The Challenge

U.S.ARMY

Sierra Army Depot, Herlong, Calif. May 2013 Vol. 69 No.5

Remembering those who served

This Month's Issue:

- County Officials tour Depot
- Narcissism and Toxic Leaders, Part 1
- Net Zero Energy Progress
- Hero2Hired

Commander's View

We recently hosted a visit with the AMC Inspector General. Their focus, while on Sierra was to assess our Command Supply Discipline Program (CSDP); the key component of CSDP for us is property accountability.

As published on the Army's website, 'property accountability is defined as the control of property through accurate records. Accurate property accountability is achieved when physical inventory matches record inventory, enabling visibility for timely decision making. Furthermore, the importance of property accountability to the Army is that it impacts combat readiness. Property accountability is the responsible stewardship of the resources entrusted in our care by the American taxpayer. '

Having said that, you may be asking yourself why is that important to me? We maintain over $10 billion worth of equipment on Sierra on behalf of an item manager. If Soldiers are deployed into harm's way and an item manager requires some of the stocks we maintain to support them, it is imperative that we are able to provide those stocks. The bottom line is that is why we are here and we have to get it right the first time.

As a small reminder of our responsibilities as a member of the Army team, I've included a copy of the Army Civilian Corps Creed in this month's paper. This creed mirrors the Army Values that

Lt. Col. Christopher E. Dexter

are the foundation of our Army and its Soldiers. This month my senior leaders will be posting the Army Civilian Corps Creed in their respective areas, please take a moment to review the creed and why we are here.

As discussed last month during the town hall meetings, we are still waiting for the final decision on the 'Term' positions hiring exception, please don't wait to the last minute to complete your resumes. Our training division is offering a resume writing class during this month. Notification will be sent out once these positions are ready for advertisement on usajobs.gov.

At the end of May we will celebrate Memorial Day. Memorial Day is a day of remembering the men and women who died while serving in the United States Armed Forces. Please take a moment on Memorial Day to remember our fallen comrades.

Happy Asian Pacific American Heritage Month, please take a moment this month to reflect on all the contributions that Asian Pacific Americans have made to our great country as detailed in the EEO article in this paper.

Our safety office will publish the Army's summer safety campaign shortly; however, the month of May is designated as Motorcycle Safety Month. You'll see an article on motorcycle safety in this month's paper. There are many riders on Sierra and I'd ask that both riders and non-riding drivers maintain situational awareness of motorcycles on the road.

I will leave you with some interesting facts for the month of May. Kentucky Derby takes place the first Saturday of the month, celebrate Cinco de Mayo, Armed Forces Day was established in 1949, Mt. St. Helens erupted in 1980,

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THE UNION'S POSITION- AFGE LOCAL 1808

Why Americans need Unions now more than ever!

The following information was written by Robert Creamer, political organizer, strategist, and author

"How often do you hear someone say, "Oh, at one time unions were a good thing, but not anymore"?

The premise of this argument is that once upon a time there were robber barons stalking the land, and it was a fine thing that workers organized into unions to prevent them from hiring children and paying employees a pittance as they labored in sweatshops working fifteen-hour days.

Now, goes the narrative, in the age of high-tech industrial campuses and "information" workers, unions are "obsolete."

Next time you hear that argument from an otherwise rational person, give them a good shake and insist that they wake up from their dream world.

The central problem facing the American economy -- and our society -- is the collapse of the American middle class. The incomes of the middle class Americans and those who aspire to be middle class -- 90% of Americans -- have been stagnant for almost three decades. This trend, which was briefly interrupted during the Clinton Administration, is the chief defining characteristic of our recent economic history.

This stagnation of middle class incomes has not happened because our economy has failed to grow over this period. In fact, real (adjusted for inflation) per capita gross domestic product (GDP) increased more than 80% over the period between 1975 and 2005. In the last ten years, before the Great Recession, it increased at an average rate of 1.8% per year. That means that if the benefits of economic growth were equally spread throughout our society, everyone should have been almost 20% better off (with compounding) in 2008 than they were in 1998.

But they weren't better off. In fact, median family income actually dropped in the years before the recession. It went from $52,301 (in 2009 dollars) in 2000 to $50,112 in 2008. And, of course it continued to drop as the recession set in.

How is that possible?

Was it -- as the Right likes to believe -- because of the growth of the Federal Government? Nope. In fact, the percentage of GDP going to federal spending actually dropped during the last four years of the Clinton Administration. When Bush took office it began to increase again as the Republicans increased

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The Challenge

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In 1983, Mr. John Cullen began his federal career as a Tool and Die maker at the Long Beach Naval Shipyard where he continued to work for four more years. For the next 20 years, Cullen worked at the Seal Beach Naval Weapons Station until its closure under BRAC 2005. In 2007, he came to work here at Sierra Army Depot is currently a Quality Assurance Specialist in the Directorate of Information Management. Lt. Col. Christopher Dexter proudly presented Cullen with his 30-year length of service award during a recent ceremony.

COMMANDER
(From Page 2)

Memorial Day was officially proclaimed in 1868, 1937 Golden Gate Bridge opened, 1881 American Red Cross was established, and the most important - Mother's Day is this month!

Pride in Excellence!
Army Strong!

LTC Christopher E. Dexter
#38

SIAD Not Affected by LED Recall

By Steven Johnson
Energy Awareness Coordinator

On March 19, 2013, the U.S. Consumer Product Safety Commission (CPSC) recalled some LED light bulbs. The bulbs, which are being recalled voluntarily, can overheat during use, posing a fire hazard. Per the CPSC, consumers should stop using this product immediately and remove the bulbs from sockets and lamps. None of the affected bulbs have been purchased or installed on Sierra Army Depot, but some of you may have them in your home.

