



THE CHALLENGE

Sierra Army Depot, Herlong, Calif.

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Army

Birthday

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Commander's View

Wow, where has the time gone? It's hard to believe I took command of this unmatched and multi-faceted organization just two years ago. Other than reading a few GAO audit reports on industrial base operations, the OMB A-76 Circular, the AFGE Union Agreement, and a book or two on Lean Six Sigma prior to taking command, I was a bit concerned that I hadn't done enough to adequately prepare myself for this post (obviously in my case, I'm my worst/harsh critic). As can be expected, I was quite anxious when I first step foot on the installation. During the first few months of command, I was literally drinking water through a fire hose. Terms and acronyms such as Cost/Schedule/Quality, Lost Time/Recordable incidents, Carry-over, Value Engineering, Cost of Goods Sold, NSPS, CIP, NOR/AOR, and MEO/CGO (just to name a few) were absolutely foreign to me and had no meaning or relevance. My saving grace was that each of you (all 1200 plus employees) remained extremely patient and steadfast in your efforts to teach/educate me and I can't thank you enough.



Lt. Col. Joseph G. Dalessio

What I find most inspiring is your unwavering support and commitment to our Army and our number one customer, the Soldier. Due to your tireless efforts, for Fiscal Year 2010, SIAD set all-time depot highs for Revenue (\$225M) and Direct Labor Hours (1.39M). Moreover, the depot was awarded the Exceptional Organizational Safety Award by AMC (for battalion level organizations, yet another SIAD first). SIAD came sprinting out of the gates in Fiscal Year 2011 as well. For each

of the financial metrics (i.e., Revenue, Expenses, NOR and DLHs), the depot continues to be on mark and I am quite confident that SIAD will once again exceed its established phasing plan goals. Every indicator and metric that one could apply to measure the depot's success resoundingly pointed to a superior performance (and there were countless accomplishments to brag about such as our successful transition to LMP, attaining ISO 9001:2008 and ISO 14001:2004 certification, executing "999" critical shipment missions on or ahead of schedule, garnering CITE Designation for water and petroleum systems and the list goes on). I'd like to give a special thanks to our Garrison Team for their incredible efforts in providing a safe work/living environment for our employees and families and moreover for ensuring that our Mission Directorate had what they needed in order to be successful in their day-to-day operations.

SIAD's future is bright. In our ongoing efforts to build the business and remain "ahead of the pack", our vision and focus must remain centered on preserving the depot's unique and strategic capabilities

while always maintaining a customer focused approach. There are no boundaries or limitations for this organization!

For a Soldier command is a privilege, but the opportunity to command in time of war, it's a distinct honor! It has been an absolute privilege to have served with each of you. Thank you for who you are and what you stand for. You have my everlasting gratitude. God Speed, be safe, and I hope someday our paths will once again cross. All the best.

**Pride
in
Excellence!**



THE UNION'S POSITION- AFGE LOCAL 1808

NEGOTIATED AGREEMENT BETWEEN SIERRA ARMY DEPOT AND AFGE LOCAL 1808

ARTICLE IX - MATTERS FOR CONSULTATION AND NEGOTIATIONS

Section 9.1. General. The Employer and the Union agree that in arriving at a collective bargaining agreement they have the mutual obligation:

- a. To approach negotiations with a sincere resolve to reach agreement;
- b. To meet at reasonable times and convenient places as frequently as may be necessary, and to avoid unnecessary delays; and
- c. To be represented at ne-

gotiations by duly authorized representatives prepared to consult and bargain on any condition of employment.

d. The Employer agrees to furnish to the Union involved, or its authorized representative, upon request and, to the extent not prohibited by law, data

- (1) Which is normally maintained by the activity in the regular course of business;
- (2) Which is reasonably available and necessary for full and proper discussion, understanding, and negotiation of subjects within the scope of collective bargaining; and
- (3) Which does not constitute

guidance, advice counsel, or training provided for management officials or supervisors, relating to collective bargaining.



Section 9.2. Agreement.

- a. The Employer reserves the right of the depot commander to

review for approval any agreement reached. Such approval, or disapproval, must be exercised within 30 working days or the agreement becomes binding.

b. When agreement is reached, a written document stating the agreed terms will become a matter of record.

Section 9.3. Matters Not Covered by Agreement. The fact that conditions are reduced to writing does not alleviate responsibility of either party to consult and bargain on matters not covered by this agreement. Previously designated representatives of the Employer and the Union Management Committee will meet to discuss these matters at

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Journey to LMP and Beyond

By Barbara McGee
LMP Office

Have you ever seen the movie “Journey to the Center of the Earth”? There are a couple of versions of this movie out so if you did not see the 1959 version you might have caught the newest release in 2008. The “Journey to LMP Go Live & Beyond” has been much like the movie. We are part of the third release and we prepared and were excited to start the journey. Once our trek started there was never a dull moment with new challenges each step of the way. It has pushed us outside our comfort zones. But with team work each challenge is being overcome and it has been an incredible experience for every organization at Sierra. Our expedition started out on its trek well over two years ago and on 21 October 2010 LMP went live at Sierra with the ultimate goal to provide the best logistics support possible to our Warfighters.

After months of dedicated hard work up to the time of Go Live we were all ready to “just do it” and start working in the “live” system. Users are working through and accepting the transformation very well adding to our success of the implementation. You are making it happen! I have heard employees say it has gone much smoother than they had expected. Some folks that were skeptical prior to Go Live now think

the system is great! We are becoming comfortable with our new roles and responsibilities. But we know there are challenges and work ahead.

The journey began with the LMP Quality Data Cleansing team coming together to get our SDS inventory records as near perfect as possible to migrate to the LMP system. They continue to ensure inventory records are correct in LMP.

The LMP Engineering team came together to develop critical master data including Material Master, Bills of Material (BOM's) & Routes required to support Material Requirements Planning (MRP), Master Scheduling & Capacity Planning and an integrated Cost Estimating tool in LMP. This group is now part of the IBO as the Production Engineering Division.

