

The Challenge



Sierra Army Depot, Herlong, Calif.

November 2013

Vol. 69 No.11

VETERANS DAY

Honoring all who served



"As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them."
-John Fitzgerald Kennedy

Commander's View

Greetings. I could not begin my column this month without acknowledging the men and women who have served and continue to serve in the Armed Forces. Thank you for what you have done for our country. And thank you for helping the Depot conduct a professional observance in honor of Veterans Day on Nov. 7.

As you celebrate this Veterans Day holiday with your family and friends, here is a quote from then-president John F. Kennedy that he delivered in 1961.

"We celebrate this Veterans Day for a very few minutes, a few seconds of silence and then this country's life goes on. But I think it most appropriate that we recall on this occasion, and on every other moment when we are faced with great responsibilities, the contribution and the sacrifice which so many men and their families have made in order to permit this country to now occupy its present position of responsibility and freedom, and in order to permit us to gather here together."

In October, our Teams allowed me to work side by side slinging armor in C&A under Mark Thomas and Justin St. Germain. Both of these individuals were absolute professionals and dedicated to getting the mission done. My hat's off to you both for working so efficiently and effectively. My apologies if I ruined your tools. I guess I will need to return to try again.



Lt. Col. Charlie Slosson

I will endeavor to visit other shops as the opportunity presents itself and I am not endangering any personnel.

We completed our EEO Climate Survey. The results of the Depot specific questions are posted in the center pages. The entire Depot results are posted on the Depot internal portal. We received 712 surveys back with about 75% submitting written comments and about 10% of those putting their name on it. For that 10% I am meeting with them

throughout the month of November to further discuss these comments. If you would like to meet to discuss your comments, please contact Ms. Dingman and we will get you up here. I will have Mr. Sarian, or his assistant, join us as a third party.

We have stood up the Employee Rights Panel which includes the EEO Office, Union President, Assistant Inspector General, Civilian Personnel Advisory Center, Employee Assistance Program Office and the Alcohol and Substance Abuse Program Office. The Panel will be visiting the different sections throughout the Depot to provide information to the employees and have lunch with them. The idea is to provide information about the services available on the Depot at the team level.

Thanksgiving is just around the corner, and everybody looks forward to the Thanksgiving feast. - the turkey, the pies, football, and the celebration. However, Thanksgiving would not be complete without a moment of reflection for me to say thanks to all of you for your continued support during this past year of uncertainty.

This month we recognize our Marine Corps as they celebrate their 238th Birthday on Nov. 10.

Also during the month of November, we celebrate National Native American Heritage
See COMMANDER on Page 3

THE UNION'S POSITION- AFGE LOCAL 1808

AFGE Leaders Honor Fallen Soldiers at Arlington National Cemetery

ARLINGTON, VA— Leaders from the American Federation of Government Employees, the largest union representing federal and D.C. government workers, today honored the nation's fallen soldiers by laying a wreath at the Tomb of the Unknowns at Arlington National Cemetery.

Participants in the wreath-laying ceremony included AFGE National President J. David Cox Sr., National Secretary-Treasurer Eugene Hudson Jr., 10th District National Vice President Rogelio Flores and AFGE National Veterans Affairs Council President Alma Lee.

"It's truly an honor to be able to recognize our veterans by participating in this solemn ceremony," Cox said. "America's system of national cemeteries, so ably managed by our Department of Veterans Affairs employees, is a shrine that must be valued and protected."

AFGE has a long history of advocating on

behalf of our nation's veterans, many of whom continue to serve the country as civilian employees at the VA, Department of Defense and other agencies. President Cox is a founding member of the AFL-CIO Union Veterans Council, established in 2008 to help ensure veterans have access to good jobs and quality health care, and currently serves as the council chair.

"The men and women who wear the military uniform deserve our utmost respect and appreciation, and that includes ensuring that they are provided with all of the benefits they were promised when they agreed to

serve," Lee said

AFGE 1808 Union Ball Saturday November 16, 2013

Come one and come all!

It is time again for the Local AFGE 1808 dinner and dance. Dinner will be a Buffet and the first Adult Beverage is on the house!

Cost: \$40 per member payable in advance, refunded at the event. Cost for non-members is \$40 per person, non-refundable.

There will be raffles for many door prizes!

For members who stay at the hotel the night of the event, the Peppermill has offered rooms in the Peppermill Tower for \$49

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The Challenge

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

Lt. Col. Robert C. Slosson
Lori K. McDonald
Lloyd Gubler

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Process discipline

By Jason Henderson
Management Analyst

What is Process Discipline? To understand process discipline you first have to understand the meaning of Standard Work. Standard Work is defined as “a detailed description of the most efficient method to produce a product (or perform a service) in order to achieve a desired output rate. It breaks down the work into elements, which are sequenced, organized, and repeatedly followed”. Process discipline is adhering to the standard work that has been put into practice for a process or processes.

Let us say we have introduced what we know as best known practices (standard work) and through Lean Six Sigma, we have processes of improving those procedures; there is still the ISSUE of following those procedures (process discipline). Now with any process a certain amount of deviation should be expected, but you can still exhibit discipline through the way the deviation is handled. If you must stray from an approved standard of work (process/procedure), then do exactly that, but document it, complete the task, and revert to the original process. That is a true meaning of process discipline.

Eliminating process deviation is one of the most difficult tasks because in order to do so, one must change, and change is a frightening concept to some. Yes, we can put certain controls into place to help mitigate the variation, but there will always be that human element that cannot be controlled.

