

The

# Challenge



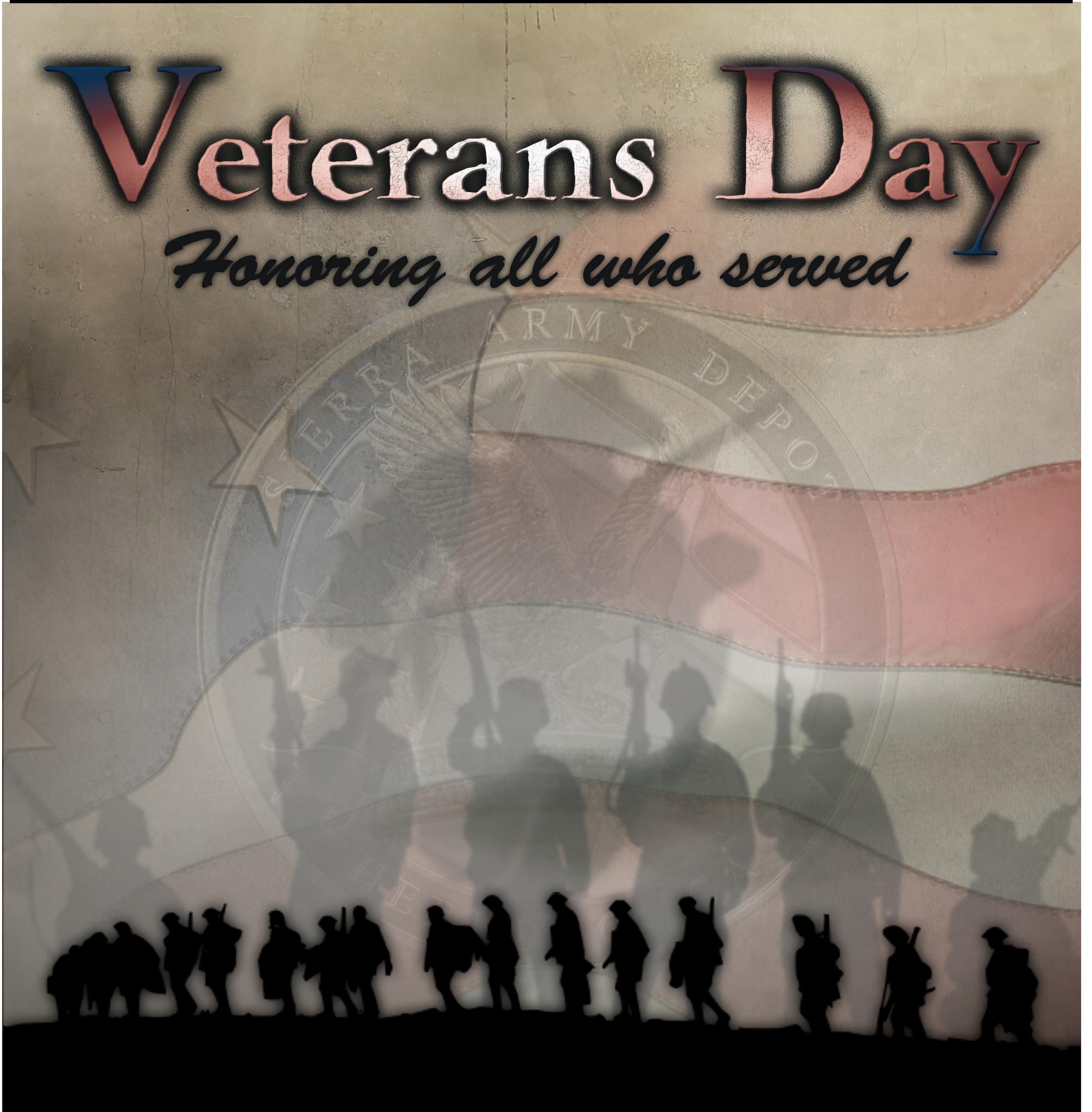
Sierra Army Depot, Herlong, Calif.

November 2012

Vol. 68 No.11

# Veterans Day

*Honoring all who served*



# Commander's View

November is a month of thanks. With Thanksgiving just around the bend, I thought I'd take this opportunity to say thanks to all of you for your continued support in making Sierra Army Depot the best it can be.

November is also when we celebrate Veterans Day. I want to take the opportunity to express my sincere appreciation to all veterans for their selfless service to our country. Your contributions have been instrumental in making this country a great nation. Thank you.

This Veterans Day we celebrate the strength, courage and dedication of our veterans who not only answer when our great Country calls but they also help shape the world for lasting peace. The brave actions of our veterans endure in the pages of history. I would ask that each of us not only remember their gallantry on the battlefield; but we must remember the lasting legacy of strength and service they brought with them when they returned home. If you walk away remembering three things, you will understand what our veterans do for this nation and what we can do to help them.

First, our Soldiers and our veterans are Soldiers for life. During their careers and their lives, and you can see this throughout history, they continue to improve their skills, ensuring



Lt. Col. Christopher E. Dexter

they remain strong for themselves, their families, their communities and their nation.

Second, the Army is committed to the lifelong success of our Soldiers, veterans, and their families by connecting them with opportunities for employment, education and healthcare both during and after their military service.

Finally, we can't do this alone. Supporting

our Soldiers and military veterans requires a team approach by the Army, other government agencies, and the local community.

During each of our Town Hall meetings I look forward to the feedback from the workforce and last month's meeting was no exception. There were several questions regarding the need for more equipment or vehicles in order to accomplish jobs, the status of the GWOT positions, and many more. I have tasked supervisors to look at their area of responsibility to ensure they have the necessary equipment/parts to get the job done. I've also had the questions from each sessions posted in this edition of The Challenge and they can be found on pages 10 & 11.

One follow up to the town hall meeting; we have been granted the authority to extend GWOT terms as long as the funding and workload exists.

The annual Combined Federal Campaign is underway and will continue until Dec. 15, 2012. The depot's goal is \$65,000.00. This is a designed program to allow federal employees to donate to worthwhile charity and non-profit organizations. By now every employee should have been contacted by their CFC representative and presented the opportunity to participate in the campaign.

See COMMANDER on Page 12



## THE UNION'S POSITION- AFGE LOCAL 1808

### *Election nominations, Open Season for Health Benefits*

The 2012 Federal Benefits Open Season is just over a month away. Open Season Begins Monday November 12, 2012 and runs through Monday December 10, 2012. OPM has issued several Benefits Administration Letters (BAL) in anticipation of the 2012 Federal Benefits Open Season. BALs can be found at the following Link: [www.opm.gov/retire/pubs/bals/bal12.asp](http://www.opm.gov/retire/pubs/bals/bal12.asp).

