

# The Challenge



Sierra Army Depot, Herlong, Calif.

JUNE 2013

Vol. 69 No.6

238th  
**ARMY  
BIRTHDAY**   
  
AMERICA'S ARMY: SERVICE TO THE NATION.  
STRENGTH FOR THE FUTURE

- Depot sets furlough schedule
- CSA Sends: Sexual Assault, Sexual Harassment
- Packaging/Preservation of Bradley Components
- National Safety Month

# Commander's View

I'd like to discuss two topics with you this month. The first is sexual harassment/assault prevention and the second is furlough.

You have already received several emails and messages from me and other Army leaders regarding the zero tolerance of sexual harassment and sexual assault on Sierra Army Depot. However, I'd like to take advantage of this opportunity to reinforce my commitment to the elimination of any sexual harassment or sexual assault.

I have appointed three sexual harassment and sexual assault prevention program coordinators. They are Ms. Lynette Hall, Mr. Steve Sarian and Mr. Bill May and during our 100% visual inspection of all of our facilities we provided flyers with their contact information. They are available to assist you and can coordinate for any additional resources that may be needed.

We take this very serious and will either investigate each allegation internally or in accordance with guidance from the Secretary of Defense, refer allegations to the appropriate investigative organization.

The end-state of all of our efforts is to continue to make Sierra Army Depot a workplace that fosters dignity and respect.

As you already know, we've begun issuing furlough notification letters. We will follow the prescribed instructions for the notification pro-



Lt. Col. Christopher E. Dexter

cess and continue to inform the deciding official on the impact the furlough will have on Sierra and to our employees. However, if you find yourself in dire straits in the face of the approaching furlough, our training division and our employee assistance program counselor can provide some financial assistance, training and other points of contact.

The warm weather is finally here and is a great time to enjoy water sports, grilling, and other activities; unfortunately, it also brings safety hazards.

Dehydration. Sun Exposure. You can prevent dehydration by drinking cool water before going outside, and regularly while working or playing outside. Use a sunscreen with a high Sun Protection Factor (SPF) and wear light-weight protective clothing when working in the sun.

Key events in June: Battle of Midway began during WWII (June 4, 1942), D-Day (1944), US Army was founded (1775), Stars & Stripes adopted as the American Flag (1777), Father's Day celebrated (1910), and The Great Seal of the United States was adopted (1782).

***Pride in Excellence!***

***Army Strong!***

*LTC Christopher E. Dexter*

#38



## THE UNION'S POSITION- AFGE LOCAL 1808

### *Why Unions?*

The question still remains why unions? Or better yet do unions really make a difference in the work place, for me, for my paycheck? The answer contrary to what you may be reading, or hearing in the media today is yes for many different reasons. Let's look at a couple of them.

First one being is that unions are actually GOOD for the American economy in every state. The reason why, is that they give workers a stronger voice so they can receive a more fair share of any economic growth they create with their labor. A factor for the shape that our economy is in is due to no small part that the American workers have lost the purchasing power which is needed to power the economy. It has been estimated that 70 percent of the American economy is made up of consumer spending, workers using credit cards to help sustain this but as we are now seeing this style of debt driven economy cannot to be sustained. Some of the problems we are seeing in the hous-

ing market are one prime example of this. But what is sustainable for the economy is when the worker is adequately compensated for his or her work so they are able to purchase goods. Unions play a vital role in this by providing better wages and benefits.

When you compare union workers to non union workers you will see that the union worker earns an average 11 percent more in income to that of a nonunion worker for the same job. Saying that even nonunion workers will receive more money in an area where there is a strong union presence to where there is a weak or nonunion presence buy at least 5 percent. But given this fact the strange fact remains union memberships has been decreasing. Back in 1983,



the percent of workers who were in a union was around 23 percent. As of 2008, that percentage was down to around 13 percent. There is much speculation as to the reason of this but some of the factors appear to be the years of right-wing propoganda attacking unions with mostly false statements about the greed of the "Union boss".

Studies have shown that a happy worker is a productive worker. A productive worker will only receive a small share of the wealth that they help to create. Back during the middle of the 20th century the American worker was more productive in so doing was compensated with higher wages. But the question is if a happy worker is a more productive worker why is there a "war" on labor unions? One of the theories is the right-wing have used unions as a scapegoat for the recession in an attempt to funnel that anger against unions. They also shifted the attentions away from those who may have caused the recession and who

**See UNION on Page 3**

***The Challenge***

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## CSA Sends: Sexual Assault and Sexual Harassment

Over the last twelve years of war, our Army has demonstrated exceptional competence, courage, and resiliency in adapting to the demands of war and accomplishing the mission. Today, however, the Army is failing in its efforts to combat sexual assault and sexual harassment. It is time we take on the fight against sexual assault and sexual harassment as our primary mission. It is up to every one of us, civilian and Soldier, general officer to private, to solve this problem within our ranks.

The Army is committed to the safety and security of every Soldier, civilian, and family member. Our Army is based on a bedrock of trust – the trust between Soldiers and leaders that we will take care of each other. Recent incidents of sexual assault and sexual harassment demonstrate that we have violated that trust. In fact, these acts violate everything our Army stands for. They are contrary to our Army Values and they must not be tolerated.

It is up to every individual to contribute to a culture in which our Soldiers, civilians, and family members can reach their full potential. It is imperative that we protect potential victims from ever experiencing a sexual crime. We must provide compassionate care and protect survivors after a crime has been committed. Our people must be confident that complaints will be handled quickly and decisively, and that our system will deliver justice and protection throughout the reporting, investigation and adjudication process.

Commanders, non-commissioned officers, and law enforcement must ensure that

every allegation of sexual assault and sexual harassment is thoroughly and professionally investigated and that appropriate action is taken. Leaders at every level are responsible for establishing a command climate and culture of mutual respect, trust, and safety. Leaders must develop systems to “see” their units, and understand the extent to which their leadership promotes a positive command climate for all Soldiers. I urge everyone to start a conversation within your unit or organization, among leaders, peers, and subordinates and with family and friends to better understand one another’s experiences and to develop better solutions to this problem.