So unless we become a fully automated installation, how do we change our current culture? It begins with the employees. They are the ones who perform the work, decide how effective the implemented standard of work really is, and it is that level of effectiveness which will determine the amount of discipline for that process. The employees must possess a willingness to adhere to their process. If they do not have that willingness then the progression of discipline will ultimately fail.

Next is management. We have to change our management activities (or Management Standard Work) to better SUPPORT process change which means becoming more involved at lower levels, conducting daily or weekly reflection meetings, holding people accountable, setting the example, and most importantly, empowering the employees.

See **DISCIPLINE** on Page 12

UNION (From Page 2)

per person and Tuscany Tower rooms are \$79 per person (20 rooms available total). Friday night rooms are also available (5 rooms available). For more information contact one of the following individuals:

Phil Gonzales	5375
Babe Fain	4800
Matthew Sturm	4834
Debbie Frost	4787

What does eligibility mean in federal service?

By Steven Brittain
HR Specialist

After working in the federal government over a year, an employee has an idea on how federal service works, the different acronyms the Army and DoD has, and the vast regulations that could fill the Smithsonian, just to name a few.

Last month's article talked about veteran's preference and how it applies when applying to job opportunity announcements. This month's article is going to be about eligibility; what is eligibility, and what are tenure groups.

In the past, the depot heavily recruited on the GWOT exception. The GWOT exception gave the depot the authority to hire without competition. Now that the depot has the exception to hire, applicants will compete for positions being advertised in order to be considered.

When applying for positions that are announced to the public, any person who is a US citizen can apply; this meets the eligibility requirement for this type of an announcement. A non-veteran is able to apply for these positions and will be considered for the position depending on how many veterans have been referred and if they accepted or declined the position. Once the veterans have been worked, the CPAC can move to the non-veterans. In short, being a US citizen gives you the eligibility to apply to public announcements.

Tenure is the period of time an employee may reasonably expect to serve under his/her current appointment. It is granted and governed by the type of appointment under which an employee is currently serving, without regard to whether he/she has competitive status or whether his/her appointment is to a competitive service position or an excepted service position.

The three types of tenure are: Tenure I (Career), Tenure II (Career-Conditional), and Tenure III (Other).

Tenure Group I (Career)

Competitive Service - includes employees



serving under career appointments that either have completed initial appointment probation or are not required to serve initial appointment probation.

Excepted Service - includes permanent employees whose appointments carry no restriction or condition such as conditional, definite, specific time limitation, or trial period.

Tenure Group II (Career-Conditional)

Competitive Service - includes employees serving under career-conditional appointments and career employees serving initial appointment probation.

Excepted Service - includes employees who are serving trial periods or whose tenure is equivalent to career-conditional tenure in the competitive service in agencies that use that type of appointment system.

Tenure Group III (Other)

Competitive Service - includes indefinite employees, employees under term appointments, employees in status quo, employees under any other non-status, non-temporary appointments, and employees serving on provisional appointments.

Excepted Service - includes employees whose appointment is indefinite; those whose appointments have specific time limitations of more than one year; employees who, though currently under appointments limited to one year or less, complete one year of current continuous employment; and employees serving on provisional appointments.

Applying for Merit Promotional job opportunity announcements (current federal employees) is different compared to public announcements. When applying to Merit Promotional announcements, tenure groups are important to determine if an applicant is within the area of consideration. Career or Career-Conditional employees, along with certain veteran statuses are eligible to apply for these types of positions.

If you have any questions, contact Steve at extension 5178.

COMMANDER (From Page 2)

Month, Military Appreciation Month, and Warrior Care Month.

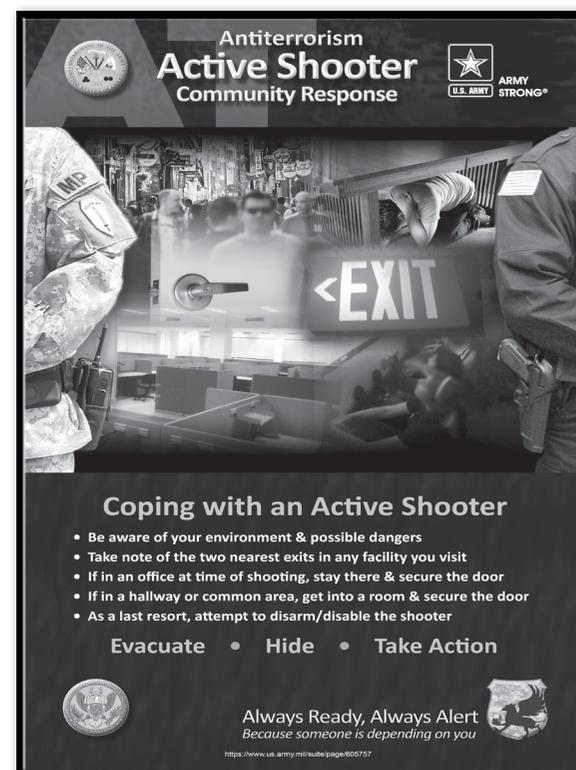
Thank you for everything you are doing for our Warfighters!

Army Strong Pride in Excellence!

LTC Charlie Slosson - #39

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!



Child, Youth and School Services Monthly Update

CDC Preschool Pumpkin Patch

On Oct. 22, 2013, the CDC Preschool class went on a fun-filled field trip to Wemple's Pumpkin Patch. The children were able to see farm animals such as pigs, goats, horses, chickens, cows, and turkeys. The turkeys were the children's favorite animal. They puffed up and strutted around in their pens, which put a smile on all the children's faces. After visiting the animals, the group toured the pumpkin patch on a hayride. They loved looking at the big fields filled with pumpkins and all the old tractors. When the hayride was over, the children were able to get on the old tractors and pretend to plow the fields. The group also went through a hay maze and had to try to find their way out! Each child was able to go out to the pumpkin patch and pick their very own pumpkin to take home. The children searched and searched until they found the pumpkin that was just right for them! The caregivers, volunteers, and children all thoroughly enjoyed visiting Wemple's Pumpkin Patch and can't wait to go back next year! The CDC Preschool staff would like to give a special thank you to Miss. Christina Cuevas for all her help during the trip and ensuring that everyone had a great time.