The recalled LED bulbs were 120 volt and sold as 6, 8, and 9 watts, which are equivalent to 40 or 50 watt incandescent bulbs. The bulbs were marketed under several different brand names and sold at various retail and supply stores. Some product failures were accompanied by smoke and fire. Although no one has been injured, incidents include damage to light sockets, melted fixtures, burned rugs/carpet/ floors, damage to a circuit and to a lamp. For more details, see recall number: 13-142 at the web site; www.cspc.gov.

Sierra Army Depot Public Works has not purchased or installed any of the recalled LED bulbs (yes, we checked). One reason for this is due to the cost of LED bulbs it is not always economically feasible. We do retrofit, or convert, to more energy

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spending on wars. Over the last 28 years, federal spending has averaged about 20.9% of the GDP and varied within a range of only about 5%, with the high being in 1983 (in the middle of the Reagan years) and the low in 2000 before Bush took office. It has never even come close to the 43.6% of GDP that it consumed during World War II in 1943 and 1944, or the 41.9% it consumed in 1945. The percent of GDP that goes to Federal spending went up in 2009 and 2010 -- but that was mainly because the economy shrunk on the one hand, and a major, temporary stimulus bill was need on the other to prevent another Great Depression.

Was it because taxes have skyrocketed? No again. In fact, according to the Census Bureau, the median household tax burden actually dropped from 24.9% in 2000 to 22.4% in 2009.

Was it that labor became less productive? No. In fact, there has been a major gap between the increase in the productivity of our workforce and the increase in their wages. Even when wages were improving at the end of the Clinton years, productivity went up 2.5% per year and median hourly wages went up only 1.5%.

From 2000 to 2004 worker productivity exploded by an annual rate of 3.8% but hourly wages went up only 1% and median family income actually dropped .9%.

The bottom line is that people who work for a living (most of us) are getting a smaller and smaller share of the nation's economic pie.

In August of 2006, the New York Times reported that Federal Reserve study showed that, "Wages and salaries now make up the lowest share of the nation's gross national product since the government began recording data in 1947; while corporate profits have climbed to their highest shares since the 1960."

So the answer to the question is simple. Virtually all of the increase in our gross domestic product over the ten years before the Great Recession went to the wealthiest 2% of the population.

These changes in income distribution are not the result of "natural laws." They are the result of systems set up by human beings that differentially benefit different groups in the society.

Economist Paul Krugman has summarized the history of income distribution in America.

At the beginning of the Great Depression, income inequality, and inequality in the control of wealth, was very high. Then came the great compression between 1929 and 1947. Real wages for workers in manufacturing rose 67% while real income for the richest 1% of Americans fell 17%. This period marked the birth of the American middle class. Two major forces drove these trends -- unionization of major manufacturing sectors, and the public policies of the New Deal.

Then came the postwar boom, 1947 to 1973. Real wages rose 81% and the income of the richest 1% rose 38%. Growth was widely shared, but income inequality continued to drop.

From 1973 to 1980, everyone lost ground. Real wages fell 3% and income for the richest 1% fell 4%. The oil shocks, and the dramatic slowdown

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UNION (From page 3)

in economic growth in developing nations, took their toll on America and the world economy.

Then came what Krugman calls "the New Gilded Age." Beginning in 1980, there were big gains at the very top. The tax policies of the Reagan administration magnified income redistribution. Between 1980 and 2004, real wages in manufacturing fell 1%, while real income of the richest one percent rose 135%.

The single largest contributor to this stagnation of middle class incomes has been the corporate attack on organized labor. The percentage of private sector workers in unions has shrunk from 35 percent to 7%. The exception has been the public sector, where 35% of teachers, firemen and public service workers now have access to collective bargaining.

The last thirty years shows conclusively that the "competitive market" -- absent collective bargaining -- simply does not assure that everyday employees share in the fruits of increased productivity or economic growth. Left to their own devices, CEO's will pad their own massive incomes and seek higher returns for the stockholders that hire them. That is especially true in an economic world that is globalized -- where CEO's can often hire labor at pennies on the dollar of what they would have to pay in the U.S. -- if it were not for union contracts.

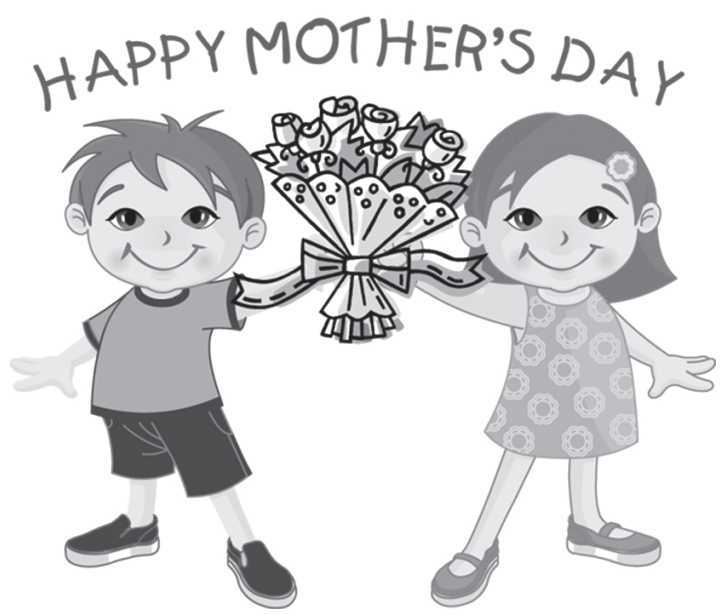
Collective bargaining is the only way to level the playing field -- to assure that increases in American productivity are widely shared throughout the economy.