Our profession is built on the bedrock of trust; sexual assault and sexual harassment betray that trust. They have a corrosive effect on our unit readiness, team cohesion, good order and discipline. We are entrusted with ensuring the health and welfare of America’s sons and daughters. There are no bystanders in this effort. Our Soldiers, their families, and the American people are counting on us to lead the way in solving this problem within our ranks.

**Raymond T. Odierno**  
**General, 38th Chief of Staff**  
**U.S. Army**

**The strength of our Nation is our Army**  
**The strength of our Army is our Soldiers**  
**The strength of our Soldiers is our Families.**  
**This is what makes us Army Strong!**

## Union (From Page 2)

have benefited from the recession like Banks and Big Corporations. A lot of State Governments have also followed suit with this in blaming union workers and their benefits like their retirement benefits instead of accepting the blame of poorly managing their respective budget.

At the base of Unions is the human right to work with respect, and to receive decent wages along with benefits for being compensated for the job performed. It must also be noted that the unions have also made sure laws pass that ended child labor, help to establish the eight hour worked day, and promote the safety and health of the American worker, along with helping to establish the social security system, unemployment insurance and the minimum wage.

Advantages of a unionized worker to a non-unionized worker are some of the following.

a) Unionized workers are more likely than their non-unionized counterparts to receive paid leave;

b) are approximately 18 to 28 percent more likely to have employer-provided health insurance;

c) Unionized workers receive better pension plans. Not only are they more likely to have a guaranteed benefit in retirement, their employers contribute 28 percent more toward pensions

d) Unionized workers receive 26 percent more vacation time and 14 percent more total paid leave.

In the end joining the unions can build the strength to hold elected officials accountable, stop the "race to the bottom" by employers who cut wages and benefits in favor of bigger profits, and win improvements such as affordable, quality health care for all.

Union meetings are the first Tuesday of the month, unless it is an Election Day; meetings will then be held on the following Tuesday. All members are invited to attend the meetings to voice their concerns. Please call the Union Office at 827-5375.



### Sexual Harassment/Assault Response & Prevention (SHARP)

As Soldiers and proud members of our Team, we are duty bound to **Intervene, Act, and Motivate** others to stop sexual assaults and the sexually offensive language and gestures that create an environment friendly to this abuse.

#### Reporting Options:

**To report Sexual Harassment and/or Sexual Assault please contact one of the following points of contact:**

Mr. Billy May	FAPM	(530) 827-4275	<a href="mailto:billy.j.may3.civ@mail.mil">billy.j.may3.civ@mail.mil</a>
Ms. Lynette Hall	EEO	(530) 827-4554	<a href="mailto:lynette.m.hall2.civ@mail.mil">lynette.m.hall2.civ@mail.mil</a>
Mr. Steve Sarian	ADCO/EAP	(530) 827-4115	<a href="mailto:stephen.m.sarian.civ@mail.mil">stephen.m.sarian.civ@mail.mil</a>

**SIAD 24/7 Sexual Assault Hotline (530) 310-5230**



## Narcissism and Toxic Leaders - Part II

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

### Practical Explanation

In practical and behavioral terms, people's actions (behaviors) are either conscious or unconscious. This means they either make an intentional and conscious decision to behave as they do or they simply act without thinking (unconscious behavior). To illustrate this point, a narcissistic battalion commander can consciously behave in a toxic manner (i.e., know exactly what he is doing because it is a conscious decision). This leader can decide not to listen with empathy or not even acknowledge the opinion of one of his or her company commanders. This leader can then "chew out" the company commander for being stupid and not listening to the commander's guidance. This leader knows exactly what he is doing and is comfortable with this behavior. However, in contrast, it is possible that a battalion commander may not even be aware he is not listening with empathy (perhaps he doesn't know what empathy is or does not believe in the importance of listening to others). For leaders to be unaware that they are not truly listening to others, especially subordinates, is not abnormal. This is a classic case of a lack of self-awareness, and perhaps a sign of an unknown and undiagnosed narcissistic disorder (something to address in leader development training and education).

Another illustrative example: a narcissistic first sergeant is berating a subordinate platoon sergeant in front of other soldiers—the exact words, tone, and location of the dressing down are intentional decisions, and the first sergeant is acutely aware of all three. However, if the first sergeant is not conscious of his behavior, he will not even think about the words, tone, or location of his interaction with the subordinate. He is doing something without thinking. Doing without really thinking is a lot more prevalent in our military and society than we think it is. This "mindlessness" is a lack of conscious awareness or not using all available information in deciding how to act, and it explains how narcissistic behavior can become a problem in our ranks. A study of mindlessness argues that some behaviors become so routine they are performed almost automatically—without self-awareness. Many narcissistic and toxic leaders fit this description. In addition, when individuals are acting bad or doing wrong, they may morally "disengage" parts of their thinking so they won't hurt their self-image (how they feel about themselves) or they may lie to themselves (self-deception) to rationalize inappropriate behaviors. Leaders who are intentionally conscious can choose to think, choose not to think, or choose some intermediate level of thinking. However, in each case, the leader is making a conscious choice, as opposed to just

being mindless. Nathaniel Braden notes that human beings (in contrast to animals) have the "free will and choice to turn consciousness brighter or dimmer."

We are free to—

- Focus our mind, or not to bother, or to actively avoid focusing.
- Think or not to bother, or to actively avoid thinking.
- Strive for greater clarity with regard to some issues confronting us, or not to bother, or to actively seek darkness.
- Examine unpleasant facts or to evade them.