Lights on Afterschool

CYSS celebrated Lights on Afterschool on Thursday, October 24. This nationally celebrated event focuses on the importance of providing safe, nurturing afterschool programs for our youth. With many youth having working parents and no place to go after school, the National Afterschool Alliance promotes this event every year to show the importance of quality care programs. This year our celebration was complete with a play performed by the School Age youth, entitled "Dragon Trouble." A proclamation supporting this celebration and the importance of Sierra CYSS was signed and read by Ms Julie Mason, Director of Community Support Directorate.

CYSS Physical Education Program

Local students from Long Valley Charter Independent Study have been able to reap the benefits of participating in a physical education program through a partnership with Child, Youth and School Services. Once a week during the school year, students come to the Youth Center to

participate in a wide variety of physical activities including team, individual, and lifetime sports. Students learn about the importance of leading a healthy lifestyle through personal health, nutrition and exercise. Teamwork, sportsmanship, self-confidence, self esteem and the importance of setting goals can all be learned or reinforced by participating in an effective physical education program.

MST Halloween Trip

October has come and gone, but not without leaving us with memories of a spooky night of ghoulish fun! On October 25th CYSS staff and youth mounted our broomsticks and flew to Reno to visit the famous and scariest attraction that haunts our area, Frightmare! We had a wicked time going through a maze, becoming disori-



ented as we dragged ourselves through the "Black Hole" and visiting haunted houses in which the residents were dying to invite us in, only to scare and torment us until we were screaming to vacate the premises! We had so much fun! Some of us were such scardy cats that we refused to go into the attractions at first, and once in clung onto others for our dear lives as we made our way down the dark, misty corridors. After we composed ourselves, the group ate at the newest restaurant, Steak and Shake, and revived our corpses! What a memorable nightmare!!!!

Training

The year is almost over, but the staff at the CYSS continues to seek out new and exciting opportunities to enhance our knowledge relating to the programs we offer. Some of our staff had the pleasure to attend the Boys and Girls Club of America (BGCA) 2013 Pacific Leadership Conference at the famous Silver Legacy Resort and Casino in Reno, Nevada in October. The conference offered a full week of training with sessions focusing on "The Best Practices of the BGCA." A few of the sessions offered were Effective Communication for Staff, Increasing Attendance and Participation and Teen and Tween Programming. The conference gave our staff the insight on how to become a data and vision driven organization. We will continue our partnership with the BGCA to provide the best programming possible for our youth and their families.



New Hires at SIAD

As you go about your day to day operations, in some type of fashion you have probably come in contact with one or several new employees. Take a few minutes to welcome these individuals to the Depot. Here are a few more names to be added to the welcome list.

Steven Bowen	Dale Johnson
Thomas Brizzolara	Layne Kelsey
Joel Brown	Karen Knight
Heather Buelow	Robert May
Breanna Cullison	Keith Murchison
Kurke Dippel	Samuel Rich
Edward Eger	Eddie Sanchez
Kevin English	Gregory Sanchez
Phillip Frabotta	Mark Shepard
Bishop Fungavaka	Cressida Wilton
Ronald Hemphill	



Ring the Alarm

As the holiday season approaches, it's a good time to review fire safety techniques with your family including how to safely put out fires using a portable fire extinguisher. These extinguishers are a valuable resource for immediate use on small fires. Before you consider using an extinguisher there are some very important details to remember:

- . The type of fire extinguisher you use should match the type of fire. Most extinguishers display symbols to show the kind of fire on which they can be used.

- . If you do not think you would be able to safely put the fire out in five seconds using an extinguisher, do not attempt to use it! Leave the area and call 911.

- . Should you need to use a fire extinguisher, follow the PASS method.

- . Pull (Pull the pin)
- . Aim (Aim for the base of the fire, not the flames)

- . Squeeze (Squeeze the trigger)
- . Sweep (Sweep from side to side, covering the base of the fire with extinguishing material)

Learn more about fire safety and how to properly extinguish fires with FEMA's preparedness activity module, Putting Out Fires.

http://emilms.fema.gov/IS909/assets/09_PuttingOutFires.pdf

Depot kicks-off CFC with first chili cook-off



Employees at Sierra Army Depot participated in the first chili cook-off to signify the kick-off of the Combined Federal Campaign. With the help from the Civilian Welfare Fund committee, prizes were awarded to the top three winners of the contest. The winners for this year's event were: First Place - Glenn Sargent; Second Place - Bernadette Martinez; Third Place - Susan Flesvig.

CFC is the world's largest and most successful annual workplace charity campaign, with more



than 150 CFC national and international campaigns raising millions of dollars each year. The Combined Federal Campaign belongs to you — the Federal employee. It is a partnership between the employee, the Federal Government and the charitable organizations that benefit all.

The timeframe for contributing to the CFC has been extended until Jan. 15, 2014. Remember - your contribution to the CFC, large or small, are important and will make a difference.

Two-star note recognition



Ms. Ashley Riggle was presented a two-star note from Maj. Gen. Michael J. Terry, TACOM LCMC commanding general, for the outstanding support she provided during a recent visit by some TACOM LCMC staff members.