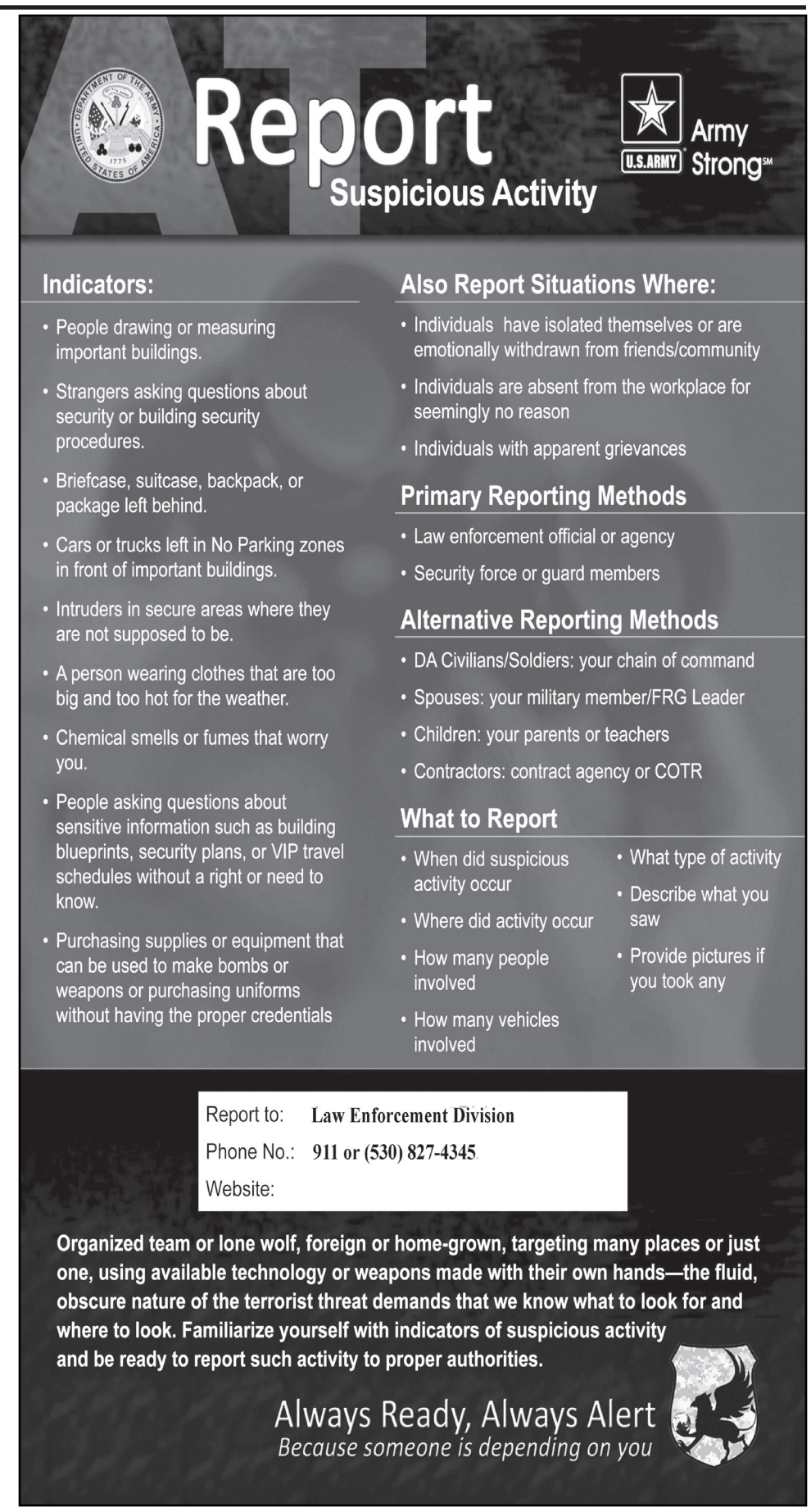
And when they are not shared, that is not only bad for the everyday family. It is horrible for the economy. Economies are in balance if productivity gains result in commensurately higher salaries for employees that allow them to buy the larger number of products and services that the productivity increases allow corporations to manufacture and sell. If they don't have increased buying power -- if all of the income growth goes to the top 2% -- then a demand deficit will inevitably develop that will lead to a recession -- or depression. That gap in buying power can be filled for a while -- as it was in the early 2000's -- with greater consumer debt. But after while the bubble bursts and the house of cards comes tumbling down.

We saw that movie -- we know the ending. And it was mainly a result of the disparity between increased worker productivity and increased worker income. It was the direct consequence of the corporate attack on the right to join a union.

American workers -- and the American economy -- need unions now more than ever. They are the only means by which we can guarantee widely-shared economic growth. And as it turns out, sustained, long-term economic growth requires widely-shared economic growth. Unions are the only way to prevent the collapse of the American middle class."

So Sierra personnel, I ask of you where do you stand with your Union, where does the Union stand? If you want to find out please attend the monthly Union meetings on the first Tuesday of every month, less elections at the Union Hall, 5:15 p.m. Won't you come and find out! If you have questions please call Roxane at extension 5148 or Garry at extension 5375.





LED (From page 3)

efficient lighting when it proves to be economically feasible. So far, we have replaced more than 400 hundred (high energy using) flood lights on building exteriors with LEDs that are dusk-to-dawn/motion activated. We have also retrofitted the fluorescent light fixtures in one DPW office to LED as a test case.

Despite the expense, good quality LED lighting can offer energy-savings both inside and out. LED light bulbs are expensive, but the old saying "you get what you pay for" applies here. It is important to buy high quality bulbs, or the quality of light may be poor, or as in this recall; it may fail dangerously. Look for certifications such as Energy Star, UL, and FCC on the package. It should also have at least a two-year warranty, minimum.