The Cadre team came together to become knowledgeable experts in the LMP integrated system and to develop innovative training strategies. SIAD stood up four state of the art training rooms located near target training audiences. Expert Users were selected by Management from all business areas of the depot and they began their LMP journey in March 2010 to gain as much knowledge as possible to support their respective business areas in the implementation of LMP. Finally, the End User training began in July 2010. The Expert Users also participated in End User training to



provide additional support in the class rooms. Everyone worked very hard to be ready for Go-Live. Some of the Cadre members are now part of other organizations on Depot but are an integral part of the transition to LMP.

Last, the LMP Site Command Center (SCC) was stood up to provide support for technical issues both before and after Go Live. The first line of defense is our local resources including Expert Users, Cadre and local CSC experts. If we are unable to resolve an issue the SCC is our direct lifeline to off-depot expert support. The User Account Management (UAM) team which can assign or remove Functional Security Roles within LMP for each user also became part of the SCC responsibilities.

The Cadre members and Expert Users participated in Business Operations Testing (BOT) within the LMP trial load environment. We got an opportunity to use actual Sierra data for the first time. All the differ-

ent business areas within LMP had scripts to test system responses and configuration. Many issues were found and resolved. This was one of many steps to ensure a successful “Go Live”. Finally, Rehearsal of Concept (ROC) BOT drills were conducted. Again we were able to use Sierra data. This was as close as we could get to End Users actually conducting business operations and transactions within the LMP environment prior to go live. It allowed End Users to get hands on experience and to ask questions of the Cadre as they worked thru the business scenario script.

LMP is now available to a user base of more than 21,000 people, and is one of the world's largest, fully integrated supply chain, maintenance, repair and overhaul, planning and execution solutions.

It manages approximately \$17 billion in inventory, including spare and repair parts to sustain communications and electronics equipment and systems, aviation equipment, missiles, tanks, armaments and munitions. In addition, LMP integrates with more than 70 Department of Defense systems to deliver needed supplies from the factory to the foxhole.

The LMP leverages SAP's industry-leading ERP technology to address all business practices and fully supports sourcing and acquisition, production scheduling, order processing, inventory management, transportation, warehousing and customer service. Today, U.S. troops in Afghanistan, Iraq and other occupied hotspots around the world reap the benefit of this technology.

Sierra will be participating in required Government Accountability Office (GAO) LMP audits. These are data quality audits to ensure that data being used is consistent, accurate, and complete. Internal and external quality audits of critical site and enterprise data will be performed on a regular basis. A Project Systems

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UNION (From Page 2)

least quarterly on dates agreed to by both parties.

Section 9.4. Personnel Policy or Practice. The Employer agrees to comply with the following procedures prior to implementing any change in personnel policy or practice or other conditions of employment. The purpose of this Agreement is for the Employer to provide adequate advanced notices of new personnel policies, practices and matters affecting working conditions, changes in existing matters of the same type and upon request to negotiate in good faith for the purpose of arriving at a collective bargaining agreement prior to implementation.

a. Prior to implementing any change in personnel policies or practices or other general condi-

tions of employment, the Employer shall provide a copy of the change to the Union. Management will indicate the basis of the change and the specific provisions of the change. The change of personnel policy or practices or other general conditions of employment will be in writing and shall be provided to the Union at least 30 calendar days prior to the proposed implementation date.

b. During the minimum 30 calendar day period subsequent to the proposed implementation date, Management agrees to meet with the Union to clarify the basis of the change, if such clarification was requested by the Union to clarify the date of notification. In the event the Union requests to bargain on the change, Management agrees to meet with the Union within 15 calendar days from the date of the Union's request to begin bargaining.

c. Management agrees that the Union shall be provided a minimum of 15 calendar days from the date of the Union's request to formulate and provide Management with the Union proposals.

d. Management agrees that in no event, except for unusual circumstances or matters of national security, will it announce or in any way implement any new personnel policies, practices or other general conditions of employment before or during negotiations with the Union.

Union meeting held on the first Tuesday of each month at 5:15 p.m. If the meeting falls on an Election Day, meeting will be held on the following Tuesday. All members are invited to voice their concerns. Union Office phone number is 827-5375.

JOURNEY (From Page 3)

audit is being conducted to validate 22 critical data elements on 193 projects in LMP with an accuracy goal of 95 percent plus. Critical elements defined at the creation of a project are important both for project planning and execution. The project defines the type of project, the budget and revenue, the authorized quantity, captures the customer requirement dates & schedule, the material requirements for Material Requirements Planning (MRP), and finally collects the actual costs. LMP is truly an integrated system. Ensuring proper creation and maintenance of a project will result in the correct output throughout the entire LMP system and the project life cycle. The GAO audit will spotlight the good, the bad and even the ugly taking place in the LMP system. We will better understand what we can do enterprise wide to improve our processes and also what changes may need to be made to improve the LMP system.

Some of the projects validated in the audit migrated from SDS to LMP while others are projects that have been created since Go Live by our local RM personnel or by TACOM Work loaders. We are identifying incorrect critical data elements and verifying corrective actions are being

implemented. This has required the participation of the LMP team and key individuals that possess detailed knowledge of the individual projects.

The LMP processes and the tools now available to us have significantly changed the way we perform our daily roles and responsibilities. Sierra organizations are working together to establish and document processes that will fit into the LMP solution but that will also work for Sierra. Through documented standardized processes we will share knowledge and better understand our roles and responsibilities. We will also maximize efficiency leading to reduced production waste as well as reduced errors impacting the LMP integrated system.

We can take pride in that we are an integral part in leading the change to how the Army will do business now and in the future. We are no longer using outdated systems and business processes. It is quite an accomplishment and everyone can share in the victory. I want to recognize the significant efforts the entire Depot has contributed from the leadership of LTC Dalessio, SIAD Commander, to our Expert and End User commitment to training leading to the successful "Journey to LMP Go Live & Beyond". Way to go Sierra!