Everyone, whether narcissistic or not, has the capacity for self-awareness and intentional thinking. We all possess the ability to think about and decide on our leadership model and behaviors. As a result, to address the challenge of toxicity and narcissism in the ranks, our leader development schools and programs may need to focus more on skills that help leaders focus on themselves and their leadership styles. The Army currently uses such measures and techniques as the Myers-Briggs Type Indicator (MBTI), multi-source assessment and feedback, individual development plans, as well as instructor feedback, critical thinking, and other techniques to help the leader understand who he is.

However, here we contend that while these tools can have value, their value is assumed simply by their use—as opposed to an assessment or evaluation of the "so what" of their outcomes.

For example, if a leader's MBTI is extroversion, sensing, thinking, judging, so what? If the leader does not do anything with that information (i.e., it has no effect on the leader's thinking or behavior) then the information is not of use. Additionally, if the institution cannot access this information, or if it is not tracked over time to allow for changes, improvements, or mentoring, then it is of little or no value in making personnel or command decisions further down the road.

### The Emotional Intelligence Solution

Narcissistic leaders lack emotional intelligence because narcissists primarily focus on themselves. Emotional intelligence means being focused on "the other" (a peer, subordinate, colleague, etc.).

Leadership is fundamentally about leading and interacting with humans, not machines and processes. It is a series of arbitrary choices and decisions. As such, to exercise leadership on the human terrain, emotional intelligence is paramount. Certainly when leaders become more senior (at the operational and strategic levels), they need to manage and lead larger organizations and deal with higher levels of complexity and uncertainty. However, these different complexities and contextual variables do not negate or minimize the human dimension of leadership. In fact, they only high-

See NARCISSISM on Page 10



## Getting back to basics

By Jeremiah Brooner  
Management Analyst, QEO

For those of you who have been involved in a LEAN VSA (Value Stream Analysis) event lately, you probably think that the event should not be this difficult. You are correct.

The goal is to get the simple tasks done right every time, which will lead us to success. The ground level is where we seem to lose the focus. While most people look at the 10,000 ft level, they seem to forget that the ground level tasks are what make the 10,000 ft level possible. It is generally not the complicated 10,000 ft level issues that are the root cause of the problem. Generally, the root cause is something that is simple that you do every day without seeing the relationship to the symptoms. It is not usually the entire process that is broken.

When a process is mapped in a Value Stream Analysis control points need to be identified, tracked, and measured. Once this is done then you can set up corrective actions and see how the changes affect the entire process. When you map out the future state, it is important to simplify the process. The goal is not only to eliminate or reduce waste and non-value added steps, you should also try to do the value added steps better, faster, simpler.

Most processes only have between 2-10% value added steps in the process. It is for these reasons that there is a lot of opportunity for improvements. The tiny details are very important in controlling the process. While many people prefer to have the flexibility in the steps and the order of the steps, that variation creates inconsistency. This condition causes a process that is not delivering a reliable output. Customers look for dependable and consistent products. Processes do not work run at a 10,000 ft level they work at the ground level. That is why it is so important to monitor and control the ground level task. If you are in an area that does not manage the ground level then please put some thought into how that effects production and morale.

If you have any areas that you feel could benefit from a Value Stream Analysis or another improvement event, please contact the Lean Division.



## Net Zero Energy Update

By Steven Johnson  
Energy Awareness Coordinator

In April 2011, SIAD was selected as a pilot Net Zero Energy Installation (NZEI). The target date for pilot Installations to reach Net Zero is 2020. By Net Zero hierarchy, the first step in achieving this goal is implementing aggressive energy conservation and efficiency efforts. To do this we must be able to benchmark our energy consumption to both track our conservation efforts, and identify further opportunities. Our reduced energy needs (after reductions) can then be met by renewable energy produced on site.

The first step for SIAD was to determine where and how we consume energy. In April 2011, we had less than 20 electric meters operating at the building level. Since we had no historical meter data, we commissioned a comprehensive energy audit called an EEAP (Energy Engineering Analysis Program) through the Army Corps of Engineers (COE). In conjunction with the EEAP audit, the National Renewable Energy Lab (NREL) began



an assessment of Sierra's Renewable Energy (RE) potential. An Advanced Metering audit, commissioned by AMC/TACOM was conducted at the same time as the EEAP audit.

The EEAP audit is complete. The audit report identifies a lot Energy Conservation Measures (ECMs) which are financially feasible. Financially feasible means it will pay for itself (in energy savings) during its lifetime. A copy of the EEAP audit report is with the COE to develop several large projects that will compete for Federal Energy funding. We will also use the EEAP report to implement less costly ECMs as funding becomes available at the local level.

The initial RE assessment is complete. We started with four possible scenarios to reach NZE. There are many different issues when it comes to implementing any sizeable renewable energy project that connects with the electric grid, and the first two of the scenarios are off the table for the immediate future. It isn't game over though, and NREL is continuing to assist and guide us in our RE efforts.

The Metering audit is complete, and cost ne-

gotiations to install advanced electric meters are ongoing. Sierra has installed quite a few meters during electrical service upgrades since April 2011. Including some lighting systems, we are now tracking 70 electric meters.

SIAD has also implemented over five million dollars in smaller Energy Conservation projects when they fell within our funding levels during the last two years. Over 500 high energy flood lights were replaced with 'smart control' LED floods. To avoid more electrical grid ties we installed 70 solar powered Railroad crossing lights. We have improved building envelopes by insulating, repairing or replacing personnel doors, changing out leaky sliding warehouse doors with sealing rollup doors, and putting in low e triple paned windows. We have installed hundreds of motion sensor light switches in offices and hallways, and retrofitted the fluorescent lights in one office to LED bulbs; the occupant likes the LEDs better, assessment is still ongoing. We are incorporating Solar Water heating into Swimming pool heating system, which will cut propane consumption there considerably.

