramic and determining if an ESAPI would be DEMIL or utilized for Training Purposes Only.

Dunwoody relinquishes command of Army Materiel Command

By Adoratia Purdy, AMC

REDSTONE ARSENAL, Ala. (Aug. 7, 2012) -- Gen. Ann E. Dunwoody relinquished command of Army Materiel Command during a ceremony at AMC's headquarters at Redstone Arsenal, Aug. 7, 2012.

Chief of Staff of the Army Gen. Raymond T. Odierno hosted the time-honored change-of-command ceremony.

"It's great to be here on a day of celebration, a celebration honoring the accomplishments of Army Materiel Command. A unit that has frankly changed the dynamics of logistics for the United States Army," said Odierno.

U.S. Army Materiel Command, or AMC, has a complex mission ranging from development of sophisticated weapon systems and cutting-edge research, to maintenance and distribution of spare parts. If a Soldier shoots it, drives it, flies it, wears it, communicates with it or eats it, AMC provides it.

Odierno credits Dunwoody's vision and determination as the key factors in transforming

AMC into the Army's Lead Materiel Integrator and joint logistics supplier, all while streamlining efficiencies and caring for the Soldiers, civilians and their families.

"Ann has been, and is today a Soldier first, always leading by example" said Odierno.

Considered throughout her career as a trailblazer for women in the Army, Dunwoody was the first female four-star general, assuming command of AMC in November 2008 and was the 17th commander in AMC's 50 year history.

During her tenure Dunwoody oversaw the transition of AMC through the 2011 Base Realignment and Closure from Fort Belvoir, Va., the Army-wide synchronization and integration of the Directorate of Logistics and the drawdown of equipment in Iraq, all while providing uninterrupted support to the warfighter.

After affectionately thanking her husband for his many years of support, Dunwoody took a moment to acknowledge the AMC workforce.

"To the 69,000 Soldiers and civilians of Army Materiel Command, you have made today and every single day of the last four years very spe-

cial to me. I have watched you bear so much of our nation's burden over the last four years" said Dunwoody

In 37 years she has commanded at every level. As a senior leader, she commanded the 10th Division Support Command at Fort Drum, N.Y.; the 1st Corps Support Command at Fort Bragg, N.C.; the Military Traffic Management Command/Military Surface Deployment and Distribution Command in Alexandria, Va.; and the Combined Arms Support Command at Fort Lee, Va.

She reflected on her time at AMC and the organizations' impact on the Army.

"I've had the privilege to go to Iraq and Afghanistan many times and I got to meet with leaders one on one, and they all told me the same thing, they told me they never worried about logistics and I can't imagine a better compliment," said Dunwoody.

The change-of-command ceremony also ushered in the leadership of Gen. Dennis L. Via. Via is no stranger to AMC's daunting task of equipping the force, as he has served as the AMC deputy

See DUNWOODY on Page 3

Commander's View

I hope that everyone had a good time during our Employee Appreciation Day that was held last month. Although everyone's participation helped to make this event a success, I would be remiss if I did not take this opportunity to thank a few people who were key members behind the scene – Mr. Terry White, Ms. Melissa Kaarbo, Ms Christina Cuevas, Ms. Amber Jones, and Ms. Heaven Owen. Without your hard work and dedication the event would not have been the success it was. Thank you.

We recently hosted a visit by our new TA-COM LCMC commanding general, Maj. Gen. Michael Terry. As always everyone demonstrated true professionalism as we traveled through the work sites. I ask that you keep up that same professionalism as we host several more distinguished visitors throughout this month. These visits can only bring about good news as we continue to focus how best to support the Soldier.

I would like to thank the fire fighters for their support in fighting the Chips Fire in Chester and the employees within the Roads & Grounds for their untiring efforts in creating break-lines around the depot and Demo Grounds during the Rush Fire.

Congratulations to the Child Development Center on your recent accreditation from the National Association for the Education of Young Children (NAEYC), the nation's leading organization of early childhood professionals.

SAFETY

Safety continues to be an issue for discussion



Lt. Col. Christopher E. Dexter

following several accidents. We have had some accidents (minor and major) here at Sierra that should not have happened, and I need all of you to redouble your safety efforts.