Safety for life

Process improvement events - warehouse storage activity for LMP Plant 5941

Jason Henderson
Management Analyst

In May FY13, the Continuous Process Improvement (CPI) Team, formerly known as the Lean Team, was asked to perform an analysis on the internal process in one of Asset Management Directorate's (AMD's) production warehouses. We began our preliminary study to determine what event type would best suit the task. Mr. Ben Lindblom and I concluded that the incoming process should be first using a Just Do It (JDI), and then the picking (outgoing) process using a Rapid Improvement Event (RIE). Below is a brief description of each event.

Area of Study: LMP Plant 5941 Receipt Process

Event Type: Just Do It (JDI)

Event Date: 13-16 May 2013

Current Event Status: Open

Business Case: The current process for incoming transfer orders is convoluted; there is variation in the way the process is being performed. The process needs to be streamlined in order to better meet customer demand and reduce variation.

Objectives: Streamline process flow for, create separate incoming and outgoing areas, and outline priorities for employees. Use standard work (visual aids, desk guides, and training packets) in order to establish guidelines for employees to follow and accommodate the training of new employees.

Accomplishments: The incoming process has been separated from the outgoing and relocated to the south end of the building. A new process flow has been established with the use of borrowed ground level conveyors, which will help ensure first in first out. Additional electrical requirements have been identified to better accommodate the new process. New ground level pallet conveyors along with personnel barriers have been ordered,

but until the order arrives, conveyors have been borrowed from R3. An MEI has been relocated into the southwest corner and will be fully integrated into the new process responsible for any frustrated material that arrives. A new tracking log as been implemented to help increase accountability for incoming material. This log captures any shortages, overages, or general issues.

Remaining Actions: The team still needs to document the new process and submit for approval in addition to completing the training aids and the CPI Team still needs to capture the improved state time observations.

Area of Study: LMP Plant 5941 Issuing (Picking) Process

Event Type: Rapid Improvement Event (RIE)

Event Date: 01-03 October 2013

Current Event Status: Open

Business Case: The current process has a lot of variation, which needs to be standardized to increase accountability, accuracy, and improve training opportunities. Although material is being processed, desktop procedures need to be established and documented process flow charts need to be updated.

Objectives: Evaluate current process, capture baseline data, increase process discipline, measure current production requirements, document new process in a desk guide, establish a production control board and 6-S Housekeeping Chart, and conduct a brainstorming session to develop new process ideas while vetting for possible changes to business practices.

Accomplishments: The team determined a new location and decided on a feasible layout for the outgoing processing area. They relocated over 4,000 line items to clear out rows 12 and 13 to making space for the new process. Disassembled racking for rows 12 and 13 (over 432 ft). New

lights have been added to the area for safety reasons making it easier on the employees to work the process. We also acquired small item conveyors from R3 to help with the flow of material being pulled. The team relocated and organized a new office area that accommodates the lead and supply tech. An area has been designated for storing supplies and to park equipment at the end of shift, keeping the warehouse more organized. We designed and implemented new production control boards (PCB's) and a 6-S chart. Industrial Arts assisted us in developing multiple visual aids throughout the warehouse. Box and Crate built a new multiuse filing cabinet for the new process and DOIM hooked up new phones lines, ran hundreds of feet of new cable, and upgraded internet access capability.

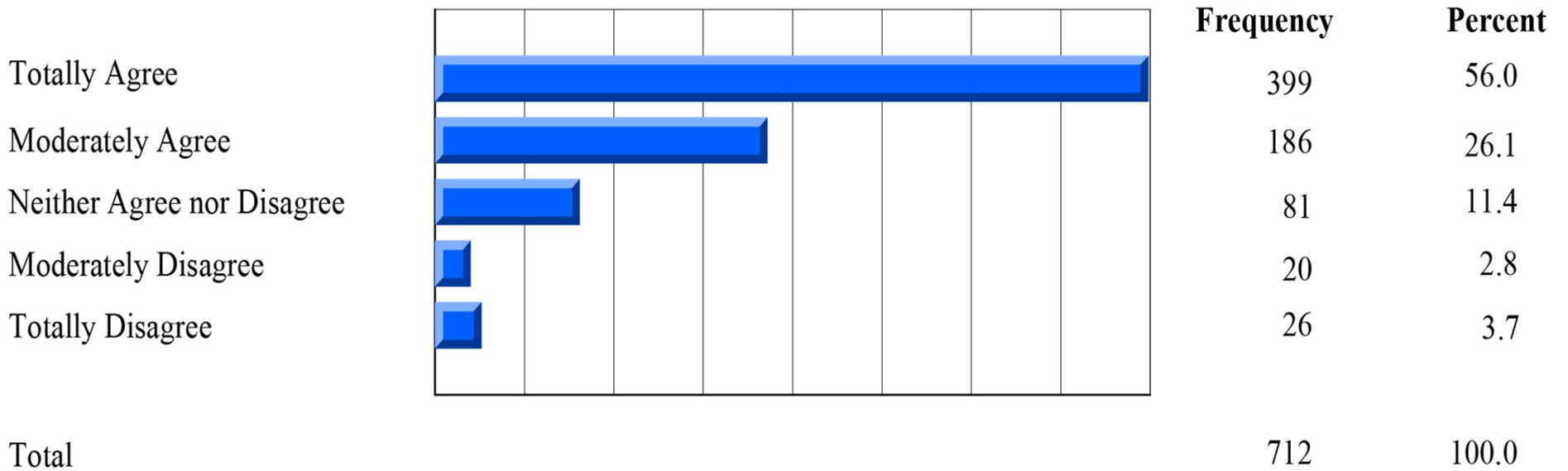
Remaining Actions: The new process still needs the workstation/processing area assembled. The team still needs to document the new process and submit for approval in addition to completing the training aids and the CPI Team still needs to capture the improved state time observations.