SIERRA ARMY DEPOT PRESENTS  
**FAREWELL BBQ FOR LTC DEXTER**

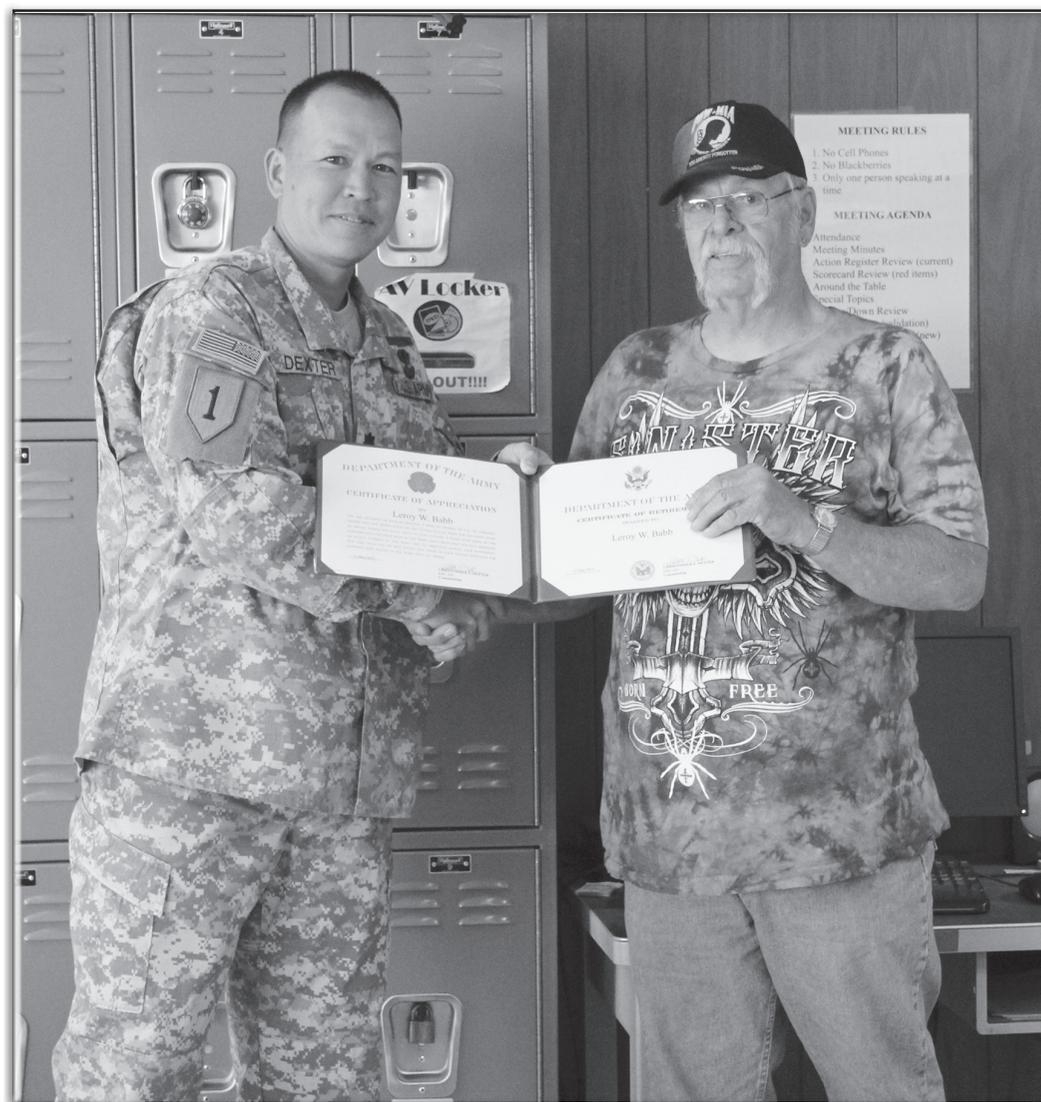
AT THE PAVILION  
JULY 11  
1130-1300

MENU: HAMBURGERS, HOT DOGS, POTATO SALAD, BAKED BEANS, CHIPS, SODA, WATER  
\$7.50 PER PERSON

FOR TICKETS:  
LORI AT X4343  
CAROLINA AT X4666

TICKETS ARE ON SALE UNTIL 3 JULY.  
COME SAY GOODBYE AND GOOD LUCK TO LTC DEXTER!

## Retirement Time!!



Lt. Col. Christopher Dexter, depot commander, presented Mr. Leroy "Butch" Babb with the one certificate every employee looks forward to receiving - their Retirement Certificate. Butch also received a US Flag flown over the US Capital and a commander's coin. Good luck Butch on a well deserved retirement.



# What has been happening



Prep

Bradley Fighting Vehicle  
(  
25MM Automatic  
and

One program currently being conducted is the inspection, parts removal and preparation of Bradley Fighting Vehicle Systems (BFVS) to be placed in long term storage at another location/facility. Before items can be placed in storage, they must be prepared on the Bradleys for storage. One of those tasks is the removal of the various BFVS. Each gun has four components that must be removed. The preservation process of the BFVS is not the same as a personal handgun or rifle, but on a much larger scale. It involves a light cleaning lubricant preservative followed by the parts being wrapped in a Volatile Corrosion Inhibitor (VCI) and placed in boxes for storage. This might be a small part of this operation, but it is just as important as any other operation being performed.