I would like to point out all the improvements that are on-going throughout the depot – road pavements, bathrooms, insulation, lighting. You can continue to see projects like these continuing for the remainder of the year.

FUTURE

The Depot is looking good as we enter into a new fiscal year. We have projected the highest amount of Direct Labor Hours ever (1,750,000

hours). Our Revenue is expected to be at the highest amount ever (\$264 million). In addition, New Orders (New Work) is projected to be about \$218 million (more than \$30 million than in FY12). What does this mean to you – work, work, work. However, you still need to do your part by giving ten hours of work for ten hours of pay, meeting those production goals, and being safe at work.

I would like everyone to take a few moments on Sep. 11 to remember all victims of the terrorist attacks in New York, Washington, DC and Pennsylvania, and the service members who have paid the ultimate price by giving their lives for our country.

Combined Federal Campaign will kick off this month. This is the only authorized fundraiser within the federal service. Watch for additional information to be sent out within the next couple of weeks.

AMC organizational climate survey was distributed to all employees. Your participation and candid feedback will give AMC leadership a better understanding of where to focus their attention. The organizational climate assessment takes approximately 10-15 minutes to complete. The climate assessment is completely confidential. Only AMC IG personnel administering the climate assessment will have access to the data, myself and senior leaders will only see the results.

Some trivia for the month of September:
See COMMANDER on Page 3

THE UNION'S POSITION- AFGE LOCAL 1808

Come join us for the Annual Dinner/Dance

The Union will be holding their Annual Dinner/Dance on Oct. 9, 2012, at John Ascuaga's Nugget in Reno, Nev. between the hours of 6:30 p.m. until 11:00 p.m. To change things up, we thought it would be fun to have our theme as a Masquerade Ball. It is not mandatory for attendees to wear a costume, that is optional. (See flyer on Page 3).

There will be a no host cocktail mini bar during the event. Tickets are free to Union members and one guest, with a \$35.00 deposit for each ticket; however, this is refundable upon entering the event. Additional ticket price is \$35.00, which is not refundable.

The menu will be a Western Style Buffet.

There will be raffle drawings throughout the

evening for great door prizes, and attendees can purchase raffle tickets for \$1.00 each or they can buy six for \$5.00.

For individuals that wish to attend, they can take advantage of the discounted prices for rooms. Rates are \$69.00, \$109.00, & \$129.00 under the group rate code (FAFG).

Music for the evening will be provided by a local D.J.

Beginning Sep. 3 through Oct. 8, the Union will be starting their DEFCON Blitz, which is the annual recruitment for new members. All new members are



entitled to a recruitment rebate of \$100.00 if they join during this timeframe. For further information, contact Ms. Roxane Lamb at 827-5148 or Mr. Garry Garrett at 827-5375.

I know that most of you are not happy with the safety boot issue. Safety is currently researching additional options to try and resolve this issues as soon as possible. Additional information will be released in the near future.

AFGE Local 1808 Union meetings are held the first Tuesday of each month, unless it's an Election Day, then the meetings will be held the following Tuesday. All members are invited to come and voice their concerns. Telephone number to the Union Office is (530) 827-5375.

The Challenge

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

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



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Let's use the OFF switch

Sustain Train Operate Renew Measure

By Steven Johnson
Energy Awareness Coordinator

There are plenty of Federal Laws, Executive Orders, DOD, Army, AMC, and TACOM memos, rules, and policies that require Sierra Army Depot to reduce the amount of energy we consume. There are also many technologies that we use to reduce our energy consumption, many of which are automatic; like photo-cell and motion sensors on outside lights. There is also something that every one of us can do to use less energy. That is to use the "OFF" switch whenever we can.

One of the biggest wastes of energy is lighting. I'm not talking about useful and needed lighting, but wasteful and un-needed lighting. Lights left on in unoccupied areas like empty storage rooms, offices, and conference rooms are a huge waste of energy. In many offices, windows provide enough daylight into the room to turn off many of the other lights. This daylight is usually better than the existing lighting too. Dirty windows, as well as dark walls, can hinder daylighting quality. In large office areas, it is often more energy efficient to use "task" lighting at your immediate work area and turn off the un-needed overhead lights. Dirt on the surfaces of lamps and/or insect and dust build-up inside of fixtures can also be a factor in light quality.