In conclusion, both events are still open with active Action Plans, but have been a complete success thus far in the ways of safety, accountability, flow, ergonomics, and overall capability. This is due to the hard work of the team and various support organizations.

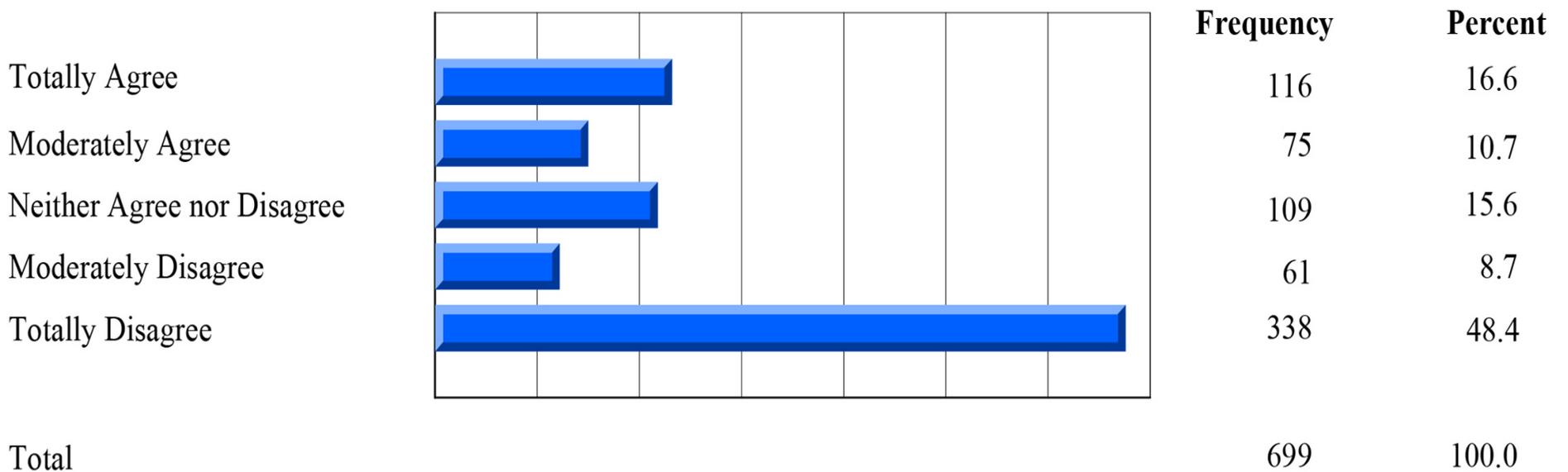
Special thanks to the following:

Process Owner-Vince Goodwin; Team Leader-Shandemar Wolfe-Reid; Team Members- Stephanie Dunn, Jeff Moulton, Zoltan Andahazy (Z-Man), Patty Gimbel, Shawn Higgins, Dan Knight, Donna Sanders, Lindsay Wilson, Jim Cuevas, Gail Carson, AMD Management Staff, Safety, DOIM, R2, R3, Industrial Arts, Reproduction, Industrial Hygienist, DPW, Box and Crate, IBO, Standardization and Analysis Division, and finally the CPI Division.

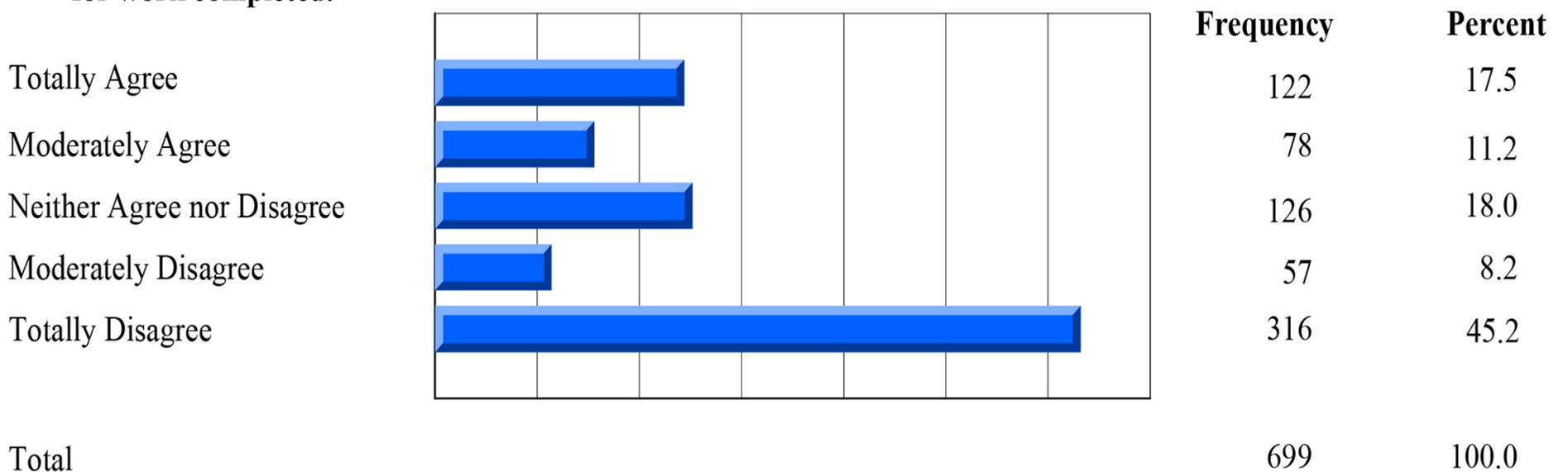
1. Your performance contributes to the overall success of the Depot.