Supporting

# around Sierra Army Depot

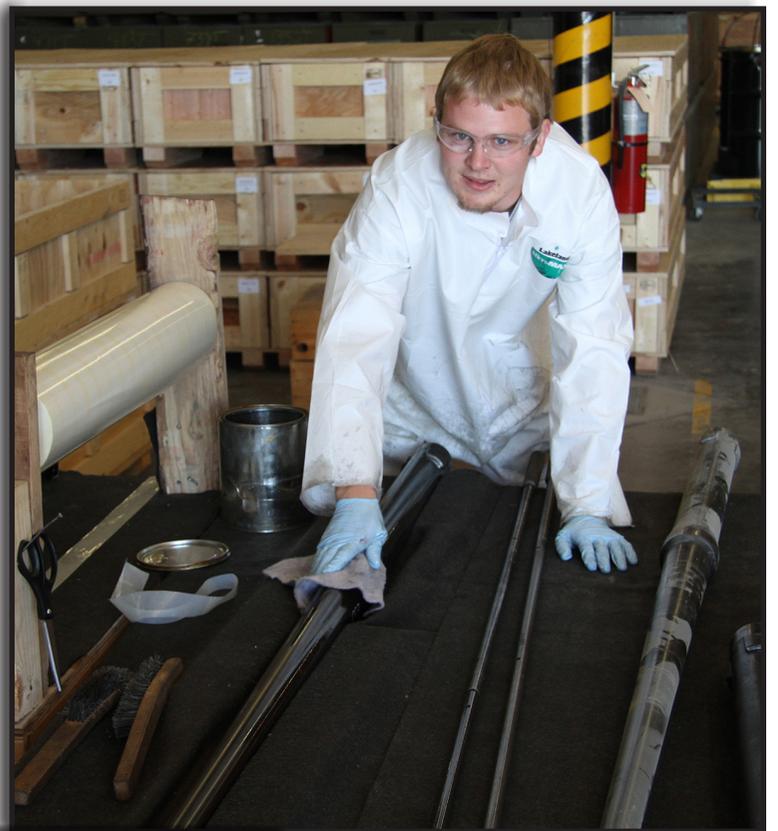
## & Package of ing Vehicle System (BFVS) matic Gun, Feeder Receiver



ected at Sierra Army Depot is the receipt/off-loading,  
ion for storage a series of Bradley Fighting Vehicle  
rm storage or until vehicles are to be moved to an-

ge, employees perform several tasks to prepare the  
s is the removal and preservation of guns located on  
omponents: barrel, feeder, receiver, and chain drive.  
S gun components might be compared to cleaning a  
h larger scale. Once the components are separated,  
(CLP) is applied either by hand or spray and then  
tor Treated barrier material and placed in wooden

verall program, but nonetheless, is given the same  
ng performed.



*the Soldier*

## My experience in the Lean Rotation

By Lisa Musnicki  
Lean Rotation

Being in the Lean Rotation has helped me to refine my processes and business practices here at SIAD. I have worked within the R2, R3, and Maintenance Directorates and along with the Containerization & Assembly Divisions as a laborer. I have also been involved with management in the R2 and R3 Storage areas. Working within these varied areas has widened my knowledge of the processes. When I was assigned to Small Storage, I participated in two Lean Events to improve the stowing and pulling of the Retro Grade Material process. I have been lucky to have been involved with numerous special projects here on SIAD. The short time that I have spent in the Lean Rotation has further widened my view of the inter-working processes.

I have enjoyed working with the professionals on the Lean team. They are customer focused, informative, positive and hard working. The team strives to learn the processes in place throughout all the departments here at Sierra, the team analyses' critical and at times difficult data. If you have ever participated in a Lean Event than you know that most people tend to get a little frustrated with the tedious process steps involved and with the borage of numbers and data that the Lean Facilitators will constantly try to get out of you. Believe me all of this is necessary in order to improve your process and fill your customer demand. Have no fear and hang in there it will all come together and make sense when all is said and done. Sitting on this side of the fence throughout various Lean Events has helped me to better understand the graphs and other tools used to capture baselines for a process.

Going through the LEAN processes has widened my concept of what LEAN is and the role it plays here at the base. So far my feelings on the Lean Rotation are still very broad. I have a lot more to learn in order for me to achieve my goal and get the most out of my Lean Rotation. I am confident that sustainment, communication, teamwork, and a constant strive for improvement is the only culture that will bring your organization success. The challenge of helping to grow these things at Sierra is exciting.



## Furlough days reduced, notices issued to employees

On May 14, Defense Secretary Chuck Hagel stated in a memorandum the number of days Department of Defense (DoD) civilians will be furloughed will be reduced from 22 days down to 11 days.

Hagel stated the furloughs will begin on July 8 at the rate of 1 furlough day per week for the remainder of the fiscal year. He also stated, "IF budgetary situation permits us to end the furloughs early, I would strongly prefer to do so. That is a decision I will make later in the year."

So how will this affect the current work schedule at Sierra Army Depot? The depot is currently working different four ten-hour day shifts - 6:30 am to 5:00 pm; Monday through Thursday, Tuesday through Friday, and a night time shift. The furlough days will mean a change for tour of duty

at Sierra Army Depot.

In an agreement between management and local union, employees will change to four ten-hour days with two hours of furlough each day. The three regularly scheduled shifts will be Monday through Thursday, 6:30 am to 3:00 p.m, 2:30 pm to 11:00 p.m., and 10:30 p.m. to 7:00 am.

Depot leadership said this furlough will not only place financial burdens on our employees, but will also have a negative effect on our ability to meet revenue projections and customer schedules.

If employees need assistance during this time of financial impact, Employee Assistance Program, Family Advocacy Program, or several organizations within the Susanville or Reno area are available to provide support. A list of "Low/No Cost" Resource is provided below.