There are other things besides lights that should be turned off as well. Any personal items such as fans, space heaters, coffee pots, and radios should be turned off at the end of the day. Due to security requirements, we do not turn off our PCs, but most other office equipment can be turned off. Exceptions are mostly items that must remain on because they need to stay connected; like fax machines and telephones, and copiers that use toner need to stay warm to enable the toner to fuse to the paper.



Other computer connected devices like (non-toner) copiers, printers, speakers, and monitors should all be turned off (or unplugged) at the end of the day,

and especially on weekends. Yeah, I know; they mostly all have "power saver" or "sleep mode" features built in that are designed to save energy. These features do save energy, but not as much as removing the devices power completely.

The fact is that most things that are "plugged in" use power even when they are turned off, so if they don't "require" power after hours they should be turned off. Care needs to be taken though, because some computer monitors, when turned "off", actually use more energy than when they are in "sleep" mode. The best way to remedy this is to use a designated power strip for all items that do not need to remain "on" after hours, and simply turn the power strip off at the end of the day.

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.

Antonio Alonso	Shane Lindsey
Jason Avilla	Billy Lopez
Michael Balanon	Daniel Mathews
John Ballard	Rick McCann
Chasidy Barlett	Marshall McMMain
Brian Blickenstaff	Gary Mireles
Kathleen Bloom	Henry Neely
James Bronaugh	Della Noah
Nicholas Bounds	Robert Nye
Gail Campbell	Kenneth Paden
Katie Collie	Dale Perkins
Mark Cornell	Loren Perkins
Matthew Daugherty	Richard Ryan
Christopher Dawson	Gary Shelley
Cody Glines	Jeff Sidden
Brian Gustafson	Gavin Simas
Luke Halmos	Billy Smith
Franklin Hernandez	James Stewart
Lavelle Johnson	Michael Thresher
Sheena Johnson	Noah Tong
Elizabeth Jones	Anna Utt
Laura Karatyz	Ryan Wemple
Reginia Keeton	Bernavilla Wilder
Nicholas Laphorne	Thomas Williams
Richard Larrea	

Army Materiel Command changes leaders with the ceremonial passing of the guidon



Gen. Ann E. Dunwoody receives the flag for the last time from Command Sergeant Major Ronald T. Riling, AMC command sergeant major, during the change-of-command ceremony, Aug. 7, 2012. Newly promoted Gen. Dennis L. Via assumed the role of commanding general of the AMC. Photo Credit: Cherish Washington, AMC

Commander (From Page 2)

World War II began; Labor Day (1st Monday of the month); National Grandparents Day (Sep. 9); Patriot Day (Sep. 11); National Hispanic Heritage Day (Sep 15); Consstitution Day (Sep 17); and First day of Autum (Sep 22).

Are you ready for some football? Go Patriots.

Pride in Excellence!

Army Strong!



LTC Christopher E. Dexter

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DUNWOODY (From Page 1)

commanding general since May 2011.

Lt. Gen. Patricia E. McQuiston will serve as the new AMC deputy commanding general. Dunwoody's retirement ceremony is scheduled for Aug. 15, 2012, in Washington, D.C.

TACOM (From Page 1)

had learned why Sierra is here today.

Dexter then took Terry on a tour of the depot beginning with the End of First Life Center. Mr. Michael Winters, supervisor, talked about what Sierra's responsibility is once all the combat tactical wheeled vehicles arrive on depot. Winters talked about the parts pull portion of the mission and then proceeded to demonstrate the pilot program for the new Passive RFID program, Asset Pulse.

The group then traveled to Retrograde and Redistribution where Terry listened to Mr. Joshua Chandler, supervisor, described how SIAD is the Army's largest facility dedicated to equipment/asset retrograde and reutilization/redistribution. Chandler continue to tell Terry how SIAD offers a unique capability to receive, identify, classify, bring to an accountable record, store, manage, and rapidly ship assets world-wide.

Olson added these reclamation activities clearly provide a readiness and operational value to the Army and the nation through management and controlled redistribution to meet urgent demands.