Seven Deadly Sins of Performance Measurement

(Measuring How Work Gets Done)

By Debbie Preuett
ISO Office

Albert Einstein said; "Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted."

Have you ever given thought to just how many different things we measure everyday? We measure weights, heights, gas mileage or the time taken to complete a project from start to finish.

Throughout the Depot anyone can find measurement being executed in one form or another. You may have heard the term "Key Performance Indicators", "KPIs" or a more familiar term "metrics". KPIs are a small number of agreed-upon measurements that reflect an organization's critical goals for success. They are measurable, objective, and actionable. Think of it this way - you have dozens of metrics that let you know that things are running fine on a daily basis. Using KPIs will allow you to elevate the metrics that are

of the most importance to strategic standards within an organization.

As an example of how important it is to correctly measure and use the correct metrics, I would like to share with you the dilemma an actual management firm faced and what they discovered.

D.W. Morgan Company is a supply chain and logistics management firm that was faced with rapidly growing revenue and a steeply declining margin. Company leaders sought to accelerate growth- even in the current economic downturn. It was during this quest—with the assistance of an expert in the science of how work actually gets done—that the company discovered the seven deadly sins of performance measurement. The company also learned that using the right metrics shape behavior and can be applied to any part of the business.

Below are listed the seven deadly sins that the Morgan Company discovered:

(See MEASURE on Page 9)

20 Year Length of Service Award

Mr. William Burns began his federal career with the IRS in 1973 where he worked as an auditor until 1980. He took a break to practice as a CPA. Many years later, he rejoined the federal service in 1997 as a temporary in Sacramento with DFAS. With BRAC, Burns moved throughout the years to



Colorado and then back to California working for US Fish & Wildlife Service and the US Bureau of Reclamation. In 2009, Burns arrived at Sierra Army Depot where he is currently an accountant in Resource Management. Burns received his 20 year length of service award from Lt. Col. Joseph Dalessio during a Resource Management home team meeting.

CYSS

Summer MS/T Trips

June 23 - Skate Park Trip FREE + food

June 29 - Roller Kingdom \$4.75 + food

July 7 - Lake and Boat Trip \$5.00 + food

July 12 - Rock Climbing \$8.00 + food

July 15 - Middle School Lock In at CYS \$7.00

July 13 - Hip Hop Dance workshop

Artown in Reno FREE + food

July 21 - River Rafting \$25.00 + food

July 29 - 6 Flags Discovery Kingdom

\$26.00 + food

August 12 - Teen Camping \$10.00

For questions regarding these trips

or to sign up, please call 827-4696

Dates are subject to change

Wellness Fair held on Depot

The Sierra Army Depot Family, Morale, Welfare and Recreation (FMWR) hosted a Health and Wellness Fair at the Fitness Center on May 17, 2011.

This promotion was initiated to energize and inspire the Army-wide community concerning healthy lifestyles, fitness and to showcase the fitness and outdoor recreation programs.

Representatives from Banner Lassen Medical Center, Mrs. Kate Jamison and Ms. Melissa Maurino provided blood pressure, pulse checks and information in relation to high blood pressure risk factors. Gold's Gym Fitness Trainer, Ryan White provided demonstrations on Nautilus and weight lifting equipment, as well as useful information on exercise and diet.

The SIAD Safety Office provid-

ed support in the registration process and the distribution of incentive items to all attendees. Child, Youth and School Services, Youth Sports and Fitness Director, Billy Womble demonstrated the X-Box Kinect System to parents and children as an activity for fun and fitness. He also provided informative literature for children to follow for an early active and fit lifestyle. All participants were anxious to demo the game system and overall the event was beneficial to all who attended.

A drawing was held at the close of the event and the winners are as follows: \$50 Trader Joes Gift Card, Angel Humphrey; \$50 Whole Foods Gift Card, John Garland; \$25 Trader Joes Gift Card, Helen Evans; and \$25 Whole Foods Gift Card, Janae Holmes.



In photo above, Mrs. Kate Jamison from Banner Lassen medical Center in Susanville takes a depot employee's blood pressure during the Wellness Fair. Below, Gold's Gym Fitness trainer, Ryan White instructs Colleen Mode the proper way to lift weights, while Lynn Goddard, left and Helen Evans wait patiently to learn more about the different types of fitness machines and techniques.



Depot Golf Tournament

On May 20, 2011, the Outdoor Recreation hosted the monthly Sierra Army Depot Golf Tourney at Rosewood Lakes Golf Course in Reno, Nevada.

The weather was perfect for this event, 23 employees from Sierra Army Depot and the Herlong

Federal Correction Institute (FCI) participated. The top 5 teams are as follows: Jimmy Bang, Ryan Rix, Matt DeBoer; John Cullen, Les Cooper; Rick Palmer, Brian Smith; Ben Burgsteiner, Dan Knight; and Ed Hopkins, Jim Harter.



Can you say FOURRRRR! Above, John Cullen has the perfect form to attempt a hole in one. Below, the rest of the golfers, from left to right Rick Fowler, Charee Harris, Vince Goodwin and Denis Cleman stand out of the way to watch Cullen take a swing.



Watch for more exciting events from Outdoor Recreation in the near future.

Did you know Outdoor Recreation has ATVs, Canoes, Kayaks, Tents, and many other things to rent? Call 827-4655 for a complete list and pricing and start to enjoy the summer!

Safe Driver Awards



Quality Control

Container & Assembly
Directorate



Storage & Distribution
Division

Asian/Pacific Heritage Luncheon



CYS Monthly Update

Youth Services: The CYS has a fantastic, fun and extremely busy summer planned for the local youth and our patrons. There are over 13 field trips planned, as well as an abundance of afternoon activities. The staff is excited to implement the activities they have been planning for weeks now, and are excited to showcase some new, innovative programming and ideas.

There are various camps that have been planned for every week of the summer - golf, bowling, tennis, arts and crafts, photography, and cooking, just to name a few. Parents are encouraged to volunteer with some of these events, especially the special field trips, as these are exciting opportunities to spend with your child. Parents will have the opportunity to chaperone some overnight trips this summer, as we have camping and lock-ins scheduled for both the SAS and MS/T program; however keep in mind that we will require a local background check to be completed for these events.