### 'LOW/NO COST' RESOURCE LIST

#### RENO

**FINANCIAL AND COUNSELING: CONSUMER CREDIT COUNSELING & FAMILY COUNSELING SERVICES OF N. NEVADA (775) 329-0623**

**LEGAL: NEVADA LEGAL SVCS (775) 284-3491**

**SUICIDE PREVENTION HOTLINE: (775) 784-8090**

#### SUSANVILLE

**FINANCIAL: ECONOMIC DEVELOPMENT DEPARTMENT (530) 251-8309**

**LEGAL & COUNSELING: LASSEN FAMILY SERVICES (530) 257-4599**

**SUICIDE PREVENTION HOTLINE (888) 530-8688**

**NATIONAL SUICIDE PREVENTION HOTLINE (800) 273-8255**

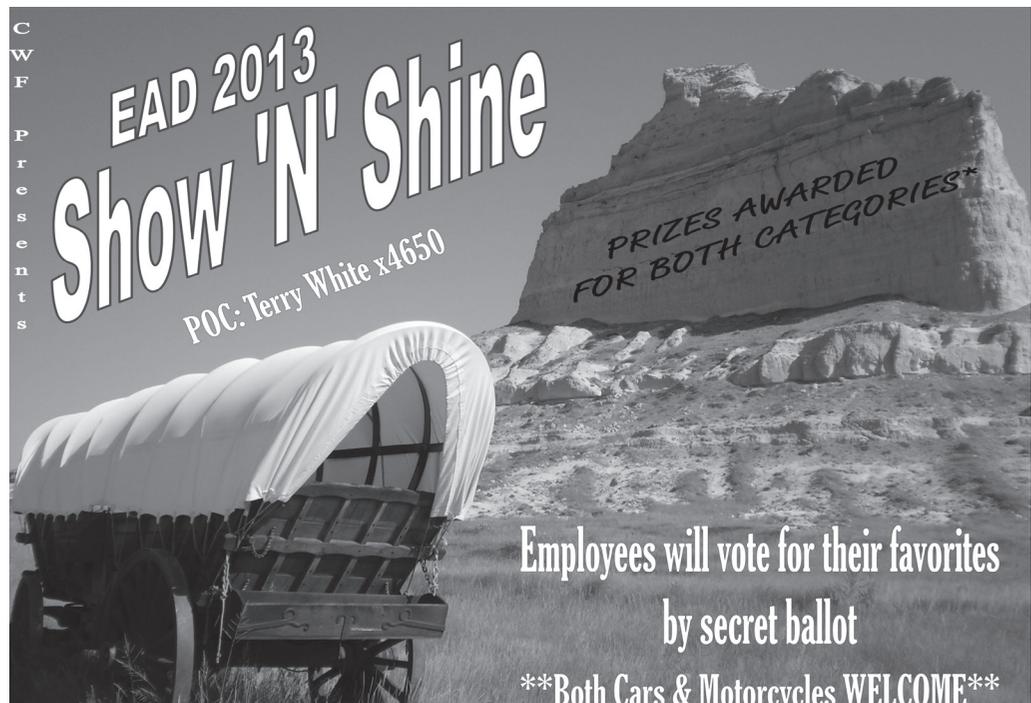
#### INSTALLATION-BASED SUPPORT RESOURCES:

**OCCUPATIONAL HEALTH – DR. (COL) TROY ROSS (4322)**

**ADCO/EAP – STEVE SARIAN (4115)**

**FAMILY ADVOCACY PROGRAM – BILLY MAY (4275)**

**PREVENTION – JOHN SELL (4190)**



# Child, Youth and School Services Monthly Update

The CYSS Education and Outreach Services Director, Amanda Page organized and accompanied local fifth and sixth grade students to the Redwoods National and State Parks educational outdoor camping trip. The group traveled to the Redwoods to participate in the Wolf Creek Outdoor Educational Camp near Orick, CA. This two and a half day camp, led by Park Rangers, focused on various aspects of the national park, including the old growth forest, native animals, and the various ecosystems.

This camp is a curriculum based program that is centered on California state standards in science, history and visual arts. The youth all agreed that the highlights of the camp were the field studies of the Old Growth Forest, seeing the Roosevelt Elk, the night hike, and playing on Stumpy – a stump of an old Redwood that was cut down many years ago. After camp the group also stopped at the Trinidad State Beach to play in the Pacific Ocean.

Ms. Page also organized a special event for the most recent Herlong High graduating class. Mock Interviews with various community members took place at the high school gym and the Seniors cycled through to complete at least 4 interviews. Students were expected to be dressed professionally, and have a complete resume and job application to hand to each interviewer.

The Seniors were graded on everything from appearance and personality, to pertinent goals and overall answers to the questions. Some of the students did exceptionally well, and even got comments of “would hire now!” on their evaluations! After the event the students were able to look over their evaluations and talk about things they could do differently in a real interview situation.

All of the Seniors believe that by participating in this event, they are now less nervous and better prepared for a real interview! A special thank you goes out to Depot employees who took time

to participate in this event!

Team Sierra Army Depot CYSS participated in the Reno Run or Dye 5K on June 1. We and boast that we had 24 members on our team, one of the largest of the event, and it was truly the world’s most colorful fun run! Unlike traditional races, run or Dye was actually a 3.1 mile fitness celebration with music, dancing, walking and running...with lots of color! Some of us are still dusting off the red, purple, blue, green and bright orange; and we can’t wait for the next race, Color Me Rad 5K later this summer. We would like to thank everyone who participated in this awesome event, especially the chaperones that helped make this event happen!

Summer Camp at the Youth Center is underway, with many exciting events – field trips, swimming, family functions – and we are still accepting enrollments! For more information stop by CYSS or call 827-4696.



**Kids walk by the Roosevelt Elk at the Wolf Creek Outdoor Education Camp, Redwoods State and National Parks.**



**Youth pile on Stumpy for a group shot!**



**Herlong High Seniors and community members participate in Mock Interviews.**



**Run or Dye CYSS team!**

**Narcissism (From Page 4)**

light its critical nature. The Army's new leadership publication, ADP 6-22, Army Leadership, states that leader attributes and competencies include having Army Values (such as respect), empathy (emotional intelligence), interpersonal tact, and the ability to create a positive environment. The Army's narcissistic and toxic leaders do not demonstrate some or all of these attributes and competencies. In fact, in most cases, such leaders across all services demonstrate the antithesis of these attributes and competencies. At its most basic level and in terms of the Army Values, emotional intelligence is about respect for others. Due to their intense self-focus, narcissistic and toxic leaders routinely demonstrate a lack of respect for others, which enhances the toxic environment of the unit.