A brief overview of the Organizational Clothing and Individual Equipment (OCIE) was given by Mr. Archie Zapanta, supervisor. Zapanta quickly walked Terry through the receipt of OCIE

assets and then through the repair of the Enhanced Small Arms Protective Inserts (ESAPI) and talked about the savings to the Army.

Next stop was at the Non Standard-Equipment operation. Mr. Riley Junk, supervisor, briefed Terry on the process and how the Depot uses Property Book Unit Supply Enhanced (P-BUSE) as well as a the Army War Reserve Deployment Systems (AWRDS) to bring material to record and make the assets visible to potential users. Riley stated this allows assets to be redistributed to any location in the world in a timely manner. Riley talked about how SIAD supports the Army G-4 initiative to provide critical distribution of excess NS-E to individual states, under the National Association of State Agencies for Surplus Property (NASASP) program.

Dexter moved the tour onto the next area of interest, and the newest mission, Add on Armor rekitting. Ms. Susan Getty, director of Containerization and Assembly, walked Terry through the staging area and then moved inside to where the kitting was being conducted and prepped for shipment. Terry was pleased to see how Getty and her employees took the initiative to design the layout of the warehouse to accommodate the

flow process of the Add on Armor.

Getty proceeded onto the area where Water and Fuel Assembly was being performed. Terry was able to see a Reverse Osmosis Water Purification Unit that was reassembled and being prepped for shipment.

The last stop on the tour was through the Water System Reset operations. Mr. Tim Kaarbo, supervisor, highlighted the areas where significant cost savings were achieved by implementing employee suggestions. Terry once again praised the employee(s) that are taking the initiative to come up with new ideas that have tangible savings associated with them.

Throughout Terry's travels around the Depot, he stopped and talked to employees working the production lines, always asking – "How long have you worked for the government? How long have you worked at Sierra?" He was pleased to see the diversity of the workforce demographics. He also told employees that what they are doing really is important to the Soldier on the receiving end and to keep up the good work.

By the time Terry departed the Depot, he had his answer as to why Sierra exists today – Supporting the Soldier!



Employees from the Fire Department and Roads & Grounds Branch were recognized by Maj. Gen. Michael Terry for their outstanding efforts in the recent fires around Sierra Army Depot.



Ms. Susan Getty explains to Maj. Gen. Michael Terry how components associated with the Add on Armor program are repacked.



In the photo to the left, Ms. Jamie Radek, a Packer in Retrograde and Redistribution receiving, is explaining to Maj. Gen. Michael Terry the Standard Army Retail Supply System (SARSS) process for D6S, and D6A inputs while Lt. Col Christopher Dexter (far left) and Mr. Bruce Hamilton listen in.

Photo to the right, Maj. Gen. Michael Terry asked questions regarding the scanning device used for the pilot program for the Passive RFID program, Asset Pulse.



Employee Appreciation Day Activities



Thank You

The EAD Planning Committee would like to recognize the following for their **OUTSTANDING** support during this years event...

- | | |
|------------------------|--------------------------------|
| DPW | Roads & Grounds |
| DOIM | Pass & ID |
| Fire Dept | Industrial Arts |
| Law Enforcement | North Valley's Services |
| April Sieben | Kelley Killgore |
| Barbie Caria | Kent Hinderlider |
| Daniel Morgan | Lloyd Gubler |
| Evan Heckenliable | Lula Lewis |
| Heather Annerl | Mary Striegel |
| Heather Cowley | Max Kimmery |
| Heidi Young | Melody Poland |
| Helen Evans | Mike Reed |
| Jackie Weston-Chase | Nancy Warner |
| Karen Cervantez | Patrick Munds |
| Kathie Tavalero | Shanda Wolfe-Reid |



CYSS Monthly Update

CYSS spent the days swimming, going on field trips, playing games, and enjoying the summer sun. As summer came to a close CYSS youth and staff were a little sad. With the many activities that were offered this year, everyone was a bit exhausted and ready for a break, but we are all sad to see the summer go.