For a complete listing of the summer trips, please contact the CYS at 827-4696 or see poster on page 4. The School-Aged youth must be a part of the summer program to attend trips. Summer enrollments are now being accepted; please visit the Youth Center for registration packets and summer information.

This summer's schedule also has some exciting events coming up in Youth Sports and Fitness. We are taking several trips and doing various sports camps throughout the summer. Also we are offering swimming lessons for children of all ages. This summer we will be initiating the Army's new program "Get Fit, Be Strong" for youth. This involves a multitude of activities and lessons for youth to stay fit and learn to live a healthy lifestyle. Youth and CYSS staff will be participating in the President's Challenge as well as Michelle Obama's "Let's Move" campaign. These programs help people to stay fit and healthy and to get their daily recommended exercise. It is recommended for youth to be physically active for 60 minutes a day and 30 minutes a day for adults, for at least five days a week. By doing this you can help maintain a healthy weight and keep good health.

The CYS is proud to announce this year Youth Leadership

Forum (YLF) candidates are Ryan Hinojos and Tiffany Tong. Both youth were selected to represent Sierra Army Depot and travel to Kansas for a week long leadership camp with youth from military bases across the United States.

While at YLF, Ryan and Tiffany will participate in what is known as the AFAP (Army Family Action Plan) process. Youth from each garrison will have the opportunity to voice their opinion about things they would like to change back home in their youth centers and respective areas. The group will decide on the top overall issues and begin working on action plans, including proposed solutions. At the end of the week, the YLF group decides on their top issue and sends it forward to the Army Teen Panel.

The idea of this process is that youth have the ability to send their ideas or concerns up the chain in hopes of a solution coming back down. In years past, youth have brought up topics concerning Post Traumatic Stress Disorder in soldiers returning from war, problems with school credits transferring from state to state, and updated communication resources for middle school and teen youth centers - i.e. Facebook. This year's YLF will be held at the Rock Springs 4-H Center, so the youth will have the opportunity to experience some special events, like ropes courses, horseback riding, and various other activities as well.

After the youth return from their trip in late July, they will be required to brief the new commander...and we will provide you with an update of what they brought back! Stay tuned!

Child Development Center: The CDC gives a bittersweet farewell to five children who are transitioning to the School Age Program! We say good-bye and good luck! We've enjoyed watching you grow and develop!

Warmer days are finally upon us! Please be sure to provide sunscreen and appropriate clothing (closed toed shoes!). We will soon be asking for water play clothing articles as well.

Reminder for parents who are on our waiting list: please be sure to check in on a monthly basis! If you are interested in care, please feel free to contact us at the CDC at 827-5313 or Parent Central at 827-4696.

LEAN into my CORNER

This month, I'm going to return to an old theme: metrics. I've covered this subject in one form or another on several occasions but it bears repeating. It has been a hot topic lately in several venues and it deserves as much attention as we can give it. I know everyone has a lot on their plate with the LMP conversion and numerous other issues but I think it's safe to say that this will never change. At least I hope it doesn't. We will always be busy.

You can't manage what you don't measure. Process improvement requires not just that we know where we started. It also requires that we have some way of charting our course as we go along. We can make educated guesses based on experience but without a way to see the effects of our decisions, we are shooting in the dark, so to speak. Also, by having an effective measure of process performance, we can greatly reduce the chance that we will backslide once improvements have been made. We can manage based on real-world information rather than doing it "by the seat of our pants."

What should we measure? The answer varies, depending on the nature of your individual processes. In the case of a production process, cycle time is almost always a valuable measure. It really gets to the heart of the matter and tweaks to the process will usually have a direct and measurable effect. In other cases—especially if a service rather than a product is involved—even simpler measures can work. Let's assume for a moment that we are in the pizza delivery business and our measure of success is whether we can get pizzas



William Deming

to customers within thirty minutes of order placement. This gives us a simple "pass/fail" binary metric. There are a number of statistical techniques that will turn even these very simple bits of information into valuable analytical tools. The point is: don't discount a possible source of information just because it seems too simple.

Most of us are still not fully comfortable with the LMP environment and I will freely admit that I haven't yet gotten a warm fuzzy feeling from it myself. Nevertheless, once this system is mature, it will give us access huge source of information that we can use to improve our processes. In the meantime, we can still find a lot of data that is relatively easy to collect and analyze. We just need a small amount of self-discipline and imagination.

There are rich sources of data all around us. Unfortunately, they won't record themselves (in most instances). It just takes a little bit of imagination to see them. So the next time you're out in the work area, take a look at a process and ask yourself how you can measure it. With even a minimal effort, we can capture some of this information and turn it into a powerful tool for improving our business processes.



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.

Hank Burns
Merafe Green
Robert Machado
George Markle

Juan Martinez
Michael Shipman
Jeffrey Winje

MEASURE (See Page 4)

The first deadly sin that can surface is “Vanity”. Vanity is the sin of using measures whose sole purpose is to make the organization, its people, and especially its managers look good. Ouch, that one hurt! We all know that it’s human nature to gravitate toward metrics we can score well on and away from those that will be more challenging. For example, a metals refiner used yield—the percentage of raw material successfully turned into saleable product—as a key performance metric. The yield was consistently over 95 percent. However, a new executive observed that this figure glossed over the differences between high-grade and low-grade product. When the company started to measure the yield of the high-grade it was discovered to be closer to 70 percent. No one was enthusiastic with the actual results, but it showed a more meaningful representation of performance.

The second deadly sin is “Provincialism”, which is allowing organizational boundaries and concerns to dictate performance metrics. On the surface, it may seem natural for a functional department to be measured on its own performance but in the end it can lead to sub optimal performance and conflict.

Number three is the sin of “Narcissism” which is measuring from the company’s point of view rather than from the customer’s. One retailer measured its distribution organization on how well the goods in the stores matched the stock-on-hand levels specified in the merchandising plan. There was 98 percent availability when measured in this manner. But when measured to what extent goods in the stores matched what customers actually wanted the figure was only 86 percent.