The BALs contain many helpful attachments including general Open Season Information for employees, plan contact information for both employees and HR Offices and a listing of significant plan changes for 2013. Individual Plan information for the 2013 Federal Benefits Open Season will be available beginning October 22, 2012.

All employees are encouraged to, at a mini-

mum, review their current

Enrollment for premium changes since an increase in premiums is not a

Qualifying Life Event to change enrollment outside of Open Season. Premium Rates are currently available at the following websites:

\* The 2013 FEHB premium rates are available at [www.opm.gov/insure/health/rates/index.asp](http://www.opm.gov/insure/health/rates/index.asp).

\* The 2013 FEDVIP dental premium rates are available at [www.opm.gov/insure/dental/rates/index.asp](http://www.opm.gov/insure/dental/rates/index.asp).

\* The 2013 FEDVIP vision premium rates



are available at [www.opm.gov/insure/vision/rates/index.asp](http://www.opm.gov/insure/vision/rates/index.asp).

CHRA supports OPM's going Green initiative and encourages employees to use the electronic health plan brochures available on the health plan's website or on OPM's website at [www.opm.gov/FEHB](http://www.opm.gov/FEHB) brochures

POC is Sierra CPAC, Amy Brooner, 827-5269.

The AMC Commander has requested the AMC Inspector General to conduct this year's Organizational Climate Assessment beginning 27 August 2012. This year, the climate assessment will gather feedback on your perceptions about leadership, cohesion, morale, and the human relations environment that have a direct impact on the

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**The Challenge**

Depot Commander/Publisher \_\_\_\_\_  
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Lt. Col. Christopher E. Dexter  
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# STORM Audit Update II

## Sustain Train Operate Renew Measure

By Steven Johnson  
Energy Awareness Coordinator

In March, we had three audit teams visit Sierra Army Depot. One was for Metering, one for Lighting, and one was an energy efficiency audit called EEAP (Energy Engineering Analysis Program). The EEAP and the Metering audits we asked for, the Lighting audit was an AAA Army Internal Audit (to check up on us).

The Metering audit looked at 48 buildings that met certain criteria of size, cost, or that are tenant occupied. The completed metering audit was phase 1 of a contract to install advanced metering at Sierra Army Depot. The result of phase 1 is a Technical Data Package (TDP) which describes phase 2. The TDP (phase 2) covers the installation of electric, gas, and water meters, a Utility Monitoring and Control System (UMCS), and the Data Transmission System (DTS) to support it. Phase 2 is unfunded.

The EEAP audit teams took a close-up look at a number of buildings to get a good picture of where and how we use energy. The data was used to model energy usage in selected building types to identify common energy inefficiencies. Using the Facility Energy Decision System (FEDS), the audit identified 142 different energy conservation measures (ECMs) that were economically viable

in the buildings that were studied. These 142 ECMs were then extrapolated into 222 ECMs for all of the buildings on the installation. The study estimates that implementing these ECM will result in Energy savings of up to \$150,000 a year. These ECMs are now being developed into projects that can justify the capital investment costs by eventually paying for themselves.

The AAA Lighting audit is an Army Internal Audit was conducted during the time-frame of March 23-2. The audit objective was to verify that installations have taken sufficient actions to use energy efficient lighting to help meet energy conservation goals.

The audit covered three IMCOM and one AMC Installation, with Sierra being the AMC installation. Initial audit findings showed no major issues were found at SIAD, and the installation met the lighting efficiency requirements. The continuing audit has been in depth, with Sierra supplying a lot of requested data to the AAA auditor. Since the Depot has been proactive in meeting Army lighting mandates we are looking forward to the final audit findings.

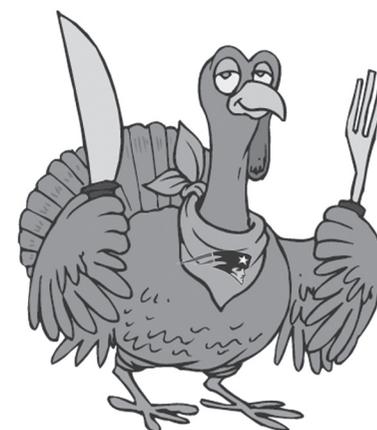
Even though the Depot has been proactive when it comes to lighting there is still more to do, and regardless of the final audit findings, we will continue to address lighting and energy.



## 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.

Katie Newell  
Graham Quentin



## Union (From Page 2)

effectiveness of our organization.

Your participation and candid feedback will give us a better understanding of where to focus our attention.

Please disseminate this message to everyone in your organization and encourage them to take this survey. 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.

Link to Survey:

<https://www.amcqbases.hqamc.army.mil/up/bhdnqec7v/g/rb/eg/va/2012-AMC-input-form.html>

Brother and Sisters don't forget about the Election of Union Officers on November 13, 2012 in the Union Hall building 58. Voting times are before working hours, during lunch hour, and after working hours.

Come and vote for your favorite candidates.

### Candidates Running for Office:

#### President

Garry Garrett

#### Exe. V. President

Cecil Fain  
Michell Day

#### Vice President

Babe Fain  
Phil Gonzales

#### Secretary/Treas.

Roxanne Lamb

#### SGT of Arms

Lee Harris

#### Exe. Board Mbrs.

Soledad McKee  
Jared Pincus  
Chris Brown  
Helen Brown

## SES Cartwright from Army Sustainment Command tours Depot



During the visit from Mr. Carl Cartwright (SES), Executive Director for Field Support, Army Sustainment Command, Oct. 18, Mr. Timothy Kaarbo (far right) shows off the end product of a Reverse Osmosis Water Purification Unit that has been Reset as Mr. Bruce Hamilton and Mr. Lee Hansen also observe.

## Child, Youth and School Services Monthly Update

### *What are you paying for?*

The new Fiscal Year (FY) brought on the last of another increase to fees to match a standardized fee for all Total Family Incomes (TFI), Army wide. The Department of Defense implemented a mandated fee chart which all installations had to comply with. With this recent change, Child Care fees have been quite the topic of discussion amongst families and other individuals.