In honor of our summer hire Derek Dennis, we ended the season with an ice cream party and a good old fashion water gun fight! We blindfolded Derek and the kids surrounded him, taking aim with their loaded water guns. When the event was over, school age youth Ryan Rumsey said, "This was so much fun. Can we do it again next year?" Most everyone agreed with Ryan, so maybe we'll make it an annual event! We thank Derek for all of his hard work, and we wish him the best of luck with his third year of college.

At the end of June, 18 middle school and teen youth enjoyed a relaxing camping trip at Lassen National Park. We spent three days exploring the park through hikes, swimming and educational activities with the park Rangers.

Youth learned many great facts about the volcanic park by participating in an activity with the park map, a compass course around Lily Lake and by visiting Bumpass Hell, an active hydro-thermal area. By the end of our stay several youth and two chaperones became Junior Rangers to the park, receiving certificates and patches.

The camping trip was grant funded through the Lassen Park Foundation, and without their generous donations we would not have enjoyed such a trip. Youth had a great time and are already asking if we are planning a trip for next year.



EEO/Diversity Update

Observing Hispanic Heritage Month

By Sherie' Trone
EEO Specialist

September 15 through October 15, has been designated as Hispanic Heritage Month observance. So often I tell of how the observance came about. This year, I want to focus on the Hispanics of our history and the monumental accomplishments they have made.

Government

- U.S. Representative: Romualdo Pacheco, a representative from California, was elected in 1876 by a one-vote margin. He served for four months before his opponent succeeded in contesting the results. In 1879 he was again elected to Congress, where he served for two terms.

- U.S. Senator: Octaviano Larrazolo was elected in 1928 to finish the term of New Mexico senator Andieus Jones, who had died in office. He served for six months before falling ill and stepping down; he died in 1930. The first Hispanic senator to serve an entire term (and then some) was Dennis Chávez, of New Mexico, who served from 1935 through 1962.

- U.S. Treasurer: Romana Acosta Bañuelos, 1971–1974.

- U.S. Surgeon General: Antonia Coello Novello, 1990–1993. She was also the first woman ever to hold the position.

- Democrat to run for President: Bill Richardson, 2008. Though he eventually lost the nomination to Barack Obama, Richardson made history by entering the race.

- U.S. Supreme Court Justice: Sonia Sotomayor, 2009. She is also the third woman to hold the position.

Military

- Flying Ace: Col. Manuel J. Fernández, Jr., who flew 125 combat missions in the Korean War.

- Medal of Honor recipient: Philip Bazaar, a Chilean member of the U.S. Navy, for bravery during the Civil War. He received his Congressional Medal of Honor in 1865.

- Admiral, U.S. Navy: David G. Farragut. In 1866, he became the first U.S. naval officer ever to be awarded the rank of admiral. The first Hispanic American to become a four-star admiral was Horacio Rivero of Puerto Rico, in 1964.

- General, U.S. Army: Rich-



Lynette Hall
EEO Manager

ard E. Cavazos, 1976. In 1982, he became the army's first Hispanic four-star general.

- Secretary of the Navy: Edward Hidalgo, 1979.

Science and Medicine

- Astronaut: Franklin Chang-Díaz, 1986. He flew on a total of seven space-shuttle missions.

- The first female Hispanic astronaut was Ellen Ochoa, whose first of four shuttle missions was in 1991.

- Nobel Prize in Physics: Luiz Walter Alvarez, 1968, for discoveries about subatomic particles. Later, he and his son proposed the now-accepted theory that the mass dinosaur extinction was caused by a meteor impact.

- Nobel Prize in Physiology or Medicine: Severo Ochoa, 1959, for the synthesis of ribonucleic acid (RNA).

Literature

- Novel in English, written and published in U.S.: María Amparo Ruiz de Burton, Who Would Have Thought It? (1872). She's better known for her 1885 second novel, The Squatter and the Don.

- Pulitzer Prize for Fiction: Oscar Hijuelos, 1990, for his novel The Mambo Kings Play Songs of Love.

- Pulitzer Prize for Drama: Nilo Cruz, 2003, for his play Anna in the Tropics.

Music

- Rock star: Richie Valens, 1958.

- Rock & Roll Hall of Fame inductee: Carlos Santana, 1998.

Film

- Oscar, Best Actor: José Ferrer, 1950, Cyrano de Bergerac.