An important thing to remember when replacing any bulb with a different type of bulb, such as an LED for an incandescent, or an LED for a CFL (Compact Fluorescent Light); you want to match the current bulbs lumens - not it's watts. A 50 watt incandescent can replaced with a good 7 to 9 watt LED. Also, make sure the bulb you are buying matches the applications, such as dimming capability or whether you want cool-white or warm-white light.

EEO/Diversity Update

National Asian American/Pacific Islanders (AAPI) Heritage Month

Building Leadership:

Embracing the Cultural Values and Inclusion

Lynette Hall
EEO Manager

The National Asian American/Pacific Islanders (AAPI) Heritage Month is a celebration of Asians and Pacific Islanders living in the United States.

The month of May was chosen to commemorate the immigration of the first Japanese people to the United States on May 7, 1843, and to mark the anniversary of the completion of the transcontinental railroad on May 10, 1869.

It is the celebration of the culture, traditions, and history of Asian Americans and Pacific Islanders in the United States.

The 2010 U.S. Census figures indicate that the Asian American/Pacific Islander culture is on the verge of changing dramatically. Data indicated that there are more than 17.3 million residents of Asian origin, comprising about 5 percent of the total population.

Census projections expect the number to increase to more than 40.6 million by 2050. Census also indicated that there are more than 1.2 million residents who said they were of Native Hawaiian and Other Pacific Islander origin, comprising about 0.4 percent of the total population. Census projections expect the number to increase to more than 2.6 million by 2050.

Asian Americans and Pacific Islanders have had a deep impact on our society as leaders in all facets of American life, thriving as athletes and public servants, scientists, and artists.

Benjamin J. Cayetano, Former Governor

Benjamin J. Cayetano was born and raised in the blue-collar community of Kalihi in Honolulu, Hawaii. His parents divorced when he was six, and his father, an immigrant from the Philippines, raised him and his younger brother. Married at 18, he became a father at 19 and worked as a service station attendant, laborer, truck driver, electrician's apprentice, and draftsman to support his family. He realized quickly that his lack of a college education was a major obstacle to better opportunities.

His poor high school grades required him to complete a stint at Los Angeles Harbor College, where he worked hard to raise his grades before he was finally admitted to the University of California at Los Angeles (UCLA). In 1963, he saw that the nation was experiencing tumultuous times: the John F. Kennedy and subsequently Robert Kennedy and Martin Luther King, Jr. assassinations, and the Civil Rights Movement, and the Vietnam War deeply divided the American people. These events inspired him to graduate from UCLA in 1968 and from Loyola University School of Law in 1971. In 1974, Cayetano was elected to the Hawaii House of Representatives. Four years later, he was elected to the state Senate, where he served until 1986, when he was elected lieutenant governor. Cayetano served two terms as lieutenant governor before being elected governor in 1994. He was reelected in 1998 and served another four years. Cayetano cut taxes to stimulate the state's economy and promoted welfare reform, affordable housing, and education. He was the state's first governor of Filipino ancestry.

Patsy Matsu Takemoto Mink, Congresswoman

Patsy Matsu Takemoto was born in Paia, Hawaii Territory, and was the first Asian American woman elected to Congress. She served in the U.S. House of Representatives for 12 terms, representing Hawaii's first and second congressional districts. Mink's legislative approach was premised on the belief, "You were not elected to Congress, in my interpretation of things, to represent your district, period. You are national legislators."

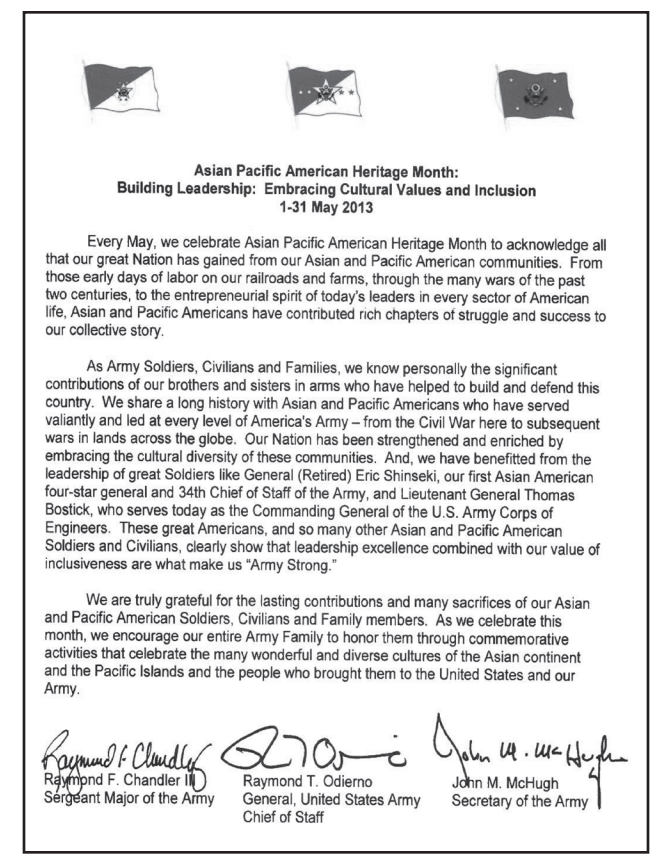
In 1972, Mink wrote the Title IX Amendment of the Higher Education Act, which guaranteed equal opportunity for both men and women in education and school sports. Mink worked tirelessly for civil rights, women's rights, economic justice, civil liberties, peace, and the integrity of the democratic process.

Established in 2003, the Patsy Takemoto Mink Education Foundation aims to carry on some of her most ardent commitments—educational access, support, and opportunity for low-income women, especially mothers, and educational enrichment for children.

Whether as small business owners or as proud members of the United States Armed Forces, Asian Americans and Pacific Islanders are instrumental in writing the next chapter of the American story.

"During Asian American and Pacific Islander Heritage Month, let us celebrate the millions of Asian Americans and Pacific Islanders whose talents and contributions strengthen our economy, protect our security, and enliven our country every day."