We always hear the discussions amongst families that our fees are too high. But do you know what you are paying for? Below are some key contributors of what makes Army Child Youth and School Services (CYSS) programs the best in the nation:

- \* *Operating hours geared towards regular duty hours,*
- \* *11 hours of care per day (based on full day care operations),*
- \* *Daily nutritious meals and snacks,*
- \* *Health, safety, fire and program inspections conducted regularly throughout the year,*
- \* *Fee reductions for parent involvement and multiple child discounts,*
- \* *Highly trained staffed with background checks and First Aid/CPR certifications,*
- \* *Nationally accredited programs (School Age and Child Development)*
- *Video Surveillance Systems in facilities.*

Most centers located off base do not open until 0700. Majority of these centers do not provide meals

and are not regularly inspected. There are only a handful of centers that have achieved accreditation. SIAD CDC and SAS are the only accredited centers within Lassen County.

While offering so much less, off post centers cost much more! On average, off post centers charge about \$600 a month for preschool aged children, additional fees are charged for children under the age of 3! These fees are standard across the board, they do not offer a sliding scale based on TFI. Our highest category pays \$608 a month; and when you break that down – that is about \$3.50 an hour (\$1.30 for our lowest paying category).

In comparison, Army CYSS programs truly offer the most for your dollar!

### **CYSS Day for Kids Carnival**

Thursday, September 20 marked the celebration of the youth in our community. We hosted our annual Day for Kids carnival, complete with games, food, face painting, karaoke and lots of fun! Youth of all ages and entire families came out to enjoy the event and all left with smiling faces. This event was held in partnership with the Boys and Girls Club of America in youth centers across the country to honor the youngsters in our community. This year's carnival drew a crowd of over 200 people!

With the help of many parents, community volunteers and SIAD employees, the event was a huge success. We would like to thank

**See CYSS on page 5**

## Westphal: Industry collaboration saves Army money

By Gary Sheftick  
Editor, Army News Service

WASHINGTON (Army News Service, Oct. 19, 2012) -- Industry forums such as this week's Association of the U.S. Army Annual Meeting and Exposition can save the Army money through collaboration on best business practices, service officials said.

"Whether you're talking about personnel, finance, logistics, acquisition – these are all business functions," said Under Secretary of the Army Dr. Joseph Westphal. He explained that these functions performed by the Army are not much different than what major corporations do to deliver a product to a customer.

Meeting with industrial partners over the past year, for instance, has helped the Army cut in half the cost per unit for the Joint Light Tactical Vehicle now under development.

Collaboration between engineers and industry experts helped the Army identify and trade off less crucial requirements in order to lower the JLTV price to a range of \$250,000 per vehicle, program officials said. They added these trade-offs will also help the Army to shorten the vehicle's Engineering and Manufacturing Development period from the traditional 48 months to only 27-33 months.

Acquisition initiatives over the past few years have helped the Army speed equipment through the development phases to Soldiers who need it in theater, Westphal said.

"We're looking at governance of processes so that we can purchase more quickly, more effectively at best cost, best value to the taxpayer," he said.

"We're still going to have the difficulties of figuring out what are the best platforms," Westphal said. "...People have different opinions of how you should build a tactical vehicle of the future... So we're still going to have those debates, but those are healthy debates, and we have them with our industry partners. I think we're in a very good place there."

The Army has also looked at some commercial off-the-shelf solutions to provide Soldiers what they need in theater.

"We've had to adapt to buy things quickly and off the shelf in

very unique ways," Westphal said. "While we can't do that all the time -- because we have rules and regulations and laws that govern how we buy and purchase materials -- we've learned a lot of lessons at how to do this well."

Business operations underscore everything the Army does, Westphal said.

"To provide trained and ready Soldiers to combatant commanders, you must have a lot of your business operations running pretty efficiently," he said.

"We're doing a lot of planning to make sure we capitalize on the best things about our Army ... to get our business processes as efficient and effective as we can."

Collaboration with industry has helped here too. From Lean Six Sigma streamlining of processes to eliminating outdated business systems, the Army has saved considerable resources through Business Transformation, Westphal said.

"Over the last year, combined with the other departments – the Navy and the Air Force – we have eliminated hundreds of these systems at savings of billions of dollars," Westphal said. "So we're making huge inroads into this. We're modernizing our information technology piece. We're reducing our footprint as far as information technology centers around the world."

Many software programs have been consolidated. For instance, dozens of different geographic applications at various installations have been replaced with a new "Army Mapper" program, said William Smith, director of the Army's Business Transformation Directorate. He said all installations now use the same web-based program, enabling aggregate data.

Systems need to interface and "talk to each other," Westphal said. "For instance the Army is now developing an Integrated Personnel and Pay System. When it's fully implemented, IPPS-A will replace 55 different systems, Smith said.

"We can't continue to proliferate systems," Smith said. "It used to be, anytime anybody got an idea, they came up with a new system."

Increment 1 of IPPS-A is tentatively scheduled for implementation late next summer, Smith said, and it will consolidate personnel systems

**See INDUSTRY on page 5**



**Little Jennifer Clark stops eating her ice cream long enough to talk to Lt. Col. Christopher Dexter and smile for the camera during the Day for Kids Carnival.**

## Lean success stories, Part IV

By Ben Lindblom  
Lean Facilitator

This article is intended to outline Sierra Army Depot's achievements from a process improvement standpoint during the final quarter of Fiscal Year 2012 (July-September). The following is a chronological listing of those events which have closed during this time period:

> In July we concluded one LEAN event. This project consisted of a Rapid Improvement Event for the Transportation Process. There was value in this project from establishment of standard work so that all Transportation Personnel now have up-to-date SOPs and Desk Guides for their processes. Kudos to the team for their patience and perseverance in working through this project!

> In August we closed out three LEAN Projects. The first event to close was the Shelf Life Management event. This was a very intense project reaching multiple organizations in order to develop a shelf life management program for Sierra Army Depot. The team did an outstanding job in overcoming the challenges presented in this event. The second project to close in August was the SF-50 Paperwork Reduction Event. In this process improvement the team eliminated the unnecessary process of printing and delivering Personnel Actions, since employees have access to their SF-50s through CPOL. The team was able

to capture time studies which proved a financial benefit of over \$9,600 over a three year period. Great job by Resource Management personnel! The final project to close in August consisted of Sierra assisting the HMMWV reset program by re-utilizing Rotek Bearing components. This initiative resulted in very substantial cost avoidance, with Sierra's portion amounting to \$5,347,437. Excellent work by all who assisted in this project!