A leader cannot practice emotional intelligence if he is not self-aware and does not practice self-regulation. As noted by emotional intelligence scholar Daniel Goleman, "Truly effective leaders are distinguished by a high degree of emotional intelligence, which includes self-awareness, self-regulation, motivation, empathy, and social skill."

Travis Bradberry and Jean Greaves succinctly and practically describe what emotional intelligence looks like in the work place:

- A rare talent to read the emotions of others.
- The ability to adjust to different situations and build relationships with almost anyone.
- The uncanny ability to spot and address the elephant in the room.
- Does a good job of acknowledging other people's feelings when communicating difficult news.
- Personal knowledge of people to better understand their perspectives and work well with them.
- The ability to absorb the non-technical, human side of meetings and become a student of people and their feelings.

Contrast this list with the previous list of descriptors of a narcissistic leader. Emotional intelligence is synonymous at many levels with empathy—the ability to genuinely try to understand something from another person's perspective. (To read more about empathy as a leadership skill, please see Harry Garner's article in the November-December 2009 edi-

tion of Military Review.)

Finally, can people learn emotional intelligence or are they born with it? The answer is both. The

research suggests both a genetic component and a developmental and socialization aspect to emotional intelligence. In short, emotional intelligence can be taught and learned.

**Focus on the Self**

In each of the practical examples discussed above, the soldiers who bore the brunt of the

leader's narcissistic and toxic behavior experienced a form of leadership that does not motivate, build trust, or improve the organization. In fact, it does just the opposite. Yes, most of these leaders were very successful in their careers, accomplished the mission, and most often met the commander's intent. However, authentic and transformational leadership is about more than just accomplishing the mission and getting a promotion. It also includes developing and empowering subordinates, building trust, and leaving a unit better than it was before. Toxic and narcissistic leaders do not do that.

Bruce Avolio, a noted scholar on the study of leadership who has worked for and with the Army

and other militaries around the world, succinctly notes that leader development begins with the self. Focusing on the self may sound simple but it can be very difficult to do. Few leaders in and out of the military have mastered the practice, and many simply do not know what it means to focus on the self. However, a focus on the self is a start point for ridding the Army of toxic and narcissistic leaders.

Although we have focused on narcissism and toxic leaders, the reality is that America's all-volunteer Army expects and deserves the very best from its leaders, narcissistic, toxic, or not. Leaders and commanders need to be the best they can be. More emphasis on mentoring, self-awareness, self-regulation, and emotional intelligence will help to ensure our leaders are the best they can be and our soldiers experience the type of leadership they richly deserve.

*"This article is reprinted with the permission of Military Review, the Professional Journal of the US Army, Combined Arms Center, Fort Leavenworth, Kansas. It was originally published in the January-February 2013 issue of Military Review."*

**Milestones Achieved**



**Mr. Donald Olson, deputy to the commander, had the privilege of recognizing two employees for a milestone they achieved in their career. Above, Olson presented Ms. Beth Holmes with a certificate for 25-years of continuous service, and below Mr. James Stokes received a certificate for 20-years of continued federal service. Congratulations to both Beth and Jim!**



238<sup>th</sup>

**ARMY BIRTHDAY**

AMERICA'S ARMY: Service to the Nation, Strength for the Future



## Social Security Announces New Mobile Site for Smartphone Users

*Agency Leverages Technology to Meet Customer Service Expectations*

Carolyn W. Colvin, Acting Commissioner of Social Security, today announced the agency is offering a new mobile optimized website, specifically aimed at smartphone users across the country. People visiting the agency's website, [www.socialsecurity.gov](http://www.socialsecurity.gov), via smartphone (Android, Blackberry, iPhone, and Windows devices) will be redirected to the agency's new mobile-friendly site. Once there, visitors can access a mobile version of Social Security's Frequently Asked Questions, an interactive Social Security number (SSN) decision tree to help people identify documents needed for a new/replacement SSN card, and mobile publications which they can listen to in both English and Spanish right on their phone.

"We are committed to meeting the changing needs of the American people and the launch of our new mobile site helps reinforce our online presence and adaptability to advances in technology," Acting Commissioner Colvin said. "I encourage all smartphone users looking for Social Security information to take advantage of our new mobile site."

In addition, visitors to the new mobile site can learn how to create a personal my Social Security account to get an online Social Security Statement, learn more about Social Security's award-winning online services, and connect with Social Security on Facebook, Twitter, YouTube, and Pinterest. For people unable to complete their Social Security business online or over the telephone, the agency also unveiled a new mobile field office locator. The new mobile office locator has the capability to provide turn-by-turn directions to the nearest Social Security office based on information entered by the person.

"With significant budget cuts of nearly a billion dollars each year over the last few years, we must continue to leverage technology and find more innovative ways to meet the evolving needs of the American public without compromising service," said Acting Commissioner Colvin.

Each year, more than 35 million Social Security web page views come via smartphones.

For more information, please go to [www.socialsecurity.gov](http://www.socialsecurity.gov).

## Ten long years



Lt. Col. Christopher Dexter, depot commander, presented his executive assistant Ms. Carolina Dingman with her ten-year length of service award.

### SUSPICIOUS MAIL OR PACKAGES

**Protect yourself, your business, and your mailroom.**

**If you receive a suspicious letter or package:**

- Stop. Don't handle.
- Isolate it immediately.
- Don't open, smell, or taste.
- Activate your emergency plan. Notify a supervisor.

Warning signs include: Restrictive markings, No return address, Misspelled words, Badly typed or written, Possibly mailed from a foreign country, Excessive postage, Unknown powder or suspicious substance, Sealed with tape, Protruding wires, Excessive tape, Oily stains, discolorations, crystallization on wrapper, Strange odor, Rigid or bulky, Lopsided or uneven, Incorrect title or addressed to title only.