Taking fourth place is “Laziness”. It’s assuming you know what is important to measure without adequate research and consideration. Decision makers must go through the effort of ascertaining what is truly important and not rely on blind

assumptions.

“Pettiness” is the fifth sin and consists of measuring only a small part of what matters. For instance, a telecommunications systems vendor rejected a proposal to have customers perform their own repairs because that would require putting spare parts at the customer’s premises. This would, in turn, drive up spare parts inventory levels, which was a key metric for the company. Can you see how this sin kept the company from the broader and more meaningful metric? The increase in spare parts inventory would have been more than offset by the reduction in labor costs by using the new approach.

Not many of us have heard the term “Inanity”, much less associated it with performance measurement. Inane is defined as “pointless” or “lacking in substance” or just “silly.” Inanity is the sixth sin and it occurs by implementing metrics without giving thought to their consequence on human behavior. As a rule of thumb, people (when told the importance of a metric) will seek to improve it, especially if they are compensated for the improvement.

Last but not least is “Frivolity”. This seventh sin happens by not taking measurement seriously. The symptoms are easy to see: arguing about metrics, finding excuses for poor performance instead of tracking root causes, and looking for ways to blame others rather than shouldering the responsibility for improving performance. A company or business committing this will find itself unable to use its metrics to drive improvements in operations, which is the key to an improved enterprise performance.

I have heard it said, “A good price isn’t a great value unless you’re dealing with a quality product.” However all is not lost for businesses that are dealing with one or more of the deadly sins. There is redemption from this measurement “hell” which I will share with you in my next article.

2011 Department of the Army Civilian Firefighter of the Year



Mrs. Molly Frazier-Hosack won Civilian Firefighter of the Year for the Army and will go on to compete for DoD Civilian Firefighter of the Year. Frazier is noted for her exceptional work ethic and performance. She achieved top graduate as a paramedic student. Despite her primary duties, she immerses herself in SIAD’s installation emergency management, applied suicide intervention skills program; and volunteers her time by participating in Seattle’s Columbia Tower Firefighter Stair Climb for cancer every year. Congratulations and best of luck in the next competition.

Effective Leadership

By Preston Siple
C&A Directorate

If you really want to know a leader, study their organization. Many of us have experienced or have witnessed a leader who took an extended absence from his/her organization which resulted in immediate chaos. The acting replacement missed suspense and meetings. Follow-up on important tasks were forgotten and the suspense log and calendar were ignored or missed. Of course the chaos and reacting to each situation multiplied itself down the chain of command. Additionally, the accident / incident rate increased. When this leader returned to his/her organization and saw the chaos, their response would vary from a prideful, “my organization cannot survive without me” to a frustrated, “why they can’t do what they are told when I’m not here?” Of course a few didn’t notice the difference, if

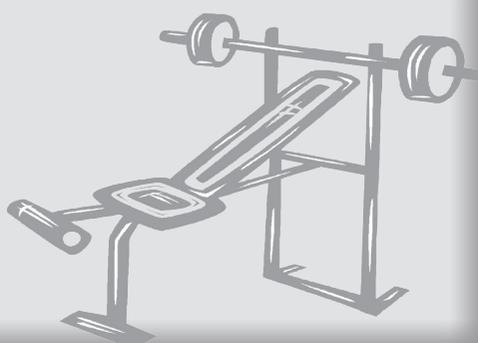
there was any.

In great organizations the absence of the boss is relatively unnoticed for the short term. The team doesn’t assume that they don’t need their boss, but have been developed into such a dedicated and efficient team that they continue doing the “right thing” even when they are not being supervised. What do leaders in successful organizations look like? They are well trained, confident and secure in themselves and their position. They always lead from the front, by example, and maintain firm, fair, and consistent standards within their realm of responsibility. They understand the meaning of team and ensure that everyone in their organization understands their individual task that support the combined or team tasks. They display true caring and compassion for their subordinate leaders and their employees, but again, hold them to that established

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FOR SALE

Looking to start exercising, well look no further. A Home Gym, Bowflex Extreme SE is waiting for you. Asking price is \$1,700 or best offer. Call (530) 249-4760 or 249-4494.



LEADERSHIP

(From Page 9)

and understood standard. The leader will “power down” and allow decisions to be made at the appropriate (subordinate) level, thus developing technical expertise, self confidence, and mutual trust with subordinate leaders. They understand that leaders are made, not born, and allow subordinate leaders and employees to make mistakes and learn from them. This is an important part of the growing and developing process of young leaders.

What makes a good organization? What trends, indicators, and organizational climate are present, or absent? What gives us an honest evaluation of an organization’s effectiveness, morale, readiness, attitude, moral compass, and capabilities? Can the organization do their job efficiently/effectively and be depended upon by higher to accomplish the mission regardless of the situation. I’m sure we have all been a member of or witnessed an organization that could always accomplish that which would have been impossible to the average organization. What is that secret

to their success?

One of my heroes, General Creighton Abrams, made a blunt but true statement. “The higher you go up the flag pole, the more your butt hangs out”. This not only applies to the increased visibility of our position and decisions, but the increased visibility of our actions and behavior. The adage of, “do as I say, not as I do” does not work in any level of leadership.