> In September we were able to conclude one LEAN event. This initiative consisted of changing the way that DLA ships material to SIAD. Instead of charging us shipping costs by the piece, we are now on a dedicated truck shipping schedule, paying by the truck load. This was a joint effort with DLA, and the resulting cost avoidance to Sierra was over \$2,740,000 calculated over a three year period. Outstanding work by all of those involved with this project!

The financial benefits from these events contributed to a total cost avoidance of over \$8.6 Million for Fiscal Year 2012. The financial and operational benefits from all of the FY '12 projects were only possible due to the efforts of the team members involved and their commitment to improve our processes at Sierra Army Depot, keeping us relevant to the Army in today's increasingly competitive environment. Hopefully we will have an equally successful FY '13!



## Army undertakes Civilian Workforce Transformation

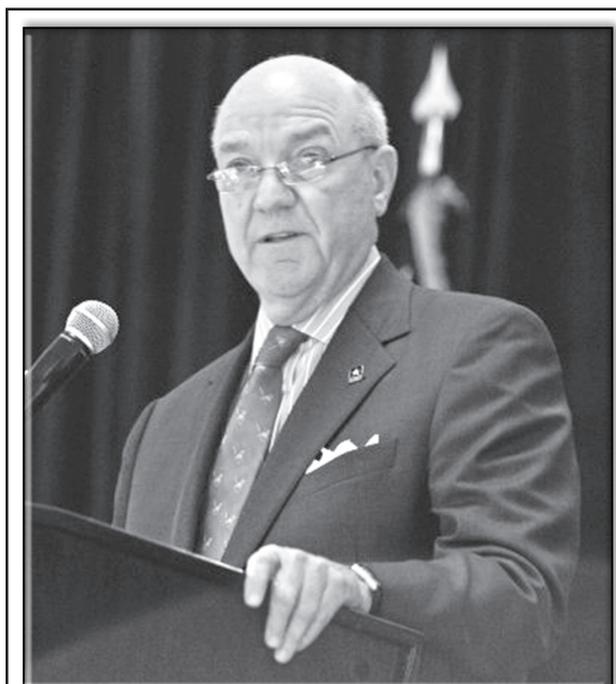
By David Vergun

WASHINGTON (Army News Service, Oct. 24, 2012) -- Civilian Workforce Transformation creates a number of changes to personnel, management and training policies for Department of the Army civilians.

Civilian Workforce Transformation, or CWT, will benefit civilians, commanders, the Army and the nation, according to Thomas A. Lamont, assistant secretary of the Army, Manpower and Reserve Affairs, who initiated CWT last year. He spoke Wednesday at Association of the United States Army's Department of the Army Civilian Luncheon.

Among the benefits of CWT he cited were realignment of career programs into 31 categories to achieve better capabilities; greater opportunities for career education, training and technical development; improved career tracking; and reducing the time it takes to bring new hires onboard.

CWT will also play a part in manpower decisions. As the active and reserve components draw down their end strengths, Department of the Army, See CIVILIAN on page 9



**Thomas A. Lamont, assistant secretary of the Army for Manpower and Reserve Affairs, discusses Civilian Workforce Transformation during the Association of the United States Army's Department of the Army Civilian Luncheon.** Photo Credit: David Vergun

## INDUSTRY (From Page 4)

for the active Army, Army Reserve and National Guard. It will provide the same Soldier Record Brief for all components.

When IPPS-A is fully implemented, Smith said it will enable the Army to take over what the Defense Finance and Accounting Service currently does so that the Army will pay its own Soldiers.

The plan over the next five years is to eliminate 260 legacy systems, said Dr. Llyle Hogue, deputy director of the Business Innovation Directorate. But he said the real challenge is to transform the culture of the Army so that leaders don't go into an operation expecting a "blank check book." He said they must now realize that the Army is in a more austere environment when it comes to budgets.

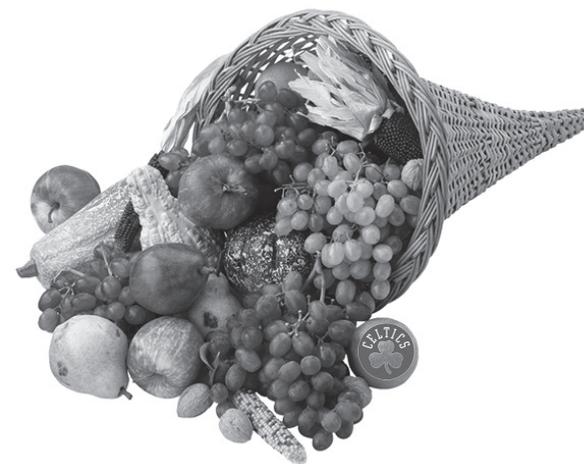
The Army is working toward full audit ability, Westphal said. On Oct. 15, he signed a Declaration of Full Deployment of a new software system that will enable Army audits, provide internal controls and support other business processes: the General Fund Enterprise System, or GFEBs.

The Army didn't come up with GFEBs on its own, though. Smith said it's based on a program developed by SAP, a multinational company known for its enterprise software to manage business operations. GFEBs is based on one of the corporation's enterprise resource planning, or ERP, applications.

"I'm not saying we used it entirely out of the box," Smith said, "but for the most part, we're following most of the best business practices built into the ERP."

Westphal emphasized that the Army is modernizing all of its enterprise systems. "We're saving a lot of resources." Today versus five years ago "it's night and day difference," when it comes to business processes, he said.

"This has really been a holistic effort on the part of the Army – the G-3, the G-2, the G-1, the M&RA, the IE&E – these are all the elements of the Army coming together on a governance piece, to agree to work together."



## CYSS (From Page 4)

everyone who helped run booths and supported the event. A special thanks goes out to the SIAD Fire Department for stepping in to make this year's carnival a memorable event for our youth and families!

# Weld Shop receives new equipment



**Horizontal Press Brake**

Accurate. Precise. Exact. Even. Those are just a few issues the Weld Shop had a tough time perfecting with the outdated equipment they were using. That was until Lt. Col. Christopher Dexter walked through the building and commented on the lack of state of the art equipment needed to better complete their day to day operations. Well that is all it took, and new equipment started showing up in the Weld Shop. With equipment that is more accurate and precise, the Weld Shop, and the Depot, are now able to compete on a higher level with other installations for future work. The employees and supervisor within the Weld Shop would like to thank Lt. Col. Dexter for helping to acquire the new equipment.



**Threading Machine**



**Carbon Arc Welder**



**Drill/Mill**



**Vertical Press Brake**



**400 Ton Vertical Press Brake**

## Sparks fly around the Weld Shop



Leon Huffman is constructing new storage boxes as part of the Reset on the PLS Flatracks.