—President Barack Obama



Asian Pacific American Heritage Month:
Building Leadership: Embracing Cultural Values and Inclusion
1-31 May 2013

Every May, we celebrate Asian Pacific American Heritage Month to acknowledge all that our great Nation has gained from our Asian and Pacific American communities. From those early days of labor on our railroads and farms, through the many wars of the past two centuries, to the entrepreneurial spirit of today's leaders in every sector of American life, Asian and Pacific Americans have contributed rich chapters of struggle and success to our collective story.

As Army Soldiers, Civilians and Families, we know personally the significant contributions of our brothers and sisters in arms who have helped to build and defend this country. We share a long history with Asian and Pacific Americans who have served valiantly and led at every level of America's Army – from the Civil War here to subsequent wars in lands across the globe. Our Nation has been strengthened and enriched by embracing the cultural diversity of these communities. And, we have benefitted from the leadership of great Soldiers like General (Retired) Eric Shinseki, our first Asian American four-star general and 34th Chief of Staff of the Army, and Lieutenant General Thomas Bostick, who serves today as the Commanding General of the U.S. Army Corps of Engineers. These great Americans, and so many other Asian and Pacific American Soldiers and Civilians, clearly show that leadership excellence combined with our value of inclusiveness are what make us "Army Strong."

We are truly grateful for the lasting contributions and many sacrifices of our Asian and Pacific American Soldiers, Civilians and Family members. As we celebrate this month, we encourage our entire Army Family to honor them through commemorative activities that celebrate the many wonderful and diverse cultures of the Asian continent and the Pacific Islands and the people who brought them to the United States and our Army.

Raymond F. Chandler III
Sergeant Major of the Army

Raymond T. Odierno
General, United States Army
Chief of Staff

John M. McHugh
Secretary of the Army

County Officials, personnel gain insight on

By Lori K. McDonald
Public Affairs Officer

Sierra Army Depot displayed great community relations when they hosted a tour for Lassen County elected officials and members of their staff on Apr. 30. 2013.

Lt. Col. Christopher Dexter, depot commander, greeted Board of Supervisors Jim Chapman, Robert Pyle, Larry Wosick, Aaron Albaugh, and Jack Hanson, along with key members of their staff and a member from the Lassen County Times before climbing on a bus to begin a tour of depot operations.

For some this was their first visit to Sierra and was amazed with everything that the Depot is accomplishing on a day to day basis. A few individuals kept saying, "I didn't know you did all this here," while others were saying, "This is good not just for the employees working here, but for our military as well."

The areas visited on the tour included End of First Life Center, Add-on-Armor mission, Reset of Fuel System Supply Points, Retrograde and Redistribution, and Non-Standard Equipment operations. The group was aware of the vast amount of acreage the Depot had, but they were amazed how Sierra employees are able to quickly clear a field to make room for more equipment returning from theater, open up massive containers and are able to sort and identify pieces of equipment and get them into the hands where needed, but more important, being good stewards of the taxpayers money.

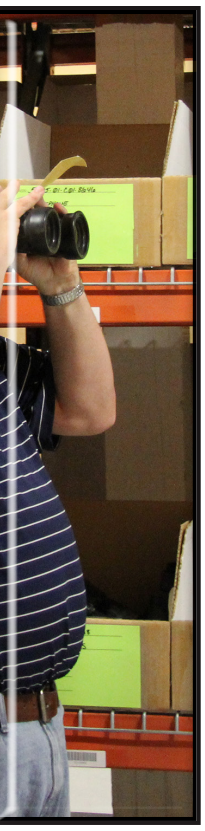
Supervisors and staff thanked Dexter for the opportunity to tour Sierra Army Depot and gain a better understanding and importance the Depot plays within Lassen County.

County Planner Maury Anderson lo a pair of binoculars during a tour Standard Equipment operation.

Lassen County District 1 Supervisor Robert Pyle listens on as information about the Non-Standard Equipment operation is shared.

Elected officials and community members arrive at Sierra Army the Depot is accomplishing.

Depot operations



ooks through
of the Non-

Robert Pyle, far left, Larry Wosick and Julie Morgan listen to Lt. Col. Christopher Dexter described the types of retrograde and redistribution assets that are received at the Depot for handling.

Depot ready to gain a better understanding all the good things

Lassen County staff observe the crating of a finished product in the Add-on-Armor operation.

U.S.ARMY

Army Civilian Corps Creed

I am an Army Civilian – a member of the Army Team
I am dedicated to our Army, our Soldiers and Civilians

I will always support the mission
I provide stability and continuity during war and peace
I support and defend the Constitution of the United States, and consider it an honor to serve our Nation and our Army

I live the Army values of

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity and
Personal Courage

I AM AN ARMY CIVILIAN

Narcissism and Toxic Leaders - Part I

By Joe Doty, Ph.D. and MSG Jeff Fenlason
Military Review, Jan-Feb 2013

WHY WOULD A LEADER in the Army or in any organization choose to micro-manage subordinates; show a lack of respect for them; choose not to listen to or value their input; or be rude, mean-spirited, and threatening? Most leaders would not. Most people do not choose to act like this. However, it is clearly happening in the uniformed services and in society as a whole. The Army recently released a study reporting that 80 percent of the officers and NCOs polled had observed toxic leaders in action and that 20 percent had worked for a toxic leader. This problem is not new. Within the past few years, the Army has relieved two brigade commanders and a general for alleged toxic—and arguably narcissistic and abusive—behavior. A division commander who served in Baghdad during Operation Iraqi Freedom was "asked" to retire following an investigation of his leadership style and toxic command climate. Toxic leaders have been around for years and will continue to serve in all branches of our military. The Navy has recently relieved a number of commanders owing to toxic behavior and unhealthy command climates.