- Oscar, Best Supporting Actor: Anthony Quinn, 1952, Viva Zapata!.

Drama

- Tony, Best Director: José Quintero, 1973.

- Tony, Best Supporting Actress: Rita Moreno, 1975, The Ritz. In 1977, Moreno became the first Hispanic American (and the second

See EEO on Page 8

LEAN into my CORNER

We have made a lot of progress in the process improvement arena at Sierra over the years. We have addressed a lot of areas that really needed improvement, although to some extent we have become victims of our own success. It seems that we always manage to come up with one or two very high payoff projects that allow us to meet our annual goals. Unfortunately, this has also led to a loss of focus in some areas. The belief is that since we have made our goals anyway, there is no need to conduct events in “my” area. Also, sustainment of the gains we make when we complete a project has fallen off in many cases.

A process generated through a Lean event may be abandoned for perfectly good reasons. Someone may come up with a way to do something that is even better than the process that came out of an event. This is perfectly acceptable (as long as modifications are properly documented and approved). Continuous process improvement is the name of the game and there is no such thing as a perfect process. Another example would be when a program terminates and its associated processes simply go away. Of course there are many instances when process improvements are abandoned because “it was too hard” or “I just don’t have time.” These are the issues we need to address.

The Continuous Process Improvement (CPI) office continually reviews processes to ensure sustainment of the Depot’s Lean efforts. They spend a lot of time in work areas, comparing documentation to what they actually see on the floor. They inspect PIT areas, looking for 6S charts or production information that is up to date and meaningful. In some cases, work areas are quite diligent about keeping this information current. However, more often than not, updates are sporadic or else they are not done at all. We in QEO are currently working on some ideas



William Deming
QEO Director

to give supervisors and other managers better feedback so that we can catch these issues before a project goes seriously off track.

Managers and Directors can also do a lot to ensure that Lean efforts are sustained over the long term. First, they can walk their areas regularly to ensure everything is in order. Also, they can pay attention to action plans and ensure they are updated—and more importantly—that the actions are completed on schedule. Finally, managers should ensure that any visual management tools in their areas are kept up to date at all times. This means 6S charts and production information should be updated at least weekly, or in some cases, daily.

The point of sustainment is not to catch anyone napping. Rather, it is to furnish an incentive to make process improvement gains permanent. When an event is “completed,” the job is still only half done. If we don’t follow up and ensure changes in our areas of responsibility are permanent, we are likely to return to old habits. We exist in a competitive environment and our success depends on our being able to conduct our business more efficiently. We can’t do this without sustainment.

Process Variation: Cause and Effect

By Jason Henderson
Lean Office

What is variation? It is defined as the act, process, or accident of varying in condition, character, or degree. Unfortunately this is a problem found in a lot of our processes here at Sierra. I say unfortunate because it can be prevented by follow up, monitoring, and sustainment of documented processes. As Lean Facilitators it is part of our job to aid Process Owners in identifying variation or the possibility of variation within their areas of responsibility. But we can only assist if we are asked to do so.

What causes variation within a process or processes? There are many different causes that can result in variation or discrepancy. Let’s begin with the lack of standard of work such as updated Standard Operating Procedures (SOP’s), the absence of detailed desk guides, and visual aids (flow diagrams, pictures, etc.), the minimal standardized site specific training for new and seasoned employees, and last but not least, the negligence on the importance of monitoring the process. These are the most common causes we come across when performing our preliminary analysis before we initiate an event.

SOPs are a requirement. If there is not an updated SOP for a current process it can be counterproductive for the mission and cause confusion amongst employees and management. It is also required by ISO 9001:2008 standard (section 4.2.3); a documented procedure shall be established to define the controls needed in a given process. It is very important to implement these SOPs because not only are they auditable by ISO Standards, but they provide a documented control for minimizing variation which will help in identifying issues or potential issues. SOPs for the Depot, Garrison, and Mission can be found on the SIAD Intranet and are available to all employees.