Mike Kraft (left) and Mitch Murphy remove damaged cross bars on a PLS Flatrack as part of the Reset process.



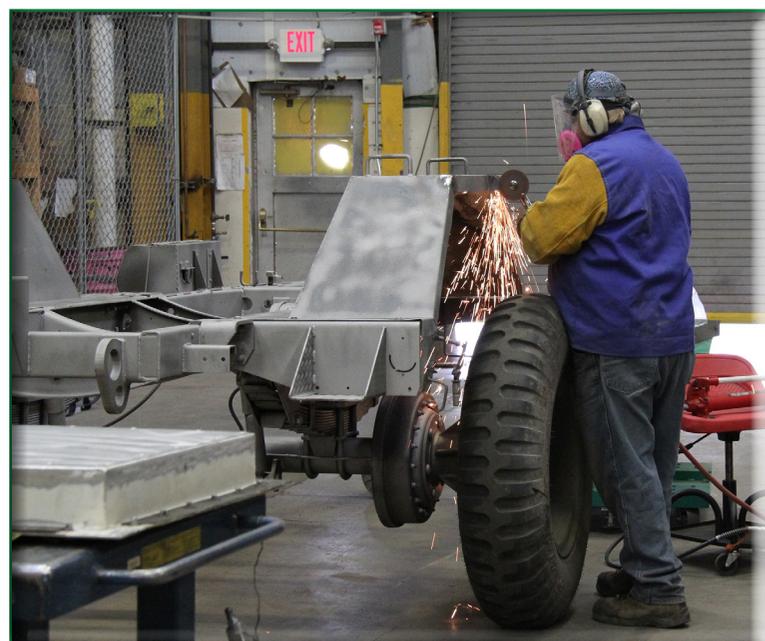
William Colvin refurbishes an aft. pylogn stand that is used to transport the aft. transmission for a CH47 helicopter.



The Weld Shop assisted the Mechanic Shop to create this test fixture equipment to be used in conjunction with the wench for the Heavy Equipment Transporters (HETs).



Glenn Motts welds the first 40 foot container rotator that was specifically ordered by a customer.



Doug Collier working on a M149 trailer for the water buffaloes.

## Poems hold memories for a veteran and his family

A single poem can reflect on emotions, events, or just about anything. But most of all a poem can hold a special place in someone's life. The following poems do exactly that for Rick McElmurry, a motor vehicle operator in the Asset Management Division, as they were written by his father, Warren H. McElmurry a Soldier fighting for our country in Korea from 1950-1953. The senior McElmurry retired from Sierra Army Depot in the early 1970's where he worked in the Post Engineering Division.

### *Now The Battle Is Over*

Yes, dear Mother, the battle is over?  
An now that it is all over  
And our freed we have won,  
You shall some day again see your son.

When a Soldier sits alone at night  
And thinks of his home,  
He is sure to vow never again to roam.  
When at first it all began,  
I thought that again I would never return.

But now, dear Mom, every night I pray,  
And I know that God will send me  
home some day.  
When I go to sleep at night I know  
That one more day has passed,  
And some day soon I will be home at last.

It is many miles over the great wide sea,  
But I know, dear Mom, you think of me.  
So, dear Mom, I am sending you my love,  
And asking for you to be blessed from above.

- Pvt. Warren H. McElmurry

### *Father*

A Father is someone who just doesn't happen along every day.  
He is someone very special, even more than I can say.  
He is a big husky man with hair the color of desert sand.

No matter what color his hair may be, he is still the best to me.  
A Father is someone you should love and trust,  
For him I would give my life if I had to die in the dust.

As a companion or a buddy, he is better than anybody.  
If I had trouble or a problem, to him I would go,  
Every time he has the answer and always seems to know.

He is the only true father a guy ever had,  
To be unfaithful to him would make him very sad.  
Fellows, to him be true, and he will also be faithful to you.

- PFC Warren Hayward McElmurry  
1953



## EEO/Diversity Update

### *"Honoring All Who have Service in the United States Military Service"*

#### **Veterans Day Facts**

In 1954, President Eisenhower officially changed the name of the holiday from Armistice Day to Veterans Day.

In 1968, the Uniform Holidays Bill was passed by Congress, which moved to the celebration of Veterans Day to the fourth Monday in October. The law went into effect in 1971, but in 1975 President Ford returned Veterans Day to November 11, due to the important historical significance of the date.

Britain, France, Australia and Canada also commemorate the veterans of World Wars I and II on or near November 11th: Canada has Remembrance Day, while Britain has Remembrance Sunday (the second Sunday of November). In Europe, Britain and the Commonwealth countries it is common to observe two minutes of silence at 11 a.m. every November 11.

#### **Veterans Facts**



**Lynette Hall**  
EEO Manager

The brave men and women who serve and protect the U.S. come from all walks of life; they are parents, children and grandparents. They are friends, neighbors and coworkers, and an important part of their communities.

Here are some facts about the current veteran population of the United States:

9.2 million veterans are over the age of 65.

1.9 million veterans are under the age of 35.

1.8 million veterans are women.

7.8 million veterans served the Vietnam War era (1964-1975), which represents 33 percent of all living veterans.

5.2 million veterans served during the Gulf War (representing service from Aug. 2, 1990, to present).

2.6 million veterans served during the World War II (1941-1945).

2.8 million veterans served during the Korean War (1950-1953).

6 million veterans served in peacetime.

As of 2008, 2.9 million veterans received compensation for service-connected disabilities.

5 states have more than 1 million veterans among their population: California (2.1 million), Florida (1.7 million), Texas (1.7 million), New York (1 million) and Pennsylvania (1 million).

The VA health care system had 54 hospitals in 1930, since then it has expanded to include 171 medical centers; more than 350 outpatient, community, and outreach clinics; 126 nursing home care units; and 35 live-in care facilities for injured or disabled vets. <http://www.history.com/topics/veterans-day-facts#a0>.

Here are some facts about the Veterans at Sierra:

As of October 22, 2012, the total workforce

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## Problem or Opportunity?

By Jeremiah Brooner  
Quality Engineering Office

One thing that we try to emphasize during any event or training is identifying the current state. Every current state has its problems, and you cannot fix them until you know that they are there. So identifying and measuring the problem is very important.