2. Your supervisor and/or leader demonstrate favoritism towards a specific gender.



3. Your supervisor and/or leader demonstrate favoritism towards a subordinate; promising promotion for work completed.



4. Your supervisor provide you with guidance, education for career advancement, and assist you with work related issues.

	Frequency	Percent
Totally Agree	172	24.3
Moderately Agree	154	21.8
Neither Agree nor Disagree	126	17.8
Moderately Disagree	96	13.6
Totally Disagree	159	22.5
Total	707	100.0

5. Your work group leader (or next higher leader if you are a leader) is a trained leader.

	Frequency	Percent
Totally Agree	170	24.1
Moderately Agree	148	21.0
Neither Agree nor Disagree	134	19.0
Moderately Disagree	87	12.3
Totally Disagree	166	23.5
Total	705	100.0

6. You consider yourself educated in the DOD's Hiring Practices.

	Frequency	Percent
Totally Agree	122	17.3
Moderately Agree	205	29.0
Neither Agree nor Disagree	160	22.7
Moderately Disagree	97	13.7
Totally Disagree	122	17.3
Total	706	100.0

7. You believe the Depot has a separate hiring practice that is different from the DOD's Hiring Practice.

	Frequency	Percent
Totally Agree	288	41.6
Moderately Agree	121	17.5
Neither Agree nor Disagree	163	23.5
Moderately Disagree	41	5.9
Totally Disagree	80	11.5
Total	693	100.0

Employees recognized around the depot



Garry Garrett
35 years of federal service

Each month Lt. Col. Charlie Slosson has the pleasure to recognize individuals for milestones they have reached in their career. One milestone that Slosson is amazed at from month to month is the number of years for federal service that exists at Sierra ArmyDepot. Congratulations to the employees on reaching this milestone.



Kerry Gimbel
30 years of federal service



Rhandal Freeman
30 years of federal service



Puett Willcox
10 years of federal service



Herman Lucero
35 years of federal service



William Jackman
15 years of federal service



Shelley Sargent
10 years of federal service



Warren Tuft
35 years of federal service

Happy retirement trails



After 43 years of federal service, both military and civilian, Mr. Cliff Hensley reached the pinnacle of his career - **RETIREMENT**. He joined the Army in 1969 and continued to serve his country for the next 23 years working in the supply field until his retirement in 1993, at which time he took on another career, Civilian Service. His first civilian job was the accountable office in Belgium. He moved from Belgium to Arizona and then back to Germany before being re-assigned in 2006 here at Sierra. Cliff continued to work in the supply field in various positions around the depot until his retirement on Oct. 30. Congratulations Cliff and enjoy retirement life.



Friends and family gathered at the Fire Department to bid farewell to Greg Tavalero during a retirement ceremony. Greg is a second generation firefighter so it was no surprise when he began his federal career in 1980 with the Department of the Navy at Treasure Island Naval Base with the fire department. In 1997, he and his family move to Sierra Army Depot where he joined the fire family here and remained until his retirement on Oct. 29. Greg and his wife Kathie are going to enjoy retirement life and spend lots of time spoiling their new grandson, Blake James.

Lean success stories

By Ben Lindblom
Lean Facilitator

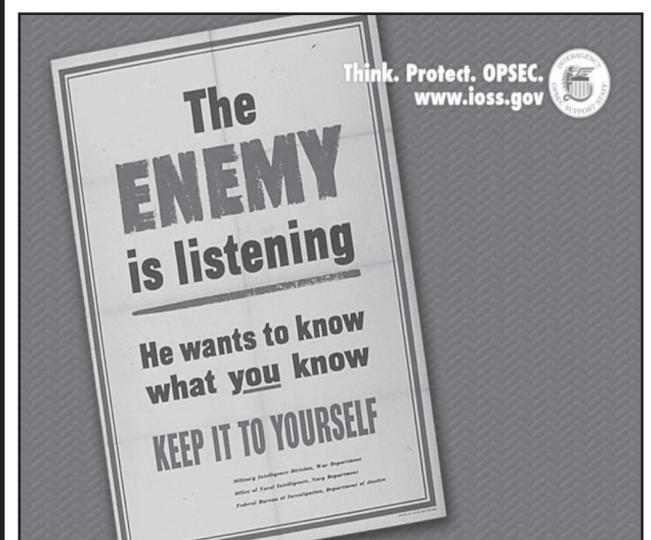
I am sure many of you would like updates on the status of Lean Initiatives which have taken place in the fourth quarter of Fiscal Year 2013.

The Lean Office was able to close out three projects in August. The first event involved the transferring of completed High Mobility Multi-purpose Wheeled Vehicle (HMMWV) doors from storage racks to crates. The team, headed by Mr. Dave Wilson from the C&A Heavy Assembly Division, brainstormed effective means of transferring material with more appropriate equipment. Although the cycle time in this process was not significantly reduced, changing out the crane from the "A" Frame type to the "Gantry" type significantly reduced the amount of manual handling of the doors, making it a much safer operation. Good job by Dave and the crew!

Also concluding in August was the Load Planning 3-P event. In this event, Mr. Joe Henderson and the team revised the documentation (forms) and Desktop Procedures for the load planning processes, making it much more user-friendly for load planning in the field, including the necessary information for the Transportation Division to book transportation for shipments. Great job by Mr. Henderson and the team!