One can argue that most, if not all, toxic leaders suffer from being narcissistic. What is a narcissistic and toxic leader? These leaders are self-

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Hero2Hired automates job search tools for successful transition

By US Army Installation Management Command

SAN ANTONIO (April 5, 2013) -- Transitioning Soldiers have access to many kinds of resources as they prepare to enter the post-military phase of their lives. Many of those are available at Army Career and Alumni Program offices on installations.

For Soldiers without regular access to an installation, however, the resources and tools needed for a successful transition might not be readily available -- or available at all. This applies to many Reserve and National Guard Soldiers, but could also apply to Soldiers recovering from injuries or illness.

To address the need for widely available transition resources, the Department of Defense created the Hero2Hired program as a central, user-friendly resource for Active Duty, Reserve and National Guard service members to connect with military-friendly companies who want to hire them.

H2H has an array of interactive transition tools, including military-to-civilian skills translation, education and training resources and lists of employers, as well as a mobile smart phone app. H2H is provided through the Department of Defense's Yellow Ribbon Reintegration Program, which currently is revising and expanding its scope due to demand for the program.

H2H offers the following valuable job search tools:

• Search for jobs -- If you know the name of a company that is registered with H2H, just type it in the search box and it will narrow down your search;

• Military Skill Translator -- You can enter your Military Occupational Code to get a list of career paths that most likely to fit your military training and experience;

• Career Assessment Survey -- If you're not sure what you want to do, H2H offers a short skills and interests survey to help you determine what career types fit best with your background;

• Advice and Training -- This tool

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Narcissism

(From Page 8)

ish and self-serving individuals who crush the morale of subordinates and units. In the best of circumstances, subordinates endure and survive toxic leaders—then the leader or the subordinate moves, changes units, or leaves the military. However, at worst, a toxic leader devastates the espirit de corps, discipline, initiative, drive, and willing service of subordinates and the units they comprise.

Narcissism

Because narcissism is a critical and large part of the toxic leadership paradigm, the Army should begin to consider looking at it—its pros and cons— and developing methods to enhance its positive attributes and raise awareness of its negative ones. By definition, narcissistic leaders have an inflated sense of self-importance and an extreme preoccupation with themselves. Their total focus, either consciously or unconsciously, is on themselves, their success, their career, and their ego. Everything is about them. They are the center of gravity for everyone around them and their unit. On the other hand, for leaders, especially in the military, there are aspects of narcissism that are appropriate (if controlled and self-regulated) and important for the leader's and unit's success.

One study described them as "gifted and creative strategists who see the big picture and find meaning in the risky challenge of changing the world and leaving behind a legacy. Productive narcissists are not only risk takers willing to get the job done but also charmers who can convert the masses with their rhetoric."

It is too simplistic to imply that all narcissistic behaviors are inevitably toxic. However, when narcissism becomes a disorder (like alcoholism, drug addiction, and depression), the results hurt morale and group effectiveness and can potentially lead to disaster. Signs of a leader being narcissistic to the detriment of a unit include—

- Being a poor listener.
- Being overly sensitive to criticism.
- Taking advantage of others to achieve one's own goals.
- Lacking empathy or disregarding the feelings of others.
- Having excessive feelings of self-importance (arrogance).
- Exaggerating achievements or talents.
- Needing constant attention and admiration.
- Reacting to criticism with rage, shame, or humiliation.
- Being preoccupied with success or power

As noted by Richard Wagner in "Smart People Doing Dumb Things: The Case of Managerial Incompetence"— Narcissistic individuals also tend to be egotistical, manipulative, self-seeking and exploitative. Narcissists do not accept suggestions from others. Doing so might make them appear weak, which conflicts with their need for self-enhancement. Some narcissists have such an inflated self-confidence that they do not believe that others have anything useful to say to them. They also take more credit than they deserve, often at the expense of taking credit for the contributions of coworkers and subordinates. Conversely, they avoid taking responsibility for shortcomings and failures. Narcissistic individuals often are influential in group settings because they have such conviction in the worth of their ideas that others tend to believe them and follow.

Many current or former member of the military have experienced a leader that fits this description. Soldiers who have experienced toxic and narcissistic leaders often relate stories of how they were treated or how they witnessed this type narcissistic leader treating others. What follows are real examples:

- A colonel (division chief of staff) addressed a major after the major reported to the colonel while the major's immediate supervisor, a lieutenant colonel, was unavailable. "Get the ___ out of my office!" he said. "There is nothing that a major in the U.S. Army can tell me that I don't already know!"
- A commander is about to take a new unit on its first winter training exercise, a 110-mile deployment with limited vehicles and key equipment to keep people warm. At the last in progress review before the exercise, he spends the entire time talking about his fishing and hunting exploits while numerous Soldiers stand in below zero temperature for hours waiting for transportation and warming facilities. The commander communicated a total disregard for Soldiers' welfare and a lack of self-awareness, demonstrating a clear sign of narcissism.
- A battalion command sergeant major berates and insults a squad for being dirty and unshaven after they just returned to the FOB following a grueling seven-day mission.
- A brigade commander takes full credit for a risky training exercise in front of the commanding general, even though months before the event the brigade commander had told his operations officer that the idea for the training event was the stupidest idea he had ever heard.

The above are examples of leaders selected and deemed successful by our Army and rewarded with the honor to lead America's finest, but they are not the kind of leaders the Army wants or needs.