We all tend to try and hide problems. This might happen because we have a tendency to look at them as problems first and opportunities second. That is one thing that process improvement teaches you, problems are not problems but opportunity to improve. Time after time we struggle during events to bring these opportunities to light. I don't know if that's out of fear of what may happen or what people may think, but it is a clear block in the road to improvement.

If you have ever been on an event during the fact finding portions, then you know that we as facilitators dig pretty deep and will always look into things that are brought up in discussion. Our problem seems to start when Managers come in to see the progress; we are not here to get anyone in trouble. We are here to help and have had some Leaders and Managers understand and emphasize that these opportunities can only be realized when they are brought to light.

There have been several events that present so many opportunities that we have to run a root cause analysis to prioritize them. In fact more and more organizations are completing a root cause analysis before any events take place. The only way to make improvements is to capitalize on the opportunity in each process, and if we as a Depot can shift our thinking to that of opportunity over problem we can transition into a truly Lean culture.

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## EEO (From Page 8)

is approximately 1,389. Of that total workforce, 25 percent (351 Veterans) make up the veteran population at Sierra.

To our Veterans at Sierra Army Depot, thank you for serving our country. Thank you for your continued support here at Sierra and the United States of America. We honor you with great pride and appreciation for that you have done and continue to do. I would also like to thank the Fallen Soldiers; for they will never be forgotten.

In appreciation of our veterans, the Equal Employment Opportunity Office (EEO) Office will be hosting a Veterans Day Awareness Program on November 8, 2012 at the Skedaddle Inn, from 11:30 am – 12:30 pm. Our Speakers and Guests will be Ms. Susan Hawkins, Susanville Veterans Office; Mr. Troy Stormoen, Reno Veterans Center; and the Honey Lake Valley VFW 6356 Color Guard.

For tickets please call Lynette Hall, extension 4554; Jim Swistowicz, extension 5211; or John Sell, extension 4190.

## LEAN into my CORNER

As I write this, it's the first day of the new fiscal year so this is a good time to look back at the year we just finished. From a Lean perspective, there were some good and some not-so-good developments.

First, let's look at the good. We ended fiscal year 2012 with nearly \$9 million in Lean savings and cost avoidance. When you consider that the goal we had to meet to satisfy AMC's expectations was a little over \$2 million, we did pretty well. SIAD's internal goal was higher than AMC's mark but we beat that as well. This is the goal that is tied to the GAP award so it hits a little closer to home for most of us. We had to get to \$6.4 million to get the maximum GAP award for process improvement. Since we exceeded this goal by several million dollars, the command group decided to increase that part of the GAP award by fifty percent. That means \$600 for process improvement and a \$1,000 total award for most depot employees.

Most of our FY12 savings resulted from two major projects. The first was an effort we undertook in cooperation with TACOM and Red River Army Depot. Red River was doing reset work on HMMWVs and had ordered parts from DLA. It turned out that a major part they needed was a bearing for the turret used on the vehicle. We had a large number of these at Sierra that were not going to be used and could be pulled out of their assemblies with little trouble. After we accounted for the implementation costs (pulling and shipping the parts), the net cost savings to the Army was more than \$16 million. Because it was a joint effort, each organization involved got one-third. Our share was over \$5.3 million.

Our second big money maker resulted from consolidating small shipments to Defense Depot San Joaquin into truckloads that are dispatched three days a week. The difference in shipping costs added up to more than \$2.7 million. Like a lot of process improvements,



**William Deming**  
QEO Director

it was pretty obvious in hindsight but it took someone looking with a fresh perspective to see the opportunity.

Both these projects were very positive and the savings to the Army was outstanding. However, they also illustrate the "not-so-good" developments that I mentioned above. Most of the cost avoidance that we realized during the fiscal year resulted from programs that were largely outside our area of operations. We really need to concentrate more on operations here on the depot. In fact, we will be conducting several Value Stream Analysis (VSA) events over the next few months that should yield a lot of money-saving opportunities. The command group has selected several areas for special emphasis and we'll be spending a lot of time working in those areas.

We did have some purely internal projects that resulted in savings. For example, one effort in buildings 302 and 303 resulted in nearly \$345,000 in cost avoidance. Another project in AMD allowed us to avoid about \$38,000 in shipping costs. Resource Management also ran a couple of projects that yielded small but significant savings.

Overall, Fiscal Year 2012 was a good one for Sierra. But given our more inward focus, I believe that 2013 will be even better.

## CIVILIAN (From Page 5)

or DA civilians are also seeing their numbers decline, Lamont said, "to the maximum extent possible, through voluntary departures and attrition."

He said manpower decisions are based on providing a "flexible and adaptable civilian workforce fully capable of supporting the Army and the nation.

"Army leadership is handling the drawdown in both the military and civilian workforce with utmost care and compassion," he continued. "But, we must do this smartly to achieve not just the right number of people but the right mix of skills to move our Army forward."

The type of civilians the Army needs, according to Lamont, are those who are "capable, technically proficient, well-grounded leaders, innovative, creative, embrace change, work collaboratively, understand the values and skills of

partnering and are empowered to solve needs and problems."

And to that list of desired traits, the assistant secretary added: "Willingness to take risks. (We need) great leaders who are not afraid to put it on the line from time to time -- and that's an all too rare commodity in our big building across the river," he said, referring to the Pentagon.

Lamont noted that civilians comprise a great percentage of the Army and also deploy alongside them, performing many critical missions. Of particular value, he said, is the continuity civilians provide to the Army which is "lacking" on the uniform side.

"(I'm) fortunate to be surrounded by such talented and spirited men and women (who are) all striving to serve our country in the best way possible," he concluded. "Yes, you do make a difference."

## Commander provides depot overview during Town Hall



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

Employees gathered in four separate sessions for the Commander's Town Hall on Oct. 16.

Each session listened as Lt. Col. Christopher E. Dexter talked about suicide prevention, depot improvements, safety, reorganization of Retrograde and Redistribution, GAP award, FY12 overview and distinguished visitors, Combined Federal Campaign, open season for health benefits, chain of command, and upcoming events. During the session, the Local AFGE 1808 were given the opportunity to provide some insight as to what they do.

Since the Depot does not have a large enough place to accommodate all employees at one time, the questions that were asked during each session are provided below along with the response.

**0630 Meeting:** No questions

**1000 Meeting:**

1. What is the status of the GWOT Program? As of Oct. 1, 2012, the authority to hire/extend GWOT positions went away. We have submitted a request to extend this authority, but have not received anything yet. In the meantime, we went ahead and extended those positions through May 2014. **UPDATE:** We have been granted the authority to extend GWOT terms as long as the funding and workload exists.