The third project completed in August, was a Value Stream Analysis (VSA) for the HMMWV Add-On-Armor program. This project had a very diverse team headed by Mr. Bruce Hamilton and Ms. Susan Getty. During the mapping sessions, the team was able to identify multiple areas of opportunity for projects and events as an outcome from this project. Great team work by all who participated in this VSA!

The total financial benefits claimed in Fiscal Year 2013 (October 2012 – September 2013) for Lean process improvement projects amounted to \$4.3 Million. The financial and operational benefits from all of the Lean projects were possible due to the efforts of the team members involved and their commitment to improve our processes at Sierra Army Depot. You will find more success stories in future issues of The



Energy Report for FY13

By Steven Johnson
Energy Awareness Coordinator

There are a lot of federal laws and Army policies that pertain to energy. They affect everything from buying Energy Star products to designing new buildings that meet federal green standards. They set reduction goals for energy, water, waste, and greenhouse gases, while setting goals for renewable energy generation on federal installations.

The Army tracks its energy efficiency efforts by what is called Energy Use Intensity (EUI). Energy Intensity is a ratio (or fraction) of energy used divided by the space it is used in, and is measured in Million British Thermal Units per 1,000 Square Feet of buildings (or MBtus/KSF). Sierra recorded positive progress in FY13 for energy goals. Energy intensity was reduced by 12.88 percent from the Energy base year of FY03.

Federal laws also require the increased use of Renewable Energy (RE) when feasible, and also encourages on-site generation of RE. Sierra has some on-site RE production in the form of Ground Source Heat Pumps (GSHPs). GSHPs pump water through underground loops, tapping the earth's natural temperature to assist in heating and cooling the water used in the buildings Heating, Air

Conditioning, and Ventilation (HVAC) system.

In FY13, the GSHPs produced enough of RE to account for 2.8 percent of the total electricity purchased by the Installation. We also installed a Solar Hot Water (SHW) system at the swimming pool to assist the Propane water heater.

Potable Water usage is also tracked by intensity, and is measured in 1,000 gallons per 1,000 Square Feet of buildings (or KGAL/KSF). Sierra's potable water use intensity in FY13 was reduced by 34 percent from Water base year of FY07. Sierra does not have any industrial or irrigation water use.

Along with the SHW at the swimming pool, some other energy efficiency projects executed in FY13 included spray-on foam insulation and replacing an aging heater with a more high efficiency one. Controls were installed on High Mast Lighting systems which are designed to allow operation only during hours of darkness.

Installation of 37 advanced electric meters on 29 buildings is ongoing, with connectivity to a Meter Data Management System expected by the close of the calendar year. Eventually, any other meters, like natural gas, will piggy-back their data into the Meter Data Management System through the electric meter.

It's a culture thing

By Dylan Hamilton
LEAN Office

Culture, like any other word in the English language is given a definition by the Merriam-Webster's dictionary. It defines culture as "the set of shared attitudes, values, goals, and practices that characterizes an institution or organization." This ultimately begins with leaders that not only believe in the culture they wish to create, but live and breathe it through their daily actions and interactions with employees.

Most directors who say their processes are on a lean journey have no problem with the idea that improvement is continuous, but too many processes, after an initial lean effort, stop or start to backslide to the old ways of working. That is a shame. It really is possible to make improvements indefinitely to the same value stream — reducing mistakes, cost, space, time, and human effort — to deliver more value to customers. Sometimes the improvement steps are radical. Sometimes they are incremental. The key is to keep taking the next step.

Lean is complete transformation, backed by science with a goal of changing, but this ultimately begins with leaders that not only believe in the culture they wish to create, but live and breathe it through their daily actions and interactions with employees behaviors, and how one operates. The transformation is intended to advocate a positive change in the organization, but without good leaders and proper coaching, be met with resistance. Thus, leaving your lean culture undefined and unmet.

Overcoming the resistance is a challenge that all leaders struggle with regularly, especially those that enter into a culture without a common goal or similar behavior traits. Behavior is arguably the most difficult thing to change in humankind. We learn behavior over time, allowing it to shape our ideas, opinions, and actions to which we live by. It is the foundation of the culture we are accustomed to, and associated with.

To change behavior, you have to also understand previous behaviors. An individual is not going to embrace a new behavior if they feel their current behavior is being devalued. Lean is a process of continuous improvement and standard that when an individual can see the benefits directly, is more likely to accept change.

See CULTURE on Page 12

Open season for Federal Employee Health Benefits begins



On Oct. 24, Federal Employee Health Benefits representatives were available to answer questions during the annual Health Fair. Open season began on Nov. 12, and this is the time of year to ensure that you have the right health, dental or vision insurance coverage for you and your family. It is also time to consider the money you can save on your out-of-pocket medical and dependent care

expenses for 2014.

Most FEHB plans will see benefit and rate changes for 2014. Some plans are dropping out of the program and others are changing their service areas or coverage options. It is wise to review your coverage during this period to decide what coverage and premium best suits your needs for the upcoming year.



Crucial for success!

Jeremiah Brooner
Management Analyst

Every process improvement requires a team. The team members are crucial to the events success. Our current guidance does not allow “us” (Lean) to decide on the team members. This fact has been addressed in several of the last Kickoff’s / Out-brief’s. While we cannot pick team members, we can make suggestions, though they are not always taken into account.

If you are going to have an event in your area please give consideration to the process, ensure that all of the shareholders have the ability to input their feedback and ideas for improvements. This year we focused on VSA’s (Value Stream Analysis). This is where we map the current state, ideal state, and the future state.