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Call 4433 for details

Child, Youth and School Services Monthly Update

April was a busy month for the CYSS as we celebrated the Month of the Military Child (MOMC). The CDC children participated in various activities for MOMC, such as Camouflage Day, a sports clinic, Pajama Day, a bubble launch party, Hat Day, the Red, White, and Blue Parade, and we checked out the fire trucks at the SIAD Fire Department! The kids enjoyed every event and looked forward to all of them. The children couldn't wait for the next event to start so that they could dress up for it and participate in the activity. The kids would come up to the teachers and say "we get to play with bubbles tomorrow and my mommy is coming!" or "I get to wear my 'Woody' pajamas tomorrow!" The middle school and teen youth participated in a world-wide Lock-In, where they stayed late into the night at the youth center and interacted with other military youth from all over the world. They participated in many games and activities throughout the evening and partnered with the Skedaddle Inn for a bon fire. We had a lot of parent involvement in the activities and the children were excited that their parents got to do the events with us. We appreciate all the parents and Depot leadership that were able to come out, play with us, and support CYSS! We look forward to doing MOMC events again next year!

SPORTS

On April 11, in recognition of Month of the Military Child, CYSS conducted a Start Smart Sports Clinic for children ages 3 to 5. Start Smart Sports is a developmental program designed to introduce children ages 3-5 to sports and fitness. The National Alliance for Youth Sports created Start Smart as fun way for kids to be introduced to sports without the anxiety and stress that competition centered programs create. A large group of children, employees, volunteers and parents enjoyed a safe, fun afternoon of physical activity. The sports activities enjoyed by the children were T-ball, basketball, soccer and target throwing. These activities were selected by the CYSS Sports and Fitness Director, Billy Threatt, as they focus on both gross and fine motor skill development. Fine tuning the basic skills of throwing, catching, kicking and striking properly can lead to success later on in sports. Start Smart Sports is currently being offered to Pre- school age children on Tuesdays and Thursdays at the Child Development Center. CYSS would like to thank all of the staff, volunteers and parents who participated and made this a great day for the kids.

Mr. Billy Threatt, CYSS Sports and Fitness Director, leads CDC youth in one of many Sports Clinic activities.

Mobile Device Security

Potential Indicators of Compromised Mobile Devices

Two or more of the following, occurring simultaneously, may indicate a compromised mobile device:

— Abnormally short battery life of the mobile device, even after a complete recharge;

— Activated secondary communication protocols (Bluetooth, infrared, etc.) that were not enabled by the user;

— Inability to power-down or turn off the device; and

— Unexplained unavailability or malfunction of mobile device features.

Protective Measures

The following preventive measures could reduce the likelihood or consequences of mobile device exploitation:

— Use of strong passwords for device access;

— Disable interfaces not actively in use (Bluetooth, WiFi); and

— Maintain physical control of the device.

Plant Equipment Maintenance Is Moving to LMP

By Laurence Rose
Management Analyst, TMD

The Plant Maintenance module in the Logistics Modernization Program (LMP) is currently scheduled to be activated late FY15. Why, and what does it mean?

LMP is one of the programs that stand at the center of the Army's business transformation initiatives. Headquarters Army Materiel Command's (HQAMC) goal is to automate and modernize the manufacturing and maintenance operations within the Army's Industrial Base, and to provide interoperable tools for total asset visibility across the Defense Enterprise. The current capability available in the LMP solution does not however adequately provide for the following specific requirements:

1) Shop Floor Automation (SFA) of manufacturing and re-manufacturing business processes. Proposed solution: Shop floor productions and operations will be managed in the Complex Assembly Manufacturing Solution (CAMS), which will interface with LMP;

2) Item Unique Identification (IUID);

3) Enterprise Equipment Master (EEM). Equipment master records will be created in the Global Combat Support System-Army (GCSS-A);

4) Automatic Identification Technology (AIT); and

5) Plant Equipment Maintenance.

HQAMC is addressing these interrelated and interdependent requirements under a single program titled Expanded Industrial Base (EIB). This article focuses on Plant Equipment Maintenance.

Information about the condition and status of the Industrial Plant Equipment (IPE) used in the manufacturing and re-manufacturing process is necessary to efficiently manage SFA. Visibility of preventive maintenance schedules and break-down outages of IPE such as fixtures, jigs, lathes, saws, etc., is essential to route workflow. For example, if a machine is down for scheduled maintenance, then work must be routed to another machine if one is available. If none is available the downstream effects of work stoppage must be understood and managed. Additionally, the affected machine's inability to perform any work must be reflected in the scheduling database to accurately display available capacity, alerting users of current and future work center constraints.

Different plant maintenance automated solutions are currently used at various Army installations. On the Preventive Maintenance side, Sierra Army Depot (SIAD) uses Web-DPAS for preventive maintenance orders, and the General Funds Enterprise Business System (GFEBS) for daily operation checks. For unscheduled maintenance (break/fix), SIAD uses GFEBS to generate Demand Maintenance Orders. The Automated Tool Inventory Control and Tracking System (ATICTS) manages tools for the Depot. There needs to be one source of information regarding all aspects of maintenance, service, calibration, certification, configuration, and condition to be managed and retrieved centrally for Army Depot Property (production facilities, equipment, tools, etc.). These requirements will be met using the Plant Maintenance (PM) module of SAP ECC 6.0/LMP. It is important to note that vehicles (GSA, forklifts), utilities, the Property Book, Real Property equipment (air conditioners, heaters), and Real Property maintenance are not in scope. These will remain in Web-DPAS and/or in GFEBS.

Today, HQAMC in concert with Program Executive Office Enterprise Information Systems (PEO EIS) and Program Management Office (PMO) LMP are designing the EIB project. Scope Review; Requirements & Analysis; and Mapping & Design workshops pertaining to data migration from the legacy systems into LMP and other EIB components started in October 2012. Representatives from AMC industrial base locations (Depots, Arsenals, etc.) are participating in the workshops, and are identifying data objects for proper cleansing, migration, and integration. The sites are responsible for preparing data for migration. The Logistics Support Agency (LOGSA) EDMO (Enterprise Data Management Office) will oversee data quality, data cleansing, and data acquisition. Team CSC (Computer Sciences Corporation) will execute the migration process. The first data trial loads into the PM module are scheduled for late FY14 or early FY15. Deployment is currently scheduled for late FY15.