2. So after 2014, do all the GWOT's go away? Unless we get the extension we requested, they will. We will be looking at hiring Term positions in the future. Unfortunately, that process takes longer to hire under the Term authority. **UPDATE:** We have been granted the authority to extend GWOT

terms as long as the funding and workload exists.

3. Can a GWOT be rolled over? After Oct. 1, 2012, the authority to extend GWOT positions went away. Only Terms can be rolled over. **UPDATE:** We have been granted the authority to extend GWOT terms as long as the funding and workload exists.

4. Can you tell us if we will be receiving a GAP in 2013? After management defines the parameters for the next gap, we will publish those in The Challenge and send out through email distribution. Due to budget constraints, we are capped at \$2,000 plus an addition \$500 if all metrics are met for a total of \$2,500.

5. As a Safety incentive, what about putting emphasis on holding supervisors accountable for safety accidents? We will have safety look into what other installations/sites are currently doing.

6. What can be done with the hiring process? It seems to take forever for jobs to be filled. QEO will be doing a VSA the week of 22 October 2012. During this event, a representative from The Civilian Human Resource Agency (CHRA) will be on depot to participate. This event will look at improving the process, from beginning to end.

7. When will we be getting an Attorney on depot? Right now that is unknown. We have gone to AMC asking if they had anyone that would be interested, and received no interest. We are looking at trying to bring someone on using the PFI process and advertising openly through USAJobs.com.

8. The Weld Shop is always running out of supplies, how can we go about purchasing items for each shop? The QEO will be putting together a VSA to help with the procurement process, in discussion with your leadership after the town hall meeting; they believe that supplies are flowing into your shop at an acceptable level.

9. Is the base flying permanent jobs? Yes, there are few out on the USAJobs.com right now.

10. How do you make a determination how the position is to be advertised - merit or out to the public? The supervisors makes that determination based on mission need. If we are looking to sustain the workforce, then it will normally be merit (government only). If we are looking to grow the workforce, then it is open up to the public.

11. Since we are an Army Working Capital Fund (AWCF) installation, where is that source coming from? The Army manages it, and AMC is responsible for executing it.

12. Can a GWOT be placed in a vacant permanent position? Yes, but only on a temporary basis. All permanent positions must be filled through the normal hiring process.

13. Are there any plans for additional construction in FY13? Yes. As shown in the earlier slide we have plans to repair floors, exterior of buildings, more asphalt, a Water Distribution System, just to name a few. We also have plans to construct pre-engineered building w/pads, hardstands, and more parking lots, widen roads, fix some rest rooms and install offices

**See TOWN HALL on page 11**





## Town Hall (From Page 10)

and breakrooms.

14. Is there a plan to buy new MHE? Yes there is. We have in the plan to purchase 2 superstackers, a crane, grater and scraper.

15. Doesn't a TDA cover acquiring new equipment? Not here at Sierra. We purchase what is needed.

16. Is there a plan to get more heat in some buildings, like 205-N? Do not believe that particular building is on the list; however, if your building facility manager will complete a 4283 and send it to DPW, we will look into it.

17. What qualifies a job/position to get hazard pay? If a respirator has to be worn, why can't we get hazard pay? When an employee is required to wear a respirator to perform a task it does not automatically qualify them for hazard pay. The respirator is a piece of PPE that is used to mitigate the hazard of the job to be performed; Safety is looking into the standards to receive hazard pay.

18. If a Term converts to a GWOT position, will that position go away in 2014? As stated earlier, the authority for GWOT funding went away as of 30 September 2012, so the answer to that part is yes. The funding for a Term position is still in place. However, if an individual is in a Term position, they are hired for 1 year and 1 day, and can be extended for three more years. After that, the Term cannot be extended. However; as previously stated, we have been granted the authority to extend GWOT terms as long as the funding and workload exists.

### **1215 Meeting:**

1. Do you think the continuing resolution will be passed before March? There is no way to predict that answer.

2. What is the difference between Union & EEO representing? EEO has protected classed under Title 7 which covers race, religion, age, gender, disability (discrimination cases). Where the Union represents employees on disciplinary actions, and all others matters that does not fall within the EEO areas described above.

3. How many hours advanced noticed is an employee given prior to an interview? According the Sierra's Policy No. 690-300-2: Panel Interview Policy, Para 5C(1)e - Applicants, who will be interviewed, will be afforded a minimum of 24 hours notice of their scheduled interview.

4. When the interview panel makes their decision, why is that selection not made? According the Sierra's Policy No. 690-300-2: Panel Interview Policy, Para 5e - Interview panel rankings are not binding. They serve solely as an additional tool for the selecting official (and/or designee) in making his/her final selection. However, if the selecting official (and/or designee) selects an applicant not within the top three applicants on the Interview Panel Master Scoring Matrix, there must be a written justification as to the reason for the selection.

### **1600 Meeting:**

The first three questions during the 1000 session were also asked during this session.

1. Will there be more permanent positions opening up here at Sierra in the future? There have been no decisions at the management level to expand the permanent workforce. By expanding a permanent workforce, we run the risk of a reduction in force (RIF) if the workload is cut.

2. What are the chances of people from other installations transferring into the positions here at Sierra? If employees just want to lateral from one installation to another, they would still have to use the USAJobs.com and submit their resume. However, if an employee falls within the Priority Placement list due to a closure or realignment, then yes that employee can be placed in a vacant position.

3. What is being done about the equipment shortage on depot? We are currently having our property book officer looking at this issue from across the depot (analyzing utilization rates and making recommendations for cross leveling of equipment), not just one specific organization.

4. Is there a possibility to adjust the radio channels since the split of R&R? The channels we have cannot be expanded. We are currently looking into a new system. The one the Depot is operating on now is an antiquated system.

5. With the workload expanding, will we be getting new warehouses? Right now we have 3 warehouses identified under the minor construction projects; unfortunately, the cost is higher than our authority. The requests are all in place.

6. Are funds being shifted to the motor pool to help get equipment out faster? As you know we are an Army Working Capital Fund installation. There are procurement challenges that we are facing. During the second quarter of FY13, the QEO will hold a VSA event to streamline the procurement process in hopes to procure items faster.

7. Will the CNN story on the tanks bring more work for Sierra? That is very difficult to predict; Sierra did not really have a role in this story just the fact all the tanks are stored here. The Army wants to come up with the next generation for the tank, so this story was more directed at Lima Tank Plant.