During a VSA we have found it more conducive to have a core team and then an extensive support group. In the past, we were big on mapping everything during the event week. During the course of the last few years, we have gone to having the core group line out what needs to be mapped and identify the best way to do that. The repeating theme is to have the smaller groups come in for an hour here and there so that each area can map out what it is that they do in the process. Currently this is done without the core team being present for the entire mapping portion.

Once the current state is mapped, we then call the core team back together and look at the entire process. This reduces the amount of time team members are questioning the current state or sitting through parts of the mapping process that is outside of the process they own. Once we start to map the ideal and future state, this is when we incorporate the outside eyes. Up until this point, those team members would just be waiting and it is non-value added.

The other events that we utilize require people

both within and outside of the process under review. The team members are the ones that will make the changes. It is for this reason that the team members must take ownership of their processes. The Process Owner and the affected Director also need to lay out some ground rules to the team. By signing the profile it is implied that there is a willingness to make changes to the process and that willingness and trust is placed in the hands of the team. It is imperative that team members are able to understand the process and what effects the suggested changes would have.

If as facilitators we can see that we do not have engaged and motivated team members, we talk to the process owners to reengage the team members and find out what is not working. Lately the trend is that team members start out engaged and ready to go, but due to lack of support from Management their enthusiasm quickly deteriorates.

Event kickoffs and out-briefs used to be full of Directors from across the Depot, Managers, the Command Staff and the Commander. For the past few years that presence has fallen to the point that in some cases not even the affected Director shows up. That reflects a lack of support to the team members and the attitude has shifted to “why bother.” We as a Depot need to work together to come to a solution and re-energize the Lean Six Sigma program.

We currently are working on a “Lean on Lean” event. We invited input from all levels, emails were sent out to Process Owners, Leaders, and event Team members. We asked them to provide feedback in regards to what works with the Lean program and more importantly what doesn’t work. Sadly we received only one response. The event itself included Directors as our customers, to provide us with their perspective on Lean. We will send out updates as to the progress of this event as it continues. If you have any suggestions please let us know.

Who is the REAL Resource Manager?

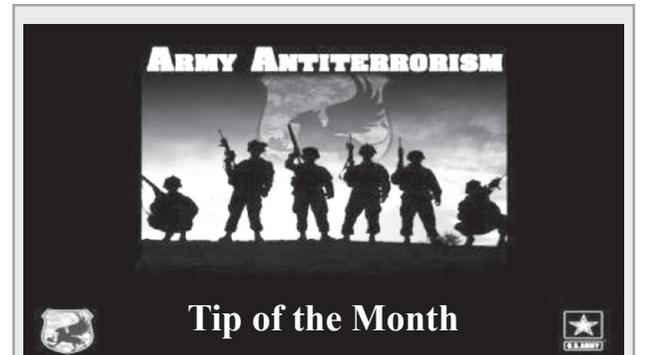


Will the real Resource Manager please stand up. Mr. Lain Ayers, Resource Manager, (center) was a good sport when two of his supervisors, Ms. Rhonda Brantley, left and Ms. Dori Holmes dressed up as himself last month for Halloween. Kudos to the two ladies for a very unique costume idea.

Happy Thanksgiving



Lt. Col. Charlie Slosson walked with veterans during the Lassen County Veterans Day celebration. Slosson was the keynote speaker during this year’s ceremony.



Tip of the Month
Maintain situational awareness of your surroundings at all times. Pay particular attention to activity happening around you in order to identify anything unusual. If necessary, leave the area and report suspicious activity or behavior to local authorities.

DISCIPLINE

(From Page 3)

These are just a few examples of what I feel needs to take place in order to begin the transformation of our current culture and improve our disciplines.

To reach effective discipline, we need to monitor and evaluate our processes, identify the problems, and apply a solution - FASTER, CHEAPER, BETTER and we will always remain competitive!

CULTURE

(From Page 10)

When you try to define an organization's lean culture, you think of it simply as the way things are done around that particular organization. Each organization is unique, having their own ways and reasons why they do things the way they do. When you hear someone say, "this is the way we do things around here," then you have a foundation to start defining their culture on.

Your definition will ultimately depend on the continuity of the individual behaviors that make up your culture within your organization. The task is mastery in itself and has been a challenge for many leaders. The end result is a sustainable lean system that continues to improve your organization on every level. Getting there however, is up to good leadership.

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

Remembering our Veterans



Employees gathered at headquarters on Nov. 7, as LTC Slosson held a ceremony to honor all the veterans working at Sierra Army Depot during a short Veterans Day observance. Depot employees who are veterans participated in the flag raising ceremony and the folding of the large garrison flag at the end of the event. During the ceremony, a recording of each service medley was played. LTC Slosson also gave an explanation of correctly folding the United States of America Flag 13 times.

Supporting Breast Cancer Awareness Month



Employees within the Resource Management Office wore "Think Pink" shirts that showed their support for Breast Cancer Awareness month in October. Standing from left to right, Vanessa Aragon, Danni Wynn, Jill Crinklaw, Un Suk Siple, Jennifer Howard, Rhonda Brantley, Jayne Lawrence, Ariana Trinidad, Christina Tynan-Noel, Alison Ornelas, Kevin Pasley, Heather Dwenger, Jennifer Peters and Allison Gunier. Kneeling left to right, Regina Rapacon, Dori Holmes, Dawneen Huckins, Kim Brown, Lani Bredstrand, Abraham Lagarde, and Kalameli Tusa-Clark.



12th Annual Holiday Ball

December 13th, 2013
5:30pm - 11:30pm
Grand Sierra Resort & Casino
Tickets: \$45.00
Room Rates: \$49 Standard/ \$71 Summit
POC:
Lori McDonald 4343
Carolina Dingman 4666