**If you suspect the mail or package contains a bomb (explosive), or radiological, biological, or chemical threat:**

- Isolate area immediately
- Call 911
- Wash your hands with soap and water

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## EAD Guest Meal Tickets on sale now

# WANTED

### ALL SIAD EMPLOYEES

# 'WILD WEST'

### EMPLOYEE APPRECIATION DAY 2013

# 22 August 2013

Sterra Army Depot  
Civilian Welfare Fund

Howdy Partner! Employee Appreciation Day is just around the corner. If you would like to bring a guest, now is the time to lasso your guest meal. They are only \$5.00. Contact Christina Cuevas (4232) or Amber Jones (4433).

# 101 Days of Summer

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

## Hydration

**HEAT CRAMPS:** Occur after several hours of physical exertion in the heat.

**Symptoms:**

\* Painful muscle spasms usually in the legs or abdomen.

**Treatment:**

\* Get out of the heat and into the shade

\* Hydrate with water or sports drink

\* Stretch/massage the muscle

**Prevention:**

\* Acclimatize to the environment so your body adapts to the heat

\* Hydrate with water or sports drink before & during exercise

\* Avoid exercising during hottest part of the day

\* Wear light, loose clothing & use sunscreen

**HEAT EXHAUSTION:** Due to loss of water & salt through sweat

**Symptoms:**

\* Headache, nausea, dizziness, weakness, and cool, clammy skin.

**Treatment:**

\* Stop and rest

\* Hydrate and get into a cool

room or shade

\* Loosen clothing and apply cool wet towels or pour cool water over the head

**Prevention:**

\* Same as heat cramp prevention

**HEAT STROKE:** A serious condition when the body's cooling system stops working and core temperature rises to dangerous levels. If ignored, heat stroke can lead to death.

**Symptoms:**

\* Red, hot and dry skin

\* Rapid but weak pulse

\* Rapid but shallow breathing

\* Confusion, faintness, staggering, hallucinations

\* Unusual agitation or coma

**Treatment:**

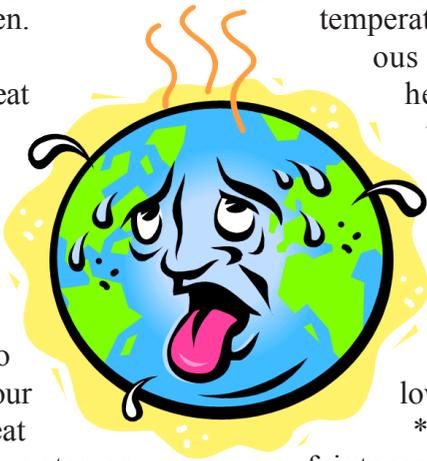
\* Reduce body temperature by cooling the body

\* Remove unnecessary clothing

\* Apply water, cool air, wet sheets or ice on the neck, groin & armpits to accelerate cooling

\* Seek medical attention immediately

**Prevention:** Same procedure concerning heat cramps or heat exhaustion



## Army promotes National Safety Month

Michael J. Negard  
U.S. Army Combat Readiness/  
Safety Center

FORT RUCKER, Ala. (May 30, 2013) – June is National Safety Month, and senior Army Leaders are asking Soldiers, Department of the Army civilians and their Family members to educate one another on risk and influence behaviors surrounding the leading causes of preventable injury and death.

National Safety Month coincides with the beginning of summer, historically the deadliest time of year for Soldiers off duty.

According to Command Sgt. Major Richard D. Stidley, U.S. Army Combat Readiness/Safety Center, indiscipline is a leading cause of Soldier fatalities, particularly on America's highways.

“We’re dealing with somewhat of a paradigm when it comes to safety of the force,” Stidley said. “In uniform, in Afghanistan or Iraq, or anywhere else around the world, our Soldiers operate nearly flawlessly on-duty. But when they get home, back to the states and out of uniform, discipline goes out the window and we lose Soldiers at a rate we cannot afford.”

The Army lost 160 Soldiers to accidents during fiscal 2012. Off-duty accidents outnumbered those occurring on duty 4-to-1, with motorcycle and vehicle mishaps comprising nearly 80 percent of losses.

“Private motor vehicles, either two wheeled or four, remain the number one accidental killer of our Soldiers,” Stidley said. “Indiscipline leads to reckless behavior, and reckless behavior in any form when you’re driving or riding can be deadly.”

“We are winning the fight,” said Sgt. Maj. of the Army Raymond

Chandler. “Accidental fatalities have fallen to peacetime levels even as we continue combat operations overseas. But, we cannot yet declare victory.”

To help leaders, Soldiers and safety professionals enhance their personal risk management during National Safety Month, the USACR/Safety Center will launch a dedicated website June 1 at <https://safety.army.mil/NSM>, containing posters, informational videos and feature articles addressing four core topics: civilian injury prevention, ground operations, aviation operations and driving safety.

While much effort will be put into awareness during June, senior Army leaders urged all members of the Army Family to remember safety is a day-to-day commitment and responsibility.

“Across every Army unit and every installation, safety is everyone’s responsibility,” said Gen. Raymond T. Odierno, Army chief of staff. “Leaders, Soldiers, Army civilians and Family members are encouraged to use National Safety Month to evaluate their safety measures both on and off duty.

“It’s imperative that leaders continue to make safety a priority and that Soldiers take seriously the actions that put themselves and others at risk.”

National Safety Month will complement the current Army Safe Summer campaign, which includes materials targeted to specific seasonal hazards and began May 24 and runs through Sept. 3.

“Use this time to focus your Soldiers on making smart risk decisions,” Chandler said. “Doing the hard work now will serve them well in the future. Being prepared saves lives.”

## Ready and trained at all times



No the firemen are not sitting down on the job. Fire Department personnel sharpen their skills and techniques during a live fire training exercise at the Depot landfill.