I was fortunate to be assigned to an exceptional unit in Germany that just happened to be commanded by a former SIAD Commander. This Commander was outgoing and confident in his own knowledge and abilities. He cared deeply for his subordinates but held them all, regardless of rank or position, to that hard but fair, standard. He trusted his subordinate leaders to make the appropriate decisions at their level but to keep him informed and to properly care for and train their subordinates. He was approachable, encouraged discussion, and was always out visiting with and checking on his team. He praised in public and chastised in private. When we went to the field, he ate last after his team was fed, dug his own fighting position (fox hole), and slept on the ground with

the rest of us. He was not above debating very strongly with his boss to protect the best interest of his team. During his command, our unit excelled in every measurable. But his (our) major accomplishment in my eyes was the number of leaders from other units soliciting him to join our unit. A common comment we heard from other mid-grade and senior leaders about our unit was, “you guys really are a family” or “I’ve never seen a tighter unit with all members showing so much confidence and respect in your leadership.” Everyone did the right thing, not always because it was the right thing to do, but because we didn’t want to disappoint the Commander or be the one to make our unit look bad. It was self-perpetuating as each new member to the team was completely surrounded by team members doing the right thing. Trouble makers were outnumbered and conformed or were gone. Exceptional new members were immediately integrated into the team. What a powerful organization and what great memories.

Is each of us doing our part to build a strong, efficient, and trusting team, like the example above, within our own organization?

History Channel films portion of “Superpower” special at Sierra Army Depot

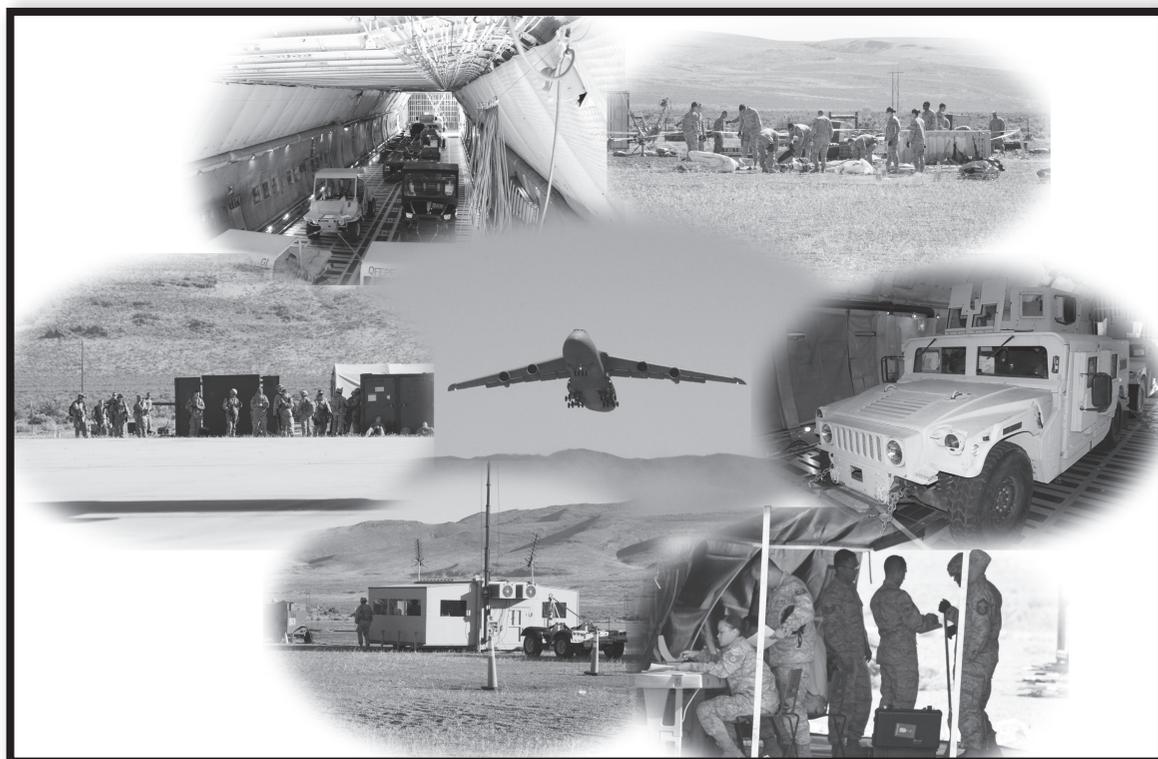
By Lori K. McDonald
Public Affairs Officer

One might have thought a secret squirrel mission was occurring in the pre-dawn hours at Amedee Army Airfield located at Sierra Army Depot in Herlong, Calif., when a C-130 Hercules military transport landed without lights on June 8.

In reality, the 615th Contingency Response Wing from Travis Air Force Base conducted an exercise for The History Channel part of a filming to be used in their two-hour special “Superpower”. During this time, the 615th CRW displayed their capabilities of loading and off-loading procedures in hours of darkness using night vision goggles.

Throughout the day, several more aircraft landed to include a C-5 Galaxy, where members with the 615th CRW disembarked along with their equipment and HUMVEEs that would be needed to stand-up an entire airfield in support of contingencies or humanitarian operations around the globe. Filming include interviews with Airmen, C-5, C-17, C-10, flights/missions, C-130 from Dyess AFB, and the forward deployment of contingency response forces.

The special will showcase warriors and machines from all branches of service and highlight what it takes to make the United States the world’s sole superpower. This special is scheduled to air July 27.



Photos by Lloyd Gubler, Joseph Loyal and Lori McDonald

Replacing Incandescent Bulbs with LEDs

By Steven Johnson
Energy Awareness Coordinator

The incandescent bulb is obsolete as far as Sierra Army Depot is concerned. Last month we looked at the CFL (Compact Fluorescent Light) bulb in depth, because it is the best option “right now” to replace an incandescent. This month we will see how the LED (Light Emitting Diode) bulb stacks up.

An LED bulb can last up to 8 times as long as a CFL, and contains no toxic metals like mercury. They are solid, with no filament to break, or gas to escape, so they hold up well to jarring and bumping and don’t break when a regular incandescent or CFL bulb would. They perform well in all lighting applications; from recessed (they produce very little heat) to dimmable, to frequent on/off switching. They light instantly, and operate well in cold temperatures. They are extremely energy-efficient, delivering 112 lumens per watt to a CFL’s 50 to 70 lumens per watt. Bottom line is, if LEDs live up to manufacturers’ claims then they will outperform CFLs in all areas.