Once activated, the PM module should provide planned and break/fix maintenance order creation capability for production equipment, machinery, and most likely tools (this is still to be confirmed). These orders would flow down to SFA for execution. The module should provide the ability to create maintenance plans and notifications. It should give the ability to organize production equipment/machinery/tools using equipment hierarchies and functional locations. It should have the capability to track warranty for IPE and provide warnings at order creation for equipment under warranty. The module should be able to plan and procure supplies and maintenance materials for the upkeep of the equipment/machinery/tools. Finally, the module should provide the capability to produce and print standard SAP/LMP PM life cycle reports. Additional requirements will be identified in 2014 for Phase II of EIB.

These LMP enhancements, provided by EIB, will standardize plant maintenance functionality as part of an integrated solution along with the manufacturing/re-manufacturing operations. The capability provided by understanding scheduled and unscheduled plant equipment maintenance will greatly enhance the ability across the AMC industrial base to manage work flow efficiently.

Source: Expanded Industrial Base (EIB) Functional Requirements Document (FRD) dated 6 Jan 2012.

Retirement - Again

Retirement, the absolute goal in one's career. Unless you are Jim Usher and enjoy what you do, so you keep coming back. In 1998, Jim retired with more than 25 years of service, but was brought back to federal service as a reemployed annuitant in 2003 for one year. After a short break, he returned again in August 2008 where he remained until his final departure in April 2013. Mr. Donald Olson, deputy to the commander (left), presented the Commander's Award for Civilian Service to Jim during an awards ceremony with key leaders.

Hero (From Page 8)

provides helpful tips on job-hunting techniques, interview preparation, and resume building, along with information on school offerings, certificate and training programs, apprenticeships, financial aid, and more;

• Hiring Events -- Find local hiring events in your area or attend a virtual career fair online from home. Or search a database of jobs and speak directly with employers from the comfort and convenience of home. The only requirement is a personal computer with internet access.

The H2H website is intended to provide transitioning service members with one more way to access the tools and information needed to step out of the combat uniform and into a new civilian career.

The H2H site is located at this link: https://h2h.jobs/. Go to the site; set up an account and look around to find out how H2H can help you find your next job. If you have any questions please contact Mitchell Lee G3 I/ST Mitchell..a.lee.civ@mail.mil 210-466-0123 / 210-722-4721

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Fundamentals of Discovering a Prospective Terrorist

➪Terrorist do not provide warning.

➪Terrorist normally gather information (surveillance) on the objective (target) before selecting or attacking.

Watch for the following suspicious activities:

* Note taking
* Loitering
* Security-related questions
* Photographing or videoing entry control points (gates) and barriers.
* Video while driving when parking is available
* Awareness is a powerful weapon we can use to stop an attack.
* Knowledge of terrorist techniques & methods can help prevent an attack.
* Thoughtfully complete Anti-terrorism Awareness Training.

Report suspicious behavior and activity by calling 530-827- 4345 or 911 for emergencies.

Sierra Army Depot Change of Command

24 July 2013

Army to focus on motorcycle safety in May

Julie Shelley
U.S. Army Combat Readiness/ Safety Center Fort Rucker, Ala

FORT RUCKER, Ala. (May 1, 2013) – May is Motorcycle Safety Awareness Month, and while the nationwide campaign sponsored by the National Highway Traffic Safety Administration urges drivers to "share the road" with motorcyclists, Army officials are placing greater emphasis on personal responsibility while riding.

In general, motorcycle accidents within the Army do not follow national trends, according to Brig. Gen. Timothy J. Edens, director of Army Safety and commanding general, U.S. Army Combat Readiness/Safety Center.

"Historically, most fatal motorcycle accidents involving Soldiers are single vehicle," Edens said, explaining that nationally, many riders are killed when other drivers do not allow them room to maneuver in time to prevent a collision. "Even when we've lost Soldiers in multi-vehicle accidents, it's often been the direct result of indiscipline on the Soldier's part: alcohol use, excessive speed or lack of personal protective equipment."

Army accident data show that speeding and other forms of reckless riding, neglecting to wear PPE, and failure to complete required training are among the most common indiscipline-based errors Soldier riders make. Alarmingly, leaders and Soldiers over the age of 25 have comprised the majority of rider fatalities during the past several fiscal years.

Although motorcycle fatalities have fallen markedly in 2013 — current statistics indicate a 59 percent decrease as compared to this time last year — officials expect numbers to rise through the end of summer.

"We've had a great year so far, but it's also been a long winter in many places," said Command Sgt. Maj. Richard D. Stidley, USACR/ Safety Center. "As the weather warms and more riders hit the road, their risk is going to increase. Managing it is key to staying alive for another riding season."

The Army-mandated Progressive Motorcycle Program, which promotes lifelong learning through staggered riding courses based on proven practices from the Motorcycle Safety Foundation, is now in its second year and has received positive reviews from Soldiers. A complement to that training, the Motorcycle Mentorship Program, is already well established and boasts chapters in 48 states. The MMP pairs novice riders with experienced motorcyclists to foster an environment where enthusiasts continually learn from and keep one another safe.

"The PMP and MMP are just two of the great programs the Army has in place," Edens said. "It's incumbent upon leaders to ensure their riders know about them, get the proper training and ride responsibly. We now have an entire month dedicated to motorcycle safety, so there's no excuse for not getting a head start on summer."

Stidley said leaders should also remember their Soldiers are watching.

"Discipline and responsibility are not a function of rank," he said. "Leaders are just as accountable to the standard as their Soldiers, and they should be setting the example."