As SOPs offer overarching procedural steps in minimal detail which is commonly referred to as the (10,000 foot) level, desk guides provide much more detail to individual processes. Desk guides are simple and in addition to the process steps only require a Desk Guide Number which is issued by ISO personnel, the supervisor’s signature that is from the affected area, and a revision date if applicable. These desk guides make great training tools for new and seasoned employees and by providing step by step instructions the possibility for variation can be minimized if sustained. They also make for a smooth flowing streamlined process that is both effective and user friendly. Desk guides are also auditable by ISO 9001:2008 standards and if either a desk guide or SOP cannot be provided during an audit it will be captured as non-conformance by our ISO personnel. As of now there is not a finalized format for desk guides but the ISO Office does have a recommended format that they can provide if asked.

The constant training of new and seasoned employees is extremely important to the success

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Defense Security Service
Our Mission: National Security

Security Managers Forum, 2009 Poster Contest
Information Security, 1st Place Winner

PROCESS

(From Page 7)

of any program or mission. If all processes are officially documented it makes it easier for subject matter experts to cover the same criteria when training employees. It's when processes and procedures aren't documented that allows people to do it "their way" which is not always the most efficient or effective way. In some cases the proper documentation is in place and up to date for auditing purposes but is disregarded or not followed for what reason we do not know. This is not fair to the employees because they may not receive proper training which could affect safety practices, meeting customer demand, employee morale, overall production etc.

One of the most effective ways to ensure there is minimal variation within your process is to monitor on a regular basis. From firsthand experience I understand that managers, especially first line supervisors can be overcome by events throughout the day making it difficult to constantly oversee their processes. By increasing leadership's presence on the shop floor, the option of deviation from process is minimized and can be monitored more effectively. This will also help with identifying changes that may need to be made or finding solutions to problems that are affecting production.

In conclusion I would like to say that clearly variation in a process or processes is not the most proficient way to do business. I understand that things change and so do requirements and priorities but that should not change our processes or procedures. By standardizing and documenting processes, properly training employees, creating standard of work, and monitoring our methods we will be able to reduce or even eliminate the malevolent problem we know as "VARIATION".

EEO (From Page 6)

person ever) to have won an Oscar, a Grammy, a Tony, and an Emmy, picking up the last of those for her performance as guest host on The Muppet Show.

Television

• Star of a network television show: Desi Arnaz, 1952, I Love Lucy.

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

Fire breaks, back burns stops Rush Fire near Depot property

By Lori McDonald
Public Affairs Officer

High temperatures, dry plains, lightning strikes, windy conditions, and no rain equates to an extremely dangerous fire season.

The air around Sierra Army Depot has been heavy with smoke from several large fires burning in northern California. One such fire, the Rush Fire, came to life on Aug. 12, at approximately 6:42 p.m. after a lightning strike and grew in size in just a short amount of time. At the time the paper went to press, the total acreage was at 318,000 acres with only 60 percent containment.

After constant monitoring from the fire department regarding the close proximity of the fire to the Depot, a crew from the Roads and Grounds Branch was called upon to provide fire breaks around the northern and eastern boundaries of the Depot and the demolition grounds.

This was no small task as the terrain was difficult. At the same time, fire crews from various agencies were busy starting burn-offs to provide a greater barrier between the Depot and the fire.

The team had a plan and went to work creating anywhere from five to nine blade widths of clearings. After

completing the designated tasks at hand, the crew was not ready to leave the area as they wanted to make sure if help was needed, they were close by to react quickly.

Their hard work and dedication not only to the Depot but the surrounding homes as well, did not go unnoticed. During one of the community meetings conducted by the US Forest Service, several members from various fire agencies thanked Lt. Col. Christopher Dexter for the

outstanding work his employees were performing. They told Dexter it was too bad fire agencies didn't have the ability or resources to make the type of clearings the employees at Sierra Army Depot accomplished. They went on to say that without the Depot's support, it would have been difficult to keep the fire from reaching Depot property.

A big thanks to the crew from Roads and Grounds on a job well done.



Flames from the back burns on the southern portion of the Rush Fire, along Wendel Road.



Pictured above is the crew from Roads and Grounds who were responsible for cutting fire breaks around the Depot during the Rush Fire. From left to right Craig Romig, Timothy Hooper, Robert Grivel, Donald Montgomery, Richard Stone, Frank McGuire, Arian Dworzecki, Eric Fletcher, and Gary Chandler. Not pictured are Lee Harris and John Brandon.