The reason LEDs haven’t already replaced CFLs is the cost. LED manufacturers have overcome some tough obstacles to produce a quality bulb to replace a 100 watt incandescent. For instance, to throw the kind of light a 100 watt incandescent bulb does, you have to group LEDs in clusters, causing them to heat up. LEDs will fail if

they get too hot, so temperature management was an issue that, once solved, led to the amazing lifespan claims. LEDs that cast light in red or green colors were easy and have been around for years. Generating full-spectrum color light (white) is more difficult, but the makers of LEDs have solved this too. Light patterns, or the direction in which light is cast was also an issue. Due to advances in optics, LEDs now claim to have a light quality superior to all other types of lighting. The R&D required to produce this ultra-efficient, long lasting bulb has not come cheap and the price shows it. Right now it costs about \$50 for one LED bulb to replace one 100 watt incandescent bulb. It costs a little over \$3 for the equivalent CFL, so the high LED cost has probably hindered its widespread use so far. Despite the current price differences, the LED bulb is the bulb that will eventually replace both the standard incandescent and the CFL.

Facts; the LED bulb is twice as energy efficient as the CFL bulb and lasts much longer; the LED has better light quality; the LED operates better in wider temperature extremes and casts superior light patterns in different applications; with no mercury, the LED is more environmentally friendly than the CFL. Over the next few years the price of LED bulbs should go down, making them a more attractive alternative. If the price becomes competitive enough, the LED bulb may make the CFL bulb obsolete, like the incandescent.

Resolution of the Continental Congress Adopting the Continental Army, 14 June 1775.

The resolutions being read were adopted as follows:

Resolved, That six companies of expert riflemen, be immediately raised in Pennsylvania, two in Maryland, and two in Virginia; that each company consist of a captain, three lieutenants, four sergeants, four corporals, a drummer or trumpeter, and sixty-eight privates.

That each company, as soon as completed, shall march and join the army near Boston, to be there employed as light infantry, under the command of the chief Officer in that army.

That the pay of the Officers and privates be as follows, viz. a captain @ 20 dollars per month; a lieutenant 13 1/3 dollars; a sergeant @ 8 dollars; a corporal @ a 7 1/3 dollars; drummer or [trumpeter] @ 7 1/3 doll.; privates @ a 6 2/3 dollars; to find their own arms and clothes.

That the form of the enlistment be in the following words:

I have, this day, voluntarily enlisted myself, as a soldier, in the American continental army, for one year, unless sooner discharged: And I do bind myself to conform, in all instances, to such rules and regulations, as are, or shall be, established for the government of the said Army.

Upon motion, Resolved, That Mr. [George] Washington, Mr. [Philip] Schuyler, Mr. [Silas] Deane, Mr. [Thomas] Cushing, and Mr. [Joseph] Hewes be a committee to bring in a draft of Rules and regulations for the government of the army.

National Safety Month

From STAND-TO! Edition

What is it?

Lasting through June, National Safety Month is a coordinated effort by military and civilian agencies to focus awareness on safety, especially during the high-risk critical days of summer.

Since accidents typically peak during the spring and summer months it’s imperative that all Army personnel, civilian, military and families, maintain vigilance and look out for one another during the weeks ahead. As all of us take advantage of our downtime this summer, it’s especially important to ensure that safety is always an integral part of our vacation and leisure time plans.

What has the Army done?

The Army’s Safe Spring/Summer campaign is currently underway, providing leaders with multimedia tool boxes loaded with safety messages aimed at keeping our

Soldiers, families and civilians safe. The 2011 campaign, themed “What have you done to save a life today?,” is available online at the U.S. Army Combat Readiness/Safety Center website. Educational and motivational tools included in the campaign look at popular summer topics like long-distance driving, beach activities, camping, starting the backyard grill, fireworks, driving under the influence and distracted driving, speeding and seat belt use among others. Each of the 18 campaign topics contains downloadable articles,

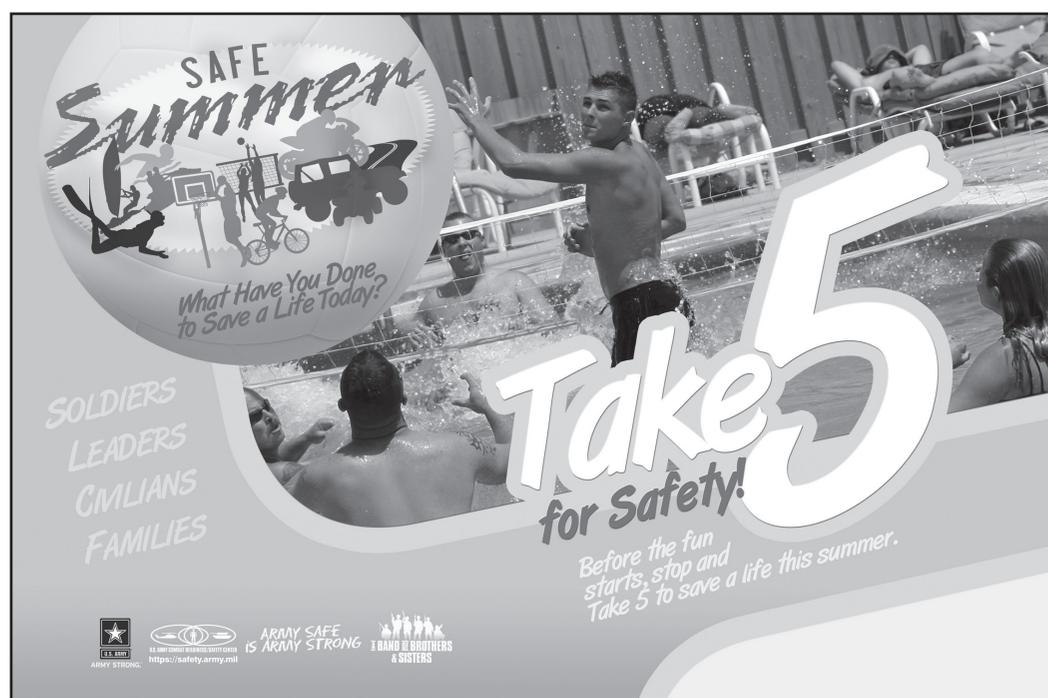
posters and videos for use at the unit or post level and also are useful for pre-holiday safety briefs.