8. Do we still have a Reno/Susanville runner in the event there are things that are needed for Health and Safety issues? Yes we do.



# WINTER

Employees are encouraged to call the Depot Information number during times of inclement weather. Employees will hear a recording on the status of the depot in regards to the impact of inclement weather. For example if the weather was so severe it could create a delay start for work.

Please keep in mind this is not a road report but a recording as if bad weather would impact the ability to perform mission operations. This number will be updated when needed, no earlier than 0415.

## Call 827-4998

Road conditions for California Highways: <http://www.dot.ca.gov/cgi-bin/roads.cgi>

You can also call 1-800-427-7623 for current conditions.

Road conditions for Nevada Highways: <http://www.safetravelusa.com/nv/>

Before driving, motorists can dial 511 (1-877-687-6237 outside of Nevada).

## Commander (From Page 2)

We have already had our first taste of winter; additionally, many of us have already had colds or caught the flu. Health problems brought on by cold temperatures become more prevalent in the workforce during the winter months. Dress accordingly for the weather, which might require you to wear several layers of clothing. Also, wear the right type of shoes for the type of weather - good traction will help keep you in an upright position. Get your flu shots - they are available at the health Clinic. Please ensure that you and your families are especially safe during the winter months.

I hope you enjoy both holidays and please make them safe.

### ***Pride in Excellence!*** ***Army Strong!***

LTC Christopher E. Dexter

#38



## Army will do its job with less, secretary says

By C. Todd Lopez  
Army News Service

WASHINGTON (Army News Service, Oct. 22, 2012) -- With budget cuts already in place, and more cuts possible next year -- the Army can expect fewer resources to accomplish a mission that will likely not shrink, said Secretary of the Army John M. McHugh.

Speaking before the opening session of the 2012 Association of the United States Army Annual Meeting and Exposition in Washington, D.C., McHugh said the nation's economy, and how it affects the Army budget, is something that worries him. After more than 11 years of war, he said, "the Army is going to do its job with less."

Budget cuts and force reductions were a long time coming, he said, and the Army has been aware of them for some time.

"We've seen this day coming for some time," he said. "We've been given the opportunity and the time to get it right, to plan, to prioritize and adjust force structure, equipment and training; we are doing it."

### ***TOTAL FORCE: ACTIVE, GUARD, RESERVE***

A critical component of the Army's future is integration of Reserve forces. Since 2001, McHugh said, the Army has learned the importance of an operational reserve component in meeting mission requirements.

Continued training and readiness of the Reserve components is "paramount to the Army's overall readiness and stability, and our nation's security," McHugh said. "We are going to make sure we do that, and we do it right."

Part of the Army's effort in that direction includes a McHugh-signed directive that establishes a "total force policy" for the Army. That directive says the Army will man, train, and equip active and reserve components "in an integrated operational force," the purpose of which is to provide "predictable, recurring,

and sustainable capabilities."

McHugh said the directive outlines a number of measures to make integration of those forces seamless. Some of those measures include uniform processes and procedures for validating pre-deployment readiness; developing and implementing unified personnel management and pay systems; ensuring that equipping strategies promote procurement programs for a total force; and facilitating opportunities for Soldiers to move between active and reserve-component assignments throughout their career.

### ***ARMY A HEDGE FOR THE FUTURE***

At a press conference following the opening ceremony of this year's AUSA conference, Chief of Staff of the Army Gen. Raymond T. Odierno said that as the Army heads into an uncertain future, it starts from a "position of strength," as a result of veterans and Army leaders that have been in combat for 11 years now. And because the Army is an all-volunteer force, he said, he expects many of those same leaders to stay

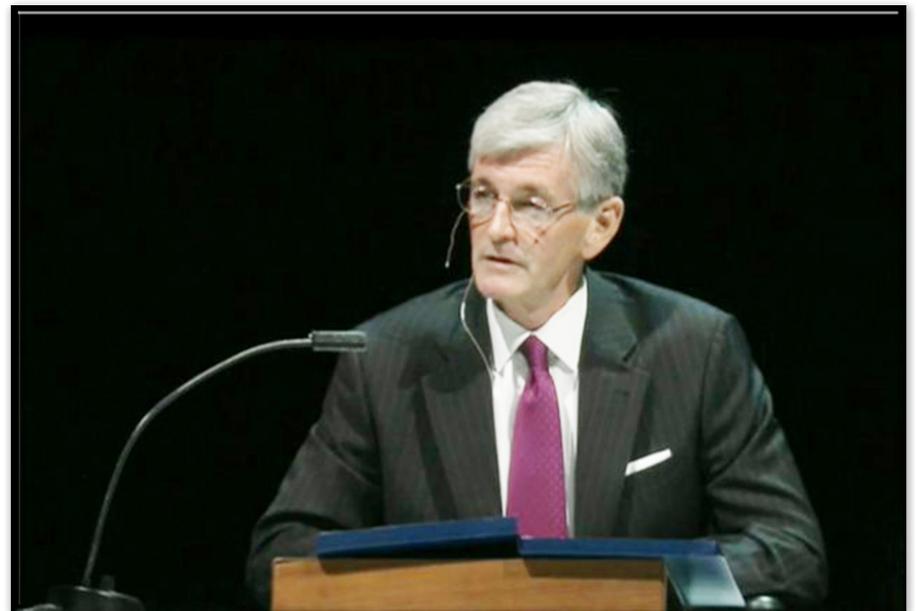
in the Army "and to pull the Army into the future."

The Army will adapt readiness and training models to prepare units to better operate "in what we believe will be more and more complex environments that we are going to have to fight," Odierno said.

To deal with those complex environments of the future, the general said he is now focused on an Army that can deploy at "several speeds," at "several sizes," and that can respond to "several contingencies."

"The Army provides a depth and capability that no other service provides -- tooth to tail -- (from) combat, all the way down to every kind of logistics and combat service support that you can provide," he said. "We're the only service that does that completely, tooth to tail."

McHugh said the Army's "key to the future is our full-spectrum capability, and the capacity to go anywhere and do any mission." The ability to do that, he said -- the Army's adaptability -- means that it can serve as a hedge for the uncertainty of the future.



**With budget cuts already in place, and more cuts possible next year -- the Army can expect there to be fewer resources around to accomplish a mission that will likely not shrink, said Secretary of the Army John M. McHugh, Oct. 22, 2012, during the 2012 Association of the United States Army Annual Meeting and Exposition in Washington, D.C.**  
Photo Credit: Pentagon Channel screen capture