Why is this important to the Army?

National Safety Month, sponsored by the National Safety Council, is an annual event that offers Army leaders a prime opportunity to engage with their Soldiers on safety and energize focus on accident prevention. The months between Memorial Day and Labor Day are historically among the most dangerous for our Army family. It’s critical that leaders, Soldiers, families and civilians realize that a loss from an accident takes a Soldier out of the fight. Safety ensures our warriors can carry out their missions and continue protecting the American people.

What does the Army have planned for the future?

While warm weather activities make for the most accidents, all Army personnel will continue to benefit by understanding the risks highlighted in the current and other safety-related campaigns. Throughout the year and depending on the specific season, future campaigns will be geared to cold weather driving and sports, winter holidays, home safety and back-to-school activities.



ISO Recertification Audit Update

By Jean Blocker
ISO Office

During the month of May Sierra Army Depot had its 3rd ISO 9001:2008 recertification audit. Our external auditor from Perry Johnson Registrars commented that "Sierra Army Depot has become an improvement culture."

This audit went very well; SIAD received only one minor NCR for tools needing to be calibration not being entered into the calibration data base before being use. It is a requirement all tools that need to be calibrated be entered into the calibration data base first. By doing this, tools are then able to tracked and sent to calibration when due. If your process requires tools that need to be calibrated, they must be ordered by the main tool room attendant.

In keeping with our improvement culture, the ISO 9001:2008 division will be making some changes in the way we do our process. The ISO division has conducted a risk assessment of all

processes on SIAD based on past internal audits. This will help in scheduling internal audits more efficiently. When scheduling audits, ISO Division will request any SOPs, desk guides, ARs, or other information pertaining to an area's processes be submitted to their office. This way the internal audit can be based solely on the specific area's functions instead of generalizing it.

The ISO Division will now be including all tenant functions in their audit process. They will be looking for evidence that areas are tracking first-pass yield as well as customer feedback. These are critical parts of our Mission as the only reason we are here is to provide goods and services in serviceable condition and on time delivery to all our customers (especially the war fighter).

In May, a Wood Packaging Material (WPM) audit was conducted. This audit too went very well. The WPM auditor said, "It is refreshing to see such a well-run program." Congratulations and great job to Dennis Child and his crew in the box shop.

Dexter assumes command of SIAD next month

Lt. Col. Christopher E. Dexter will assume command of Sierra Army Depot during a change of command ceremony on July 14.

Dexter will arrive at SIAD after completing his assignment at Fort Shafter, Hawaii where he served as the Chief, Current Operations, G4, Main Command Post (MCP), US Army Pacific Command.

Dexter was born the son of a Naval Officer in the Republic of the Philippines. During college, Dexter served as an enlisted man as a Military Policemen in the Army Reserve and as an infantryman in the National Guard. He was designated a Distinguished Military Graduate and received his commission in May 1992 from Fitchburg State College. Upon graduation, he was commissioned a Second Lieutenant in the Ordnance Corp with a two year detail to the Infantry as part of the Army's Branch-Detail Program.

His assignment's include service as a Rifle Platoon Leader, 1-5 Infantry Battalion, Camp Hovey, Korea; Company XO, Shop Officer and Battalion S4, 224 Forward Support Battalion, Fort Stewart, GA; Battalion S4, 26 Forward Support Battalion, Fort Stewart GA; Support Operations Maintenance Officer, 71 CSB and 7 CSG, Bamberg, Germany; Company Commander, 317 Maintenance Company, Bamberg, Germany; Battalion S3, 71 CSB, Bamberg, Germany; Observer / Controller, Operations Group, National Training Center, Fort Irwin, CA; Small Group Instructor, Combined Logistics Captain's Career Course (CLC3), Fort Lee, VA; Support Operations Officer, 299 Forward Support Battalion, 2 BCT, 1 ID, Balad Iraq and Schweinfurt, Germany; Executive Officer, 299 Forward Support Battalion, 2 BCT, 1 ID, Schweinfurt, Germany; Brigade S3, Division Support Command (DISCOM), 1 ID, Fort Riley, KS; Brigade S3, 1 Sustainment Brigade, Fort Riley, KS; Deputy Support Operations Officer, 1 Sustainment Brigade, Fort Riley, KS and Taji Iraq; Logistics Operations Officer,



Contingency Command Post (CCP), United States Army Pacific (USARPAC), Fort Shafter, Hawaii. LTC Dexter deployed to Tirana, Albania with Task Force Hawk, in support of NATO's Operation Allied Force and to Iraq in support of Operation Iraqi Freedom (OIF) II and OIF 07-09.

Lieutenant Colonel Dexter earned a Bachelor's Degree in Sociology from Fitchburg State College, a Master's Degree in Administration from Central Michigan, and a Master's Degree in International Defense Studies from King's College of London.

His military awards and decorations include the Valorous Unit Award, Meritorious Unit Citation, the Bronze Star Medal (1 OLC), the Meritorious Service Medal (4 OLC), the Army Commendation Medal (1 OLC), the Joint Services Achievement Medal, the Army Achievement Medal (5 OLC), the National Defense Service Medal (2 stars), the Armed Forces Expeditionary Medal, Kosovo Campaign Medal (2 stars), Iraqi Campaign Medal, Global War on Terror Expeditionary Medal, Global War on Terror Service Medal, Korea Defense Service Medal, Armed Forces Services Medal, Armed Forces Reserve Medal, Army Service Ribbon, Overseas Service Ribbon (4 OLC), and the NATO Medal-Kosovo. Additionally, he was awarded the Expert Infantryman Badge, the Airborne Badge, the Air Assault Badge, the order of Samuel Sharpe Medal.

Lieutenant Colonel Dexter is married and has three sons.

Sierra Army Depot Change of Command

July 14, 2011
Parade Field
9:00 a.